



HUMAN RESOURCES POLICY AND PROCEDURES MANUAL

**Approved by the Board of Directors on
20 May 2021**

Policy Guideline Series 1

NOTICE

The Human Resources Manual is intended for internal use. Under no circumstances should it be shared outside of C-SEMA without express written permission from the organisation's management. It contains all human resources related policies, procedures and guidelines that are currently in force, as approved by the Board of Directors on 20th of May 2021. This Human Resources Policies and Procedure Manual replaces all other earlier human resource policies and becomes effective from the 23rd of May 2021.

The provisions stipulated in this manual may be subject to periodic change. Any exception to the policy guidelines, as outlined in the manual shall only be taken with the prior written approval of the Chief Executive Officer.

Any questions on the Manual and its administration should be directed to the Human Resources Unit.

ABOUT THIS REPORT

This policy along with specific employment contracts, job descriptions, statement of employment and other policy documents, define and set out the principle human resources guidelines for C-Sema.

C-SEMA Human Resources Policy Guidelines
Revised in 2021

DESIGN

Jamii Design Limited

CONTENTS

Notice.....	3
Chapter 1 – POLICIES THAT APPLY TO ALL C-SEMA STAFFS.....	6
1.1 The organisation.....	6
1.2 Why Human Resources Policies?.....	6
1.3 Purpose Of This Manual.....	8
1.4 Employee’s Responsibility.....	8
1.5 Definitions.....	9
1.6 Organisation Responsibilities.....	9
1.7 Communication.....	11
1.8 Supervisor’s Responsibilities.....	11
1.9 Applicability.....	12
1.10 Amendment And Review.....	12
1.11 Interpretation.....	12
1.12 Code Of Conduct.....	13
1.13 Outside Activities And Interests.....	13
1.14 Obligations To Supply Information.....	14
1.15 Conflict Of Interest.....	14
1.16 Confidentiality, Use Of The Organisation’s Information And Intellectual Property Rights.....	14
1.17 C-Sema Position On Gift Or Remuneration From External Sources.....	15
1.18 Membership Of Political Parties And Political Activities.....	16
1.19 Drug-Free Workplace.....	16
1.20 Serious Illness And Disability.....	16
1.21 Institutional Commitment Regarding Hiv/Aids.....	17
1.22 Hiv/Aids Policy In The Workplace.....	17
1.23 Health And Safety.....	18
1.24 Official Language.....	18
1.25 Categories Of Staff.....	18
1.26 Regular Staff.....	18
1.27 Other Staff Working At C-Sema.....	18
Chapter 2 – RECRUITMENT AND APPOINTMENT.....	19
2.1 Equal Opportunities Policy.....	21
Chapter 3 – PROCUREMENT.....	21
3.1 Classification Of Posts And Staff.....	22
3.2 Competitiveness, Simplicity, Basic Needs Coverage.....	22

3.3.	Method Of Payment.....	23
3.4.	Termination Benefits.....	23
Chapter 4- CONDITIONS OF WORK AND LEAVE.....		24
4.1.	Hours Of Work.....	24
4.2.	Approval And Reporting Of Leave.....	24
Chapter 5 - TERMINATION OF EMPLOYMENT.....		25
5.1.	Certification Of Service.....	25
Chapter 6 - GRIEVANCE AND CORRECTIVE ACTION POLICY.....		26
6.1.	Grievance Resolution And Appeal Process.....	26
6.2.	Corrective Action Guidelines.....	28
6.3.	Documentation.....	29
6.4.	Due Process.....	30
6.5.	Dismissal.....	30
6.6.	Harassment.....	32
6.7.	Dispute Resolution.....	41
Chapter 7 - TRAVEL GUIDELINES.....		42
7.1.	Purpose of the guidelines.....	42
7.2.	Categories of travellers.....	42
7.3.	Primary consideration regarding whether face-to-face contact is required.....	42
7.4.	Authorisation for official travel.....	43
7.5.	Trips that do not require the creation of a travel request prior to departure.....	43
7.6.	Purchase of tickets.....	43
7.7.	Advance purchase of tickets.....	44
7.8.	Medical clearances.....	44
7.9.	Security clearances.....	45
7.10.	Travel on training.....	45
7.11.	Reimbursement of expenses during a forced stopover.....	45
7.12.	Terminal expenses.....	45
7.13.	Lump-sum option for travel on home leave, family visit or education grant travel.....	46
7.14.	Self-ticketing.....	46
7.15.	Travel advances.....	47
7.16.	Travel claims.....	48
7.17.	Early check-in and/or late check-out to/from hotels.....	48
7.18.	Travel documents.....	48
7.19.	DSA rates.....	49

CHAPTER 1: POLICIES THAT APPLY TO ALL C-SEMA STAFF

INTRODUCTION

The principles laid down in this Manual embody the general terms and conditions of employment at C-SEMA together with the privileges, duties and obligations of the organisation and staff members. They apply to all staff members at C-SEMA, across all locations where C-SEMA carries out its work.

1.1 THE ORGANISATION

C-SEMA is recognized as a not-for-profit organisation established to promote and protect children's rights in Tanzania. Our core strategic programme is the National Child Helpline. With the Internet Watch Foundation hotline, we remove child abuse images through an online portal.

The National Child Helpline serves 3,597 contacts every day. We offer professional services in the areas of child protection, GBV, nutrition, mental health, justice, early childhood development and sexual reproductive health, 24 hours every day. The helpline is a public service and therefore C-Sema runs it on behalf of the government through a formal agreement. This means that all calls received at the helpline for services must be referred to a government department nearest to the caller via a formal referral process.

Strategic Aims:

C-Sema connects children to public services available in their local localities. To serve children, young persons, their parents and communities across the country, C-Sema seeks to accomplish the following six strategic aims (SAs): -

Strategic Aim (SA)1: The National Child Helpline and child protection programming are effectively integrated and function within the national child protection for efficient prevention & response.

SA2: Parents and caregivers are creating and maintaining a nurturing environment for children's realisation of their full potential.

SA3: Good maternal and child nutrition is understood and practised at household, community and national levels.

SA4: Early childhood development services at the community level are efficient and effective.

SA5: Adolescents have access to quality sexual and reproductive health education and services.

SA6: C-Sema is a performing, delivering and sustainable organisation.

Mission:

To respond to children in need of care and protection AND voice their concerns to policy and decision makers.

Vision:

- A Tanzania where all parents are informed about their roles & responsibilities towards children's rights;
- A Tanzania where all children are free to express themselves; and
- A Tanzania where all communities are proactive in their support towards all children's growth and development!.

Our Main Objective:

Create and Provide avenue for children to speak, be their own voice and to be listened.

Our Values:

We strongly adhere to shared core values that guide our work and relationships with colleagues and partners:

Mutual respect: We genuinely respect all those with whom we work, irrespective of nationality, gender, religion, age, profession or workplace seniority. We celebrate the achievements of our colleagues and partners. We support a work environment that fosters trust, teamwork and diversity. We commit ourselves to an environment of mutual respect and collaboration with partners, donors and colleagues.

Creativity: We promote a culture of innovation, continuous learning, problem-solving and independent thinking. We believe that success in living and fostering these values is fundamental to maintaining and enhancing child development.

C-SEMA believes that success in living and fostering these values is fundamental to being a vibrant organization that shall contribute to knowledge, impact, and help ensure a sustainable child protection society in the developing world.

Gender & Diversity: The Organisation recognizes that a diverse workforce is key to the achieving of its strategic goals and objectives, believing in a rich diversity to increase research and management excellence. Our recruitment process is conducted in a manner that is sensitive to the need of maintaining gender equality and diversity.

1.2 WHY HUMAN RESOURCES POLICIES?

C-SEMA endeavours to establish conditions of employment that are recognized as being fair to the interests of all those concerned. We aim to encourage all staff to take interest and pride in the organisation, its challenging vision and mission, and its programme of work to achieve them. We want to encourage all persons associated with C-SEMA to continuously exert their very best talents and efforts in the discharge of their responsibilities in contributing to our success.

The purpose of these human resources policies and procedures is to establish a firm base from which the organisation can efficiently manage its human resource affairs and to do so with due regard to the complexities of its operations and the individuality of each of its staff members.

1.3 PURPOSE OF THIS MANUAL

The human resource policies and procedures contained in this manual set out the conditions of service and the basic rights, duties and obligations of staff members of C-SEMA as approved by the Board of Directors. The purpose of this policy and procedure manual is to provide core policies and a set of standards and procedures in line with human resource management and organizational effectiveness.

HUMAN RESOURCES POLICY AND PROCEDURES MANUAL

The policies herein are subject to the totality of the regulations, laws, and customs within whose borders C-SEMA operates, and of the concerns and actions of its stakeholders.

C-SEMA's Chief Executive Officer reserves the right, based on changing conditions and/or other considerations, to modify, revoke, suspend or terminate any or all of these policies, either fully or in part, at any time, with or without full notice. Such modifications, revocations, suspensions, terminations or changes may also be subject to the approval of the Board of

Directors. Unless specifically permitted in a stipulated human resources policy, entitlements outlined in this document cannot be accumulated, duplicated, converted to another entitlement, or paid in cash or kind. An entitlement not used as outlined in the policy statement is therefore invalid and cannot be reclaimed. Under unusual circumstances, the Chief Executive Officer may make exceptions to this situation.

1.4 EMPLOYEE'S RESPONSIBILITY

To ensure that the policies outlined in this Manual are applied, it is fundamental that all employees of C-SEMA be familiar with its contents. All employees of C-SEMA including management have a responsibility to read and assist with the practical application of the policies laid out in this Manual.

1.5 DEFINITIONS

The following terms carry the meanings defined here:

Allowance — a cash benefit paid by C-SEMA to its employees for specific purposes other than salary.

Base salary — includes earnings before tax, but excludes the pension contribution and benefits (both cash and non-cash).

Benefit — means cash benefits, cash allowances and non-cash benefits such as medical, insurance, leave, training, etc. Reimbursement shall be made according to a scale published periodically by the Organisation.

Board — the Board of Directors of C-SEMA established under C-SEMA's Charter.

By-laws — resolutions approved by the Board per the procedures prescribed by the C-SEMA Charter and made under the power vested in the Board by the Charter.

Charter — shall mean the constitution of C-SEMA.

Commuting distance — the distance that staff members can conveniently travel daily between their place of work and their residence, usually within a suburban area.

Delegation — several actions in this document may be delegated. The Chief Executive Officer or any other executive specifically mentioned in this manual reserves the right to delegate any responsibility, as deemed appropriate.

Direct discrimination — when a person treats another less favourably than they would another person on account of a personal attribute. Such attributes include race, tribe, place of origin, residence or other local

connection, political opinion, colour, creed, gender, marital status, pregnancy, parental status, family responsibilities, sexuality, ethnicity, age or disability.

Duty station — the geographical location, headquarters or elsewhere, to which a staff member is assigned.

Employee — a person holding a letter of appointment for work with C-SEMA, whose employment is governed by these terms and condition.

Harassment and discrimination — forms of misconduct that undermine the integrity of the employment relationship and staff conduct.

Immediate relative or immediate family — spouse, children, father, mother, brother, sister, grandparents, father-in-law or mother-in-law of the staff member or the spouse.

Letter of appointment — the written agreement of employment between C-SEMA and the staff member detailing the terms and conditions of employment.

Manual — it shall take to mean this Human Resources Policy and Procedures Manual.

Organization — is used in this manual, and shall mean "C-SEMA".

Outreach site — any C-SEMA office or base of operations other than the headquarters, either within or outside Tanzania.

Overtime — any time worked on request/approval over the legal workweek in which C-SEMA operates in any calendar week, beginning Monday and ending Sunday.

Promotion — the advancement of a staff member from one grade to a higher grade within the same staff group, or from one staff group to another staff group.

Qualified medical practitioner — a person entitled to engage in the practice of medicine under the laws of the country.

Redundancy — discontinuation of a staff position that is no longer needed or can no longer be financed by the Organisation.

Remuneration package — basic salary plus all other cash and non-cash benefits, allowances to which a staff member is entitled.

Repatriation— return to the place in which the defined home base is located.

Spouse— one legal wife or husband, or a non-married partner in a relationship of at least two years as per the law.

Dismissal — termination of employment based on a disciplinary decision by the employer. Dismissal indicates an immediate departure from service and carries the loss of rights to separation payment and notice period subject to labour laws.

Termination of employment— separation from service by C-SEMA that may result from retirement, disability, death, unacceptable performance.

redundancy, expiry of the fixed-term contract or by cause. Separation from service initiated by the staff member is through resignation.

Remuneration — is the sum of the basic salary and benefits (cash and non-cash).

1.6 ORGANISATION RESPONSIBILITIES

The Board and management of C-SEMA aims to provide a working environment that shall permit staff to achieve high levels of individual and Organisation performance. C-SEMA seeks at all times to:

- Provide fair and equitable treatment of staff;
- Encourage self-development opportunities;
- Discourage discrimination of any form in employment, based on ethnic origin, nationality, race, colour, gender, age or religion;
- Provide opportunities for advancement;
- Provide secure and well-equipped working spaces;
- Encourage and provide an opportunity for staff communication and involvement in matters of their concern.

The Charter and By-laws delegate to the Chief Executive Officer the power to:

- Implement the policies established by the Board of Directors;
- Be responsible for the operations and management of the Organisation.

1.7 COMMUNICATION

Open communication is essential for fostering a positive work environment. Employees are encouraged to participate actively in the free flow of questions, answers and ideas.

The intranet notice board, in-house publications, emails, staff consultations, staff meetings and transformations newsletter shall serve as the key media of communication throughout C-SEMA.

1.8 SUPERVISOR'S RESPONSIBILITIES

- To support and direct work assignments of staff assigned to them;
- To create an open communication environment in the unit, encouraging employees to talk about work issues, listening carefully, and responding to questions or concerns with action or answers. If the issue is outside the supervisor's scope, the supervisor is enjoined to pass it to the appropriate person, and follow up on action taken;
- To conduct regular staff meetings informing staff of decisions that may affect them or the work they do and the reasons for these decisions;
- To ensure that the work programme of the group is achieved, and foster teamwork.

1.9 APPLICABILITY

These policies apply to all staff members. These Policies are also applicable to personnel engaged in special engagements and other short term services, to consultants and to project personnel only to the extent that they may be made applicable in their contracts of employment or letters of appointment.

1.10 AMENDMENT AND REVIEW

Human Resource policies are reviewed periodically and adjustments are incorporated as deemed advisable by the Chief Executive Officer and the Board of Directors.

All deletions, additions and modifications to the policies shall be circulated to all staff and those responsible for the implementation and administration of these policies.

Questions from staff members on policy interpretation, application and procedures shall be addressed to the Manager of the Human Resources Unit.

1.11 INTERPRETATION

These terms and conditions of service shall be read subject to and in the context of:

- The C-SEMA Charter
- Employment agreements and addendums
- The C-SEMA By-laws/instruments
- Applicable laws of the country

All appointments made by C-SEMA with its employees are subject to these terms and conditions and shall be so interpreted in cases requiring resolution.

1.12 CODE OF CONDUCT

- 1.12.1 Staff members of C-SEMA by accepting appointment, pledge themselves to discharge their functions and to regulate their conduct with the interest of the Organisation primarily in view. Strict adherence to the Code of Conduct is expected of all staff members.
- 1.12.2 Staff members shall avoid any action and in particular, any kind of public pronouncement that may adversely reflect on their status, or the integrity, independence and impartiality that are required by their status.
- 1.12.3 Staff members are subject to the authority of the Chief Executive Officer or any other person on that behalf and to assignment by him or her to any of the activities or offices of the Organisation. They are responsible to him or her in the exercise of their functions.
- 1.12.4 Staff members are expected to treat other staff members, as well as all other persons with whom they come into contact on C-SEMA business, with courtesy, respect, equality and cultural sensitivity. C-SEMA promotes diversity and inclusion and prohibits any kind of prejudicial behaviour or harassment on the grounds of religion, sex, race, ethnic origin, health, political affiliation, physical ability or marital status.
- 1.12.5 Any staff member who deals in his or her official capacity with any matter involving a business concern in which he or she holds a financial interest shall at once disclose the nature and measure of that interest to the Chief Executive Officer.

1.13 OUTSIDE ACTIVITIES AND INTERESTS

- 1.13.1 Staff members shall not engage in any continuous or recurring outside occupation or employment without the prior approval of the Chief Executive Officer.
- 1.13.2 Staff members shall not, except in the normal course of official duties and with the prior approval of the Chief Executive Officer, perform any one of the following acts, if such action relates to the purpose, activities or interests of the Organisation. This would however not be required where it happens to be a job requirement.
- i. Issue statements to the press, radio or other agencies of public information;
 - ii. Accept speaking engagements;
 - iii. Take part in a film, photo, theatre, radio or television productions;

1.14 OBLIGATIONS TO SUPPLY INFORMATION

- 1.14.1 On appointment staff members shall supply the Human Resources Manager with whatever information may be required for determining their status for completing administrative arrangements in connection with their appointments.
- 1.14.2 Staff members shall also promptly notify the Human Resources Manager in writing of any subsequent changes affecting their status under the Human Resources Policies.
- 1.14.3 A staff member who is arrested, charged with an offence other than a minor traffic violation, summoned before a court of law as a defendant in a criminal proceeding, or convicted or imprisoned for any offence other than a minor traffic violation shall immediately report the fact to the Chief Executive Officer.

1.15 CONFLICT OF INTEREST

- 1.15.1 Family may not benefit, either directly or indirectly, from their association with an entity that conducts business with the Organisation. Furthermore, they shall not allow third-parties to benefit improperly from the Organisation's business.
- 1.15.2 Staff members shall avoid conflict, or the appearance of conflict, between their public duty and private interests. They shall withdraw themselves from consideration of any matter which could place them in a situation of conflict or the appearance of conflict and shall not participate in any activity which might impair the performance of their official duties and responsibilities.

- 1.15.3 Staff members are required to identify and disclose any interests that might conflict or appear to conflict with their official duties. As soon as a staff member becomes aware of, or suspects, a conflict of interest, he or she must disclose the relevant details in writing to his or her supervisor or Director, and the Human Resources Manager. Any information disclosed in this way shall be treated as confidential.

1.16 CONFIDENTIALITY, USE OF THE ORGANISATION'S INFORMATION AND INTELLECTUAL PROPERTY RIGHTS

- 1.16.1 Staff members shall exercise the utmost discretion regarding all matters of official business. They shall not communicate to any person, government or other entity any information known to them because of their official position which has not been made public, except in the course of the performance of their duties or by authorization of the Chief Executive Officer.
- They shall not at any time use such information to private advantage and they shall not at any time publish anything based thereon except with the written approval of the Chief Executive Officer. These obligations do not cease upon separation from the Organisation.
- 1.16.2 The Chief Executive Officer shall specify the criteria for the classification of information as confidential; and procedures to be followed regarding the safekeeping, handling, release or disclosure of information so classified.
- 1.16.3 All right, title and interest, including without limitation, all copyrights and patents, in and to any material produced and invention developed by any staff member or individuals engaged, on behalf of the Organisation during his or her terms of employment/ engagement by the Organisation shall vest in the Organisation, and no such individual shall have any personal right, title or interest whatsoever therein.
- 1.16.4 Unless specifically waived or transferred in writing by the Chief Executive Officer, all payments and royalties emanating from the exercise of such rights are the property of the Organisation. Refer to the requirements of the Intellectual Property Rights Policy Guideline for more information.

1.17 C-SEMA POSITION ON GIFT OR REMUNERATION FROM EXTERNAL SOURCES

- 1.17.1 No staff member shall accept any substantial honour, decoration, favour, gift or remuneration from any Government or any other source external to the Organisation, without first obtaining the approval of the Chief Executive Officer or his/ her designate. Approval shall be granted only where such acceptance is not incompatible with the terms of these policies and the individual's status as an international or national staff member.
- 1.17.2 The provisions above do not preclude approval of the acceptance of:
- i. Academic awards;
 - ii. Reimbursement of travel and subsistence expenses for activities otherwise authorized
 - iii. Tokens of a commemorative or honorary character, such as scrolls and trophies.

1.18 MEMBERSHIP OF POLITICAL PARTIES AND POLITICAL ACTIVITIES

- 1.18.1 Staff members may exercise the right to vote but shall not engage in any political activity which is inconsistent with or might reflect upon the independence and impartiality at work.
- 1.18.2 Membership in a political party is permitted provided that such membership does not entail action, or obligation to act, contrary to the Rules and Regulations of the Organisation.

1.19 DRUG-FREE WORKPLACE

- 1.19.1 C-SEMA prides itself in providing a conducive and caring environment for all her employees and hosted institutions. Employee health and well-being are paramount, and thus it is the intention of this policy to provide a drug-free environment for C-SEMA and its entire staff.
- 1.19.2 It is not permitted to possess, manufacture, distribute, dispense, acquire, or gain access to any prohibited or controlled substances, including stimulants, antidepressants, narcotics, tranquillizers, hallucinogens, steroids or any local drug. Access to any such substances must be through proper medical advice and recommendation.

1.20 SERIOUS ILLNESS AND DISABILITY

- 1.20.1 C-SEMA is an equal opportunity employer that seeks to ensure diversity, equity and fairness in employment and retention of staff by promoting the well-being of all its employees.
- 1.20.2 Should an employee become inflicted with a long-term, infectious, life-threatening, slow-progressing or other threatening or serious disease or disability, C-SEMA shall encourage such an employee to continue working as long as he/she is physically and mentally able to continue to perform assigned duties without further risk to his/her condition or that of other employees.
- 1.20.3 C-SEMA shall not discriminate against any qualified employee or job applicant about terms, privileges and conditions of employment due to the individual's physical disability. C-SEMA shall treat such an individual as any other employee the condition notwithstanding provided that the said individual remains qualified to perform their duties.
- 1.20.4 C-SEMA, however, retains the right and duty to be satisfied that such an individual can indeed continue to perform the duties at the expected performance level. For C-SEMA to satisfy itself, therefore, it could become necessary for the employee to provide C-SEMA with sufficient information to allow the Organisation to make an individualized assessment of his or her capabilities as relates to the specific functions of the respective position the employee holds.

1.21 INSTITUTIONAL COMMITMENT REGARDING HIV/AIDS

- 1.21.1 The Organisation recognizes that HIV/AIDS is one of the leading constraints to improving the livelihoods of children and marginalized groups in developing countries. C-SEMA is therefore committed to contributing whenever and wherever possible to make its research, development and education activities relevant to the needs of HIV/AIDS communities and the C-SEMA community. C-SEMA shall give explicit consideration to the prevention of HIV/AIDS among its staff and in the communities where it works.

1.22 HIV/AIDS POLICY IN THE WORKPLACE

C-SEMA adopts a non-discriminatory and humanitarian approach to handling and managing HIV/AIDS in the workplace. Specifically, C-SEMA shall:

- 1.22.1 Foster a spirit of understanding and compassion for HIV-infected and affected staff and ensure that they face no stigma or discrimination as a result of their status or state, and assure them equal opportunities and treatment at the workplace in the execution of their duties.
- 1.22.2 Raise awareness on HIV/AIDS and encourage its prevention among staff by providing adequate educational and informational materials and promoting the availability of confidential counselling and other support services to staff and their families.
- 1.22.3 Encourage and support staff who opt for voluntary counselling and testing (VCT). C-SEMA shall not require the staff member to declare the outcomes of these tests.

1.23 HEALTH AND SAFETY

The health and safety of employees are paramount. Therefore all employees are expected to undergo health and safety training during the induction period for new appointees and at least once a year for existing employees, to familiarise themselves with basic health and safety rules of the Organisation, as provided for in the Health and Safety policy. Counselling services for employees in distress shall be part of the Health and Safety program.

1.24 OFFICIAL LANGUAGE

The official language of C-SEMA is English and Swahili. The use of other languages is permissible while dealing with communication as the need arises.

1.25 CATEGORIES OF STAFF

Staff appointments are classified under two main categories: Regular staff and Other staff working at C-SEMA, as further defined below.

1.26 REGULAR STAFF

Regular staff are all staff, who hold full time budgeted positions, regardless of classification, salary, grade or title. Generally, staff under this category would have fixed-term contracts.

1.27 OTHER STAFF WORKING AT C-SEMA

Other staff working at C-SEMA are staff who are recruited to fill one-time assignments established to undertake a particular piece of research or development activity or to assist with a particular administrative matter or project, whose skills are not perceived to be needed by C-SEMA continuously.

Individuals holding such appointments shall be governed by the conditions outlined in their terms of reference (TOR), memoranda of understanding /contracts and letters of appointment. However, the general rules and regulations of C-SEMA as stipulated in this manual apply to them as far as corrective action procedures are concerned.

The definitions of the various other staff working at C-SEMA are as follows:

- Professional consultants- the term "Consultant" shall mean an individual or a consulting firm or organization, hired to provide additional expertise. A Consultant shall not normally perform any of the functions of a regular staff member of C-SEMA.
- Staff on a contract of service- Staff member on a Contract of Service (COS) is generally at the professional level and may be tied directly to a project and their tenure ends with the project. However, if the project is for a duration above two years, C-SEMA shall review the need to convert the Contract of Service to a regular fixed-term contract, funds permitting.
- Cost-free experts (CFEs) -are persons provided by donor institutions or donor States at no cost to C-SEMA to perform specific tasks for which no resources are available within C-SEMA.
- Trainees join C-SEMA for individual training opportunities at different levels according to the objective and the duration of the programme, as well as their level of experience. The training is offered at the various research stations and collaborative sites in the Organisation's network.
- Temporary Staff (STAs)- shall be hired if there is a need of the organization to fill a staffing gap at short notice for a period that is envisaged to last less than one year. Normally, STAs are employed to meet a temporary need due to the absence of regular staff on maternity leave, extended sick leave, or extended special leave; due to a vacancy, pending the filing of the post; due to unforeseen increases in the workload or new activities; or due to conferences or other activities of limited duration.

- Casual support staff- are recruited for a limited time to fill a short-term gap of needed assistance for an unusual increase in workload. Casual support staff are employed on daily/weekly paid wages and shall not be engaged for a continuous period exceeding three months.
- Volunteers are individuals who join C-SEMA for professional experience and exposure for a short period of time and without remuneration.

CHAPTER 2:

RECRUITMENT AND APPOINTMENT

The appointment, transfer, promotion or termination of staff shall of necessity be geared towards attaining the highest standards of efficiency, competence and integrity.

2.1 EQUAL OPPORTUNITIES POLICY

Selection of staff members shall be made competitively and without distinction as to race, gender, religion, age or nationality. C-SEMA is an equal opportunity employer.

Without prejudice to the recruitment of fresh talent at all levels, regard shall be had in filling vacancies to the requisite qualifications and experience of persons already in the service of C-SEMA.

Where it is deemed fit, internal advertisements of vacancies shall be circulated to enable persons already in the service of C-SEMA to apply.

CHAPTER 3:

REMUNERATION

C-SEMA has adopted a structure designed to assure her staff that their place in the C-SEMA structure (indicated by the position, title, salary, and other benefits that they enjoy) is fair and rational and that C-SEMA is treating all staff in a manner that is equitable and competitive. Such a structure ensures the possible progression and mobility of staff within job categories and from one job category to another.

The remuneration package for nationally recruited staff shall be established taking into account the local market and practices, per the established practices, and shall be competitive based on the local salary surveys.

3.1. CLASSIFICATION OF POSTS AND STAFF

The Chief Executive Officer shall make appropriate provision for the classification of posts and staff according to the nature of the duties and responsibilities required.

3.2. COMPETITIVENESS, SIMPLICITY, BASIC NEEDS COVERAGE

- 3.2.1. C-SEMA's policy is to remain competitive in the selected markets in terms of total remuneration. C-SEMA shall offer an attractive but reasonable basic salary, plus the basic benefits usually provided by local employers.
- 3.2.2. Staff benefits are a means to help staff feel secure and fairly treated in the organisation. However, because of C-SEMA's limited administration facilities and being a fund dependant organisation, the overall benefits package needs to be kept as simple as possible to administrate.
- 3.2.3. Remuneration packages shall be established and reviewed according to local markets and practices and where possible under the practices of other similar organisations located in the various countries.

3.3. METHOD OF PAYMENT

All salary payments are made by direct deposit to staff personal bank accounts unless otherwise specified.

No loans or salary advances are provided by C-SEMA except under exceptional circumstances approved by the Chief Executive Officer.

3.4. TERMINATION BENEFITS

If the service of a staff member is terminated, the following are granted by C-SEMA:

- i. Any unpaid leave;
- ii. Severance payments if applicable;
- iii. Repatriation expenses if applicable;
- iv. Any other terminal benefits provided by the law.

CHAPTER 4:

CONDITIONS OF WORK AND LEAVE

4.1. HOURS OF WORK

- 4.1.1. All staff are expected to devote the time and energies necessary to fulfil the requirements of their appointment. C-SEMA office(s) open and operate on a schedule that adheres to the customs and practices at the office's location. To facilitate staff interaction and work, it is expected that staff will be available during these hours, and if not, that the directors shall know where they can be reached.
- 4.1.2. The official working hours run from 08:00 to 17:00 hours with one hour of lunch break between 13:00 and 14:00 hours.
- 4.1.3. If for any unforeseen reason a staff member is unable to report for duty it is their responsibility to notify their supervisor no later than noon on the day of the absence of their inability to report to work. A leave form must be completed accordingly as soon as the staff member resumes work.
- 4.1.4. Breaks for private purposes need appropriate authorization by the responsible supervisor in advance. The time taken for such breaks does not count as time worked and should be made up by the staff member at a time mutually agreeable to the staff member and the responsible supervisor.

4.2. APPROVAL AND REPORTING OF LEAVE

- 4.2.1. Leave approval should be requested and obtained from the supervisor on the appropriate leave application form normally at least 10 working days before the leave is expected to commence. Managers/supervisors are responsible for ensuring proper leave management.
- 4.2.2. The Human Resources Unit shall notify staff members of the balance of their leave at the beginning of each calendar year, or whenever a staff member requests, and shall update and make available the employee's leave record showing every type of leave granted and taken by the staff member.

CHAPTER 5:

TERMINATION OF EMPLOYMENT

Termination of employment is affected when either party chooses to discontinue the employment relationship. C-SEMA reserves the right to terminate the employment of an employee at any time during the contract period.

The employment relationship may cease due to but not limited to retirement, ill-health, poor performance, misconduct and retrenchment, funding constraints, end of a project, donor decisions, resignation, death, change in project focus, move to a new geographical location, or by valid cause or as provided by the law.

5.1. CERTIFICATION OF SERVICE

Any staff member who so requests shall on leaving the services of C-SEMA, be given a statement relating to the nature of his or her duties and the length of service.

CHAPTER 6:

GRIEVANCE AND CORRECTIVE ACTION POLICY

6.1. GRIEVANCE RESOLUTION AND APPEAL PROCESS

- 6.1.1 C-SEMA believes that staff members have a right to express their dissatisfaction with situations about them and should receive fair treatment in all such matters. The organisation shall provide an enabling environment for staff to put forward issues and expect resolutions at a reasonable time.
- 6.1.2 This policy addresses situations where staff are aggrieved or discontented with work-related issues, disciplinary measures or issues that may adversely affect their performance such as an alleged violation or misinterpretation of applicable rules and policies of the organisation or unfair application of such rules and policies; disputes, disagreements and complaints about decisions and actions made by supervisors; or alleged unfair treatment.
- 6.1.3 The Chief Executive Officer shall establish administrative machinery with staff participation to advise him or her, based on C-SEMA's policies and procedures, in case of any appeal by staff members against an administrative decision on him or her.
- 6.1.4 A grievance is defined as a complaint of an employee arising from the employer/employee work relationship. Consequently, the aggrieved employee request for resolution (and an appeal if necessary) of the decision made by the supervisor or manager or an injury, injustice or wrong that gives ground for a complaint. The procedure aims to settle the grievance at its point of origin and to apply the principles of natural justice (procedural fairness).
- 6.1.5 Before a formal grievance begins, staff members are encouraged to discuss the issue with their immediate supervisors or line managers. Immediate supervisors or line managers are expected to have an open discussion with their staff in an attempt to reduce grievances.
- 6.1.6 Every staff/person to a complaint has the right (where there may be detriment arising from the resolution of that complaint) to be heard and to present provable evidence and submissions in his or her

cause, and the opportunity to be heard promptly by an impartial decision-maker.

- 6.1.7 Employees are encouraged to discuss problems with their supervisors first because supervisors can often resolve these problems. Employees who have differences with their supervisors or co-workers may seek help from another staff member or the Human Resources Manager.
- 6.1.8 If an employee approaches a supervisor or a line manager with a work-related problem, the line manager or the supervisor should listen carefully, discuss possible solutions and follow through to ensure action is taken. In case there is a need to investigate what arises, the supervisor should promptly inform the employee of this and if the allegation is against the supervisor, HR shall inform the staff. If there is a delay, the employee should be kept informed about the status and reasons for the delay.
- 6.1.9 An employee not satisfied with the decision provided an appeal to the Human Resources Manager.
- 6.1.10 The final decision on a formally lodged grievance must be formally communicated to the staff with a copy to be kept with the Human Resource Unit.
- 6.1.11 Any aggrieved staff member can bring their case directly to the attention of the Human Resources Manager in cases where it may be difficult to go through the line manager or immediate supervisor.
- 6.1.12 An employee still not satisfied with the decision of the Human Resources Manager shall appeal to the Chief Executive Officer whose decision shall be final.
- 6.1.13 For staff reporting to the Chief Executive Officer, grievances handling may be taken up with the Board. The complaint shall be addressed to the secretary of the Board. The Board shall appoint a panel to hear the grievance which shall consist of four panellists with at least one co-worker. The panel shall forward findings and recommendations to the Board for consideration. The decision of the Board shall be final.
- 6.1.14 All matters about grievances shall be handled with the utmost confidentiality.

6.2. CORRECTIVE ACTION GUIDELINES

All employees are expected to meet performance standards and to follow the laid down work procedures. In most cases employees who fail to perform as expected are given subjected to corrective action procedure involving:

- i. Oral warning;
- ii. Written warning;
- iii. Final written warning;
- iv. Disciplinary action
 - Suspension with/without pay
 - Demotion
 - Dismissal/termination

6.2.1. Supervisor's responsibility

6.2.1.1 To set performance standards, communicate them in writing to employees and ensure that they are met. Employees should have a clear understanding of their goals and responsibilities. The supervisor should let employees know when they are doing a good job and when improvement is needed.

6.2.1.2 To begin corrective action at the first sign that an employee is not meeting performance standards. Corrective action is usually a progressive process, beginning with informal verbal counselling. If the problem continues, corrective action may proceed to written formal warnings. At this point, the supervisor may consult the Human Resources Manager for further guidance.

6.2.1.3 To document each step in the corrective action process. Informal counselling sessions and their outcomes should be logged in the employee's file. Formal warnings should be documented as well.

6.2.1.4 To consult the Human Resources Manager after giving two warnings before taking further action.

Situation	Action needed
A discipline problem	Informal warning — counsel the employee verbally, set a time limit for improvement and note the informal warning and date in the personal file.
Improvement after informal warning	Informal discussion with the employee to acknowledge improvement. Note this in the personal file.
No improvement after informal warning	Formal warning — meet with the employee to discuss the problem and give the employee a formal warning in a memo.
Improvement after informal warning	Acknowledge improvement and note that sustained improvement is expected.
No improvement after informal warning	Final warning — meet with the employee, give the employee in writing a reasonable probation period within which to improve or he or she shall face termination.
Successful completion of probation period	Acknowledge improvement with an insistence that the improvement must be sustained.
No improvement after the final warning	Terminate service following the procedures under termination.

*corrective action procedure for misconduct

6.3 DOCUMENTATION

- 6.3.1. Each warning must contain the following information:
- i. The problem
 - ii. Details of previous warnings
 - iii. Expected results
 - iv. The time limit for improvement
 - v. The consequence of failure to improve

- 6.3.2 All warning communication must be signed by the relevant authority and as far possible shall be hand-delivered to the employee. Copy of warning communication shall be given to HR unit.
- 6.3.3 The process outlined here is a guideline and not a substitute for a supervisor's evaluation. There must be consistency in applying standards, issuing warnings and making termination decisions. At the same time, every employee or situation is different, so the regular progressive approach may not always be appropriate, especially for disruptive or recurring problems.

6.4. DUE PROCESS

- 6.4.1. No disciplinary proceedings may be instituted against a staff member unless he or she has been formally notified of the allegations against him or her, as well as the right to seek assistance in his or her defence of an attorney or another staff member or the representation of recognized association, and has been given reasonable opportunity to respond to those allegations.
- 6.4.2. No staff member shall be subject to disciplinary measures until the matter has been referred to a Disciplinary Panel headed by a senior manager or person of similar rank, for recommendations as to what measures are appropriate, except that no such advice shall be required if referral to the Disciplinary Panel is waived by mutual agreement.
- 6.4.3. The staff member shall be entitled to receive relevant reports, documents and recommendations, about any investigation and the deliberations of the panel.

6.5. DISMISSAL

- 6.5.1. The Chief Executive Officer may dismiss a member of the staff for serious misconduct.
- 6.5.2. Dismissal of a staff member for serious misconduct does not prejudice such staff member's right to due process.
- 6.5.3. Any of the definitions listed under unacceptable performance and unacceptable conduct may form the grounds for dismissal although alone shall not be understood to be a complete listing of behaviour or activities that may be deemed to constitute major misconduct.

Dismissal or similar action entails the immediate departure from the place of work with loss of certain rights to any payment such as

notice payment and severance pay. Dismissal may occur as provided by the law and in circumstances when an employee is liable of:

- Serious misconduct inconsistent with the fulfilment of the expressed or implied conditions of his or her contract of employment such that it would be unreasonable to continue the employment relationship;
- Habitual or substantial neglect of duties;
- Lack of the skills that the employee expressly or by implication made the employer believe he or she possessed;
- Wilful disobedience or insubordination;
- Absence from work at least three times without permission of the employer and reasonable excuse;
- Theft or intentional damage of the organisation's property or other employees' property;
- Assault on any other employee;
- Financial or scientific dishonesty or fraud;
- Falsifying official records;
- Destruction or theft of official records or release of confidential information;
- Reporting to work under the influence of alcohol or drugs or using illicit drugs in the C-SEMA premises; or
- Gambling.

6.5.4. Employees who are dismissed shall be entitled to the following terminal benefits if applicable:

- Salary payment for the days worked up to the time of dismissal;
- Payment for any accrued leave days not taken by the time of dismissal;
- Salary instead of notice
- Severance pay
- Repatriation costs
- Any other benefit provided by the law.

6.5.5. Any outstanding advances to or losses incurred or caused to C-SEMA by the employee shall be deducted from the final payments due to the employee.

- 6.5.4. Employees who are dismissed shall be entitled to the following terminal benefits if applicable:
- Salary payment for the days worked up to the time of dismissal;
 - Payment for any accrued leave days not taken by the time of dismissal;
 - Salary instead of notice
 - Severance pay
 - Repatriation costs
 - Any other benefit provided by the law.
- 6.5.5. Any outstanding advances to or losses incurred or caused to C-SEMA by the employee shall be deducted from the final payments due to the employee.

6.6. HARASSMENT

- 6.6.1. General principle
- Human rights at C-SEMA are governed by the universal principle of human rights and, in particular, by the constitution, laws and regulations in force in the countries in which C-SEMA implements its strategic intent. The basic values of integrity, impartiality, independence and discretion should govern all aspects of staff members' conduct in their work.
- Staffs whether supervisors, peers or subordinates are all expected to treat one another with utmost courtesy and dignity. They are also expected to act with tolerance, sensitivity and respect towards other persons' cultures and backgrounds.
- 6.6.1.1 C-SEMA is committed to ensuring a multicultural work environment free from any form of abuse, discrimination or harassment. It is particularly serious when the behaviour of this kind is engaged in by any official who is in a position to influence the career or employment conditions of a staff member. Conduct that constitutes abuse, discrimination or harassment shall not be tolerated and shall be dealt with in a manner consistent with the severity of the infraction, including appropriate administrative and disciplinary measures.
- 6.6.1.2 It is the policy of C-SEMA's Board and management to maintain a work environment that is efficient, effective, equitable, respects the dignity of the individual, and is free of all forms of discrimination, intimidation and harassment based on ethnic, social or political background, colour, nationality, religion, age, gender, disability, marital status, sexual preferences or any other trait protected by law.

- 6.6.1.3 This policy applies to all areas of employment including recruitment, hiring, training, promotion, compensation and benefits. Employees may not discriminate against or harass other employees, job applicants, customers, vendors or visitors. This policy applies to all employees as well as persons who are not employees of C-SEMA but have business contacts with C-SEMA employees.
- 6.6.1.4 The objective of the 'no harassment policy is to create a positive working environment that is free of hostile, offensive, intimidating or harassing conduct that would unreasonably interfere with an employee's work. The types of harassment are described below.
- 6.6.1.5 All formal complaints of harassment, intimidation or discrimination shall be addressed immediately after they are received.
- 6.6.2. Harassment defined
- 6.6.2.1 Harassment is conduct, verbal and non-verbal, made by one or more persons, either on a one time or continuous basis that demeans, belittles or causes personal humiliation. Harassment can take many different forms, including, for example, threatening comments, whether written or oral or threatening physical behaviour; intimidation, blackmail or coercion; making deliberate insults related to a person's personal or professional competence; making humiliating, degrading or offensive or abusive personal remarks to someone; undermining or isolating people; or making it impossible for staff to do their job by, for example, withholding information.

Other forms of harassment are described hereunder: -

- i. Is a form of discrimination that includes a wide range of conduct and causes another person to feel offended, humiliated, intimidated, insulted or ridiculed;
- ii. Is the behaviour that is unwelcome, unreciprocated, uninvited and usually, but not always, repeated;
- iii. Is the exertion of power by one person over another;
- iv. Maybe based on misunderstanding or maybe a deliberate act, and often it contains a subjective perspective;
- v. May cause damaging stereotypes to be maintained, and is a breach of proper standards of conduct and professional behaviour.

- 6.6.2.2 Intimidatory harassment involves the thoughtless or intentional use of physical or organizational power to coerce a person into performing a particular action or to instil in the person a feeling of humiliation or intimidation. Intimidatory harassment should not be confused with legitimate comments or advice (including relevant negative comments or feedback) delivered reasonably by a supervisor or colleague on work performance or work-related behaviour.
- 6.6.2.3 Within the policy statement of terms and conditions of employment for staff, discrimination in employment refers to the inequitable and inconsistent application of the terms and conditions of employment such as promotion, job application, etc. within the respective staff groups.
- 6.6.2.4 Harassment, intimidation and discrimination can arise from a broad range of physical or verbal behaviour, a one-time incident or a series of incidents that include, but are not limited to:
- i. Physical or mental abuse;
 - ii. Racial insults;
 - iii. Comments relating to one's ethnicity;
 - iv. Comments relating to another's religious convictions;
 - v. Gender-related comments and putdowns;
 - vi. Unwelcome sexual advances or touching;
 - vii. Sexual comments or repetition of sexual jokes;
 - viii. Requests for sexual favours used as a condition for employment or affecting any personnel decision such as hiring, promotion or compensation;
 - ix. Display of sexually explicit or otherwise offensive posters, calendars or materials that are inappropriate for display in the workplace.
- 6.6.2.5 Such harassment or similarly unacceptable behaviour that could become a condition for employment or a basis for personnel decisions, or that creates a hostile environment is specifically prohibited.
- 6.6.3. Sexual harassment:
- 6.6.3.1 Sexual harassment involves physical, verbal or non-verbal behaviour of a sexual nature that is unwelcome or offensive to the recipient or that creates an intimidating or humiliating work environment. Sexual harassment may occur between persons of opposite sexes or the same sex.

6.6.3.2 All employees must be allowed to work in an environment free of unsolicited and unwelcome sexual overtures. Sexual harassment does not refer to occasional compliments or other generally acceptable social behaviour. It refers to behaviour that is not welcome, is personally offensive, undermines or weakens morale, and that therefore unreasonably interferes with the work effectiveness of its victim and their co-workers. It also includes harassment of a person by another person of the same gender.

6.6.3.3 Sexual harassment may include such conduct as:

- i. Offensive flirtation, suggestive remarks, sex-oriented verbal 'kidding', repeated jokes, innuendos, lewd comments, or abuse;
- ii. Offensive and unwelcome physical conduct of a sexual or gender-based nature such as touching, patting, pinching, repeated brushing against another's body, sexual assault, rape or impending or blocking an individual's movement.
- iii. Demands of sexual favours accompanied by implied or overt promises of preferential treatment in employment, such as offering employment benefits or favourable assignments, reviews, promotions or the like, in exchange for sexual favours;
- iv. Denial or threats to deny employment benefits to someone who rejects sexual advances;
- v. Unwanted sexual advances, propositions, flirtation or repeated unwanted requests for or efforts to make social contact;
- vi. Verbal conduct of a sexual or gender-based nature such as using sexually degrading, vulgar or discriminatory language to describe an individual, making sexually suggestive comments about an individual's body, discussing sexual activity, or making derogatory, sexual, gender-related or discriminatory comments, taunts, jokes or epithets;
- vii. Non-verbal conduct of a sexual or gender-based nature such as whistling; unwelcome staring; leering; displaying sexually suggestive, gender-based or discrimination-based objects, pictures, posters or cartoons; or sending sexual, derogatory, obscene or discriminatory letters, email messages, voicemail messages, gifts, notes or invitations;
- viii. Retaliation or threats of retaliation for protesting about sexual harassment or gender-based conduct or for making a complaint about such behaviour.

- ix. Where any of the above actions occur in conjunction with one or more of the following:
- x. Submission to such conduct is made an express or implied term or condition of employment;
- xi. Submission to or rejection of such conduct is used as a basis of employment decisions;
- xii. Such conduct has the purpose or effect of unreasonably interfering with work performance or creating an intimidating, hostile or offensive working environment.

6.6.3.4. C-SEMA prohibits all forms of sexual harassment, including verbal, non-verbal and physical conduct.

6.6.3.5 The target of this policy is the prevention of unwelcome conduct. Employees should be aware of any conduct directed at them that they may construe as unwelcome. In some situations, a person may not realize that his or her behaviour is inappropriate or undesirable. Employees who consider any person's behaviour as inconsistent with these guidelines are encouraged to inform the perpetrator of the inappropriateness of the behaviour. This may be done verbally or in writing, but in either case, the complainant needs to be assertive, stating the behaviour that is considered unacceptable and requesting that it be stopped.

6.6.3.6 The person so told should comply immediately and graciously with such requests.

6.6.4. Responsibility of employees and supervisors

Every staff member is responsible for creating and maintaining a work environment that is free of harassment, intimidation and discrimination and in which dignity is fully respected.

6.6.5. Responsibility of every employee

Employees have the responsibility of taking assertive action if they feel they are being subjected to harassment, regardless of who the alleged offender is or the nature of the harassment, by making the offensiveness of the unwelcome conduct immediately known to the offender and by reporting it to the supervisor or any other party as per the reporting procedures;

- Adhering to policy guidelines;
- Maintaining a professional working attitude towards all other

- Treating other employees and external clients with respect and adopting a non-judgmental outlook.

6.6.6. Role of supervisors and managers

Supervisors and managers have a key role in this effort by ensuring that any incident of unacceptable behaviour, including sexual harassment or intimidation, is promptly dealt with and that corrective action is taken. Managers and supervisors bear added responsibilities of:

- i. Serving as role models and making it clear that no form of harassment shall be tolerated;
- ii. Promoting and enhancing a positive working environment in which harassment does not occur;
- iii. Treating every complaint seriously and ensuring prompt attention and complete adherence to the policy;
- iv. Listening carefully to both sides and assisting in the resolution of any complaint.

6.6.7. Reporting

6.6.7.1 Any C-SEMA or non-C-SEMA employee working as part of a subcontracted service team who is the subject of, or who has knowledge of, or who witnesses any harassment or discrimination should immediately bring such information to the attention of anyone or more of the following persons:

- i. His or her immediate supervisor (where the offender is the immediate supervisor, then the employee should report to the next individual up the chain of command);
- ii. Unit head, manager or coordinator if any;
- iii. Director;
- iv. A representative of the Human Resources Unit.

6.6.7.2 C-SEMA shall continue its practice of promptly investigating concerns regarding harassment and discrimination and, where appropriate, take prompt corrective action. C-SEMA's management shall handle reports of such alleged misconduct with sensitivity and with concern for confidentiality, reputation and privacy of employees as far as is practicable.

6.6.7.3 Neither the employee against whom the complaint is made nor any other employee may at any time before, in the course of, or after the investigation, take any kind of retaliatory action against an employee who has made or intends to make a good-faith complaint about harassment or discrimination prohibited by this policy.

6.6.8. Documentation

6.6.8.1 All complaints made shall be fully documented, respecting privacy. The key information concerning the offensive acts to be included in the documentation includes:

- i. Description of the specific act;
- ii. The time and date of the act;
- iii. The circumstances surrounding the offensive act;
- iv. The manner and location of the incident;
- v. Whether and under what circumstances the complainant made it clear to the alleged offender that the disputed behaviour was unwelcome;
- vi. Witnesses to the offence or persons to whom the offence was mentioned;
- vii. Other information relevant to the case.

6.6.8.2 If the alleged offender is the immediate supervisor, the written complaint should be presented to the next level supervisor, with a copy to Human Resources Manager.

6.6.9. Investigation

6.6.9.1 The primary objective of the investigation and resolution procedure is to ensure that some understanding is reached between the parties as to what constitutes inappropriate behaviour and how they shall relate to each other in the future. The outcomes sought shall be those that shall maximize the restoration of harmonious workplace relations in the shortest possible time.

6.6.9.2 The Human Resources Manager shall bring the alleged offence to the attention of the Chief Executive Officer, who shall use his discretion to determine the next course of action depending on the gravity of the matter. If in the Chief Executive Officer's opinion the matter requires further investigation before a decision is made, the following steps shall be taken:

- i. An investigation panel shall be appointed comprising two women and two men drawn from a longitudinal spectrum of all staff;
- ii. One of the panel members shall be designated as the panel chair;

- iv. The panel shall advise the Chief Executive Officer on the immediate action to be taken on the alleged offender pending the investigation;
- v. The panel shall advise the alleged offender that she or he is to have no contact whatsoever with the complainant, either directly or by proxy.

6.6.9.3 Once the panel is constituted, the Chief Executive Officer shall:

- i. Inform the complainant of the receipt of the complaint and the activation of the investigation process;
- ii. Forward a written version of the complaint to the alleged offender requesting him or her to respond to the Human Resources Unit within seven days of the Chief Executive Officer's communication;
- iii. Instruct the investigation panel to schedule a meeting to discuss the complaint, the logistics of the investigation process, the people involved, the timing of the investigation, and the reporting and constitution of the disciplinary panel.

6.6.9.4 The panel shall investigate on a strictly confidential basis.

6.6.10. Hearing of the parties

6.6.10.1 The panel shall:

- i. Schedule meetings and consider all available information from the written complaint, the response from the alleged offender and statements from various witnesses or other relevant sources;
- ii. Assess the reliability of the information, the evidence provided and the existence of any previous complaints against the same offender that may indicate a pattern;
- iii. Hold interviews with the complainant, the alleged offender and other witnesses;
- iv. Decide if there is a case and recommend appropriate action in writing to the Chief Executive Officer.

6.6.10.2 The recommendations should be received by the Chief Executive Officer no later than six (6) weeks after the presentation of the complaint.

6.6.11 The Chief Executive Officer shall review all the written information and evidence provided and may take any of the following actions:

- i. Close the case if the facts as established by the investigation panel do not support misconduct. In this event, the complainant and the alleged offender shall be informed of the decision and shall receive a copy of the findings of the panel within 15 working days from the date of receipt of the findings by the Chief Executive Officer;
- ii. Transmit appropriate details from the panel's report. In this event the alleged offender shall be given five working days to submit his or her comments;
- iii. Submit the report of the investigation and comments of the alleged offender, together with the panel's recommendations, to the Human Resources Manager or any other authorized person to administer disciplinary action.

6.6.12. Disciplinary measures

6.6.12.1 Any of the following measures may be taken, depending on the severity of the offence:

- i. The offender may be required to provide a private or a written public apology;
- ii. The offender may receive a verbal warning and professional counselling;
- iii. The Chief Executive Officer may give a written warning to the offender with a copy for his or her file;
- iv. The offender's contract may be terminated;
- v. The offender may be dismissed summarily.

6.6.13. Follow-up action

6.6.13.1 Counselling shall be available to the complainant if requested;

6.6.13.2 Any staff member who believes that he or she was unjustly treated by the investigation may follow the grievance resolution procedure to seek resolution of his or her concern;

6.6.13.3 The Human Resources Manager shall carry out a follow-up enquiry with the complainant six months after the case is decided, regardless of the outcome. The enquiry should ascertain whether the complainant has been subjected to retaliation by the alleged offender or any other staff member at the workplace, then take appropriate action.

6.7 DISPUTE RESOLUTION

6.7.1. C-SEMA intends to treat staff fairly, hence the need to develop and implement this policy manual, which includes appropriate grievance resolution procedures. In the unfortunate circumstance that a dispute arising between staff members and/or C-SEMA is not resolved internally, C-SEMA's provisions for final resolution of the dispute are as follows:

- i. Regarding recommendations of disciplinary panel and decision of Chief Executive Officer, a staff member might within five (5) working days choose to appeal against that decision of the Chief Executive Officer to the Board whose decision shall be final.
- ii. Any grievance, dispute or difference that at any time may arise between an employee and C-SEMA and has exhausted internal procedure, a staff member shall refer the unresolved misunderstanding to the relevant authority.

CHAPTER 7: C-SEMA TRAVEL GUIDELINES

7.1. PURPOSE OF THE GUIDELINES

The purpose of this section is to provide staff members with detailed information on official travel, administrative instruction on travel financing and to familiarise staff members with the application of this guide for official travel.

7.2 CATEGORIES OF TRAVELLERS

C-Sema recognises two broad categories of travellers: -

- 7.2.1 Staff members: travellers who hold a letter of appointment and either a temporary, fixed-term, continuing employment agreement with C-Sema;
- 7.2.2 Other travellers: This category of individuals includes but it is not limited to family members of staff members, C-Sema's Board Members, participants in advisory meetings, consultants, individual contractors, C-Sema volunteers and interns.

7.3 PRIMARY CONSIDERATION REGARDING WHETHER FACE-TO-FACE CONTACT IS REQUIRED

Prior to initiating officetravel, staff members and other travellers, if applicable, in coordination with programme managers or the Finance and Administration Department, must explore and confirm that direct face-to-face contact is indeed necessary, that all other alternative methods (such as videoconference, audioconference or other remote business methods) have been carefully reviewed and were found not to be effective and that physical travel is therefore necessary. Only if physical travel is indeed required should a travel request be submitted.

7.4 AUTHORISATION FOR OFFICIAL TRAVEL

Staff members shall be responsible for ascertaining that they have the proper authorisation before commencing travel. Prior to raising a travel request, staff members and other travellers, if applicable, must submit a corresponding C-SEMA Travel Authorisation & Request FORM and obtain approval from their programme manager or immediate supervisor.

All travel at C-Sema's expense for all categories of travellers must be processed through proper finance authorisation channel. Travel by commercial aircraft, public transport or train may not be procured via purchase order, contract or other means.

Travel undertaken at no expense to C-Sema is subject to the travel policy of C-Sema and requires the creation of an authorisation process in order to build a comprehensive travel history for the traveller and thus ensure that the administration can administer entitlements in a timely and correct manner.

7.5. TRIPS THAT DO NOT REQUIRE THE CREATION OF A TRAVEL REQUEST PRIOR TO DEPARTURE

A travel request is not required to be created by the traveller prior to departure if the following four conditions are met:

- 7.5.1 No more than three nights of daily subsistence allowance (DSA) or mission subsistence allowance will be claimed by the traveller;
- 7.5.2 No travel advance is required by the traveller;
- 7.5.3 The mode of travel does not include passage on a commercial aircraft, train, bus or ferry purchased by C-Sema in advance;
- 7.5.4 No personal deviation is being requested.

However, a prior written authorisation (such as an email) from the programme manager or immediate supervisor continues to be required.

In these circumstances, the submission of a post facto stand-alone trip report will suffice. Staff members and other travellers, if applicable, must submit a stand-alone trip report within seven working days of the trip end date.

7.6 PURCHASE OF TICKETS

All travel agencies or travel management companies shall be contractually obliged to provide the most economical tickets available, at the time of purchase.

Should a traveller become aware that a more economical ticket is available from a different source, the traveller may alert the respective travel processing office and provide supporting documents such as screen shots, quotations and any other relevant information. A meaningful comparison is normally only possible at the same time as ticket issuance, as the true cost of a ticket is only established at that point in time.

In this context, in establishing the authorised itinerary, due consideration should be given to the total cost of travel, (e.g., additional DSA required for stops and additional fees for services not included in some discount/basic fares, such as baggage fees and onboard meal) and not simply the ticket price, depending on fund availability.

7.7. ADVANCE PURCHASE OF TICKETS

Individuals travelling on behalf of C-Sema by commercial air paid for by C-Sema (including on self-ticketed itineraries that are reimbursed by C-Sema), should obtain the approval of the Finance & Administration Department 14 calendar days in advance of the commencement of official travel.

Staff members are required to submit travel requests at least 21 calendar days prior to the commencement of travel, to ensure timely finalisation of the travel arrangements in accordance with the instruction.

Staff members are required to provide a justification for travel requests submitted less than 21 calendar days in advance of the commencement of travel. The approver (Supervisor) is responsible for reviewing the justification provided and for seeking additional information and/or clarification, if deemed necessary.

7.8 MEDICAL CLEARANCES

Prior to the start of travel, it is the traveller's individual responsibility to obtain the required medical clearances, including travel health insurance policies whenever applicable.

Approvers (Supervisors) and the Finance & Administration Department are not required to ensure that medical clearance or travel health insurance is obtained prior to the approval of the travel request, unless otherwise explicitly requested by authorities to address possible emergencies (e.g.,

specific concerns in the region).

7.9. SECURITY CLEARANCES

It is the traveller's individual responsibility to obtain the required security clearances prior to the commencement of all travel. Failure to obtain the required security clearance prior to travel may result in the traveller becoming ineligible to make it to their destinations, etc.

Approvers (Supervisors) and the Finance & Administration Department are not responsible to ensure that security clearance has or will be obtained prior to the approval of a travel request. However, they are to remind travellers of their obligation to obtain the security clearance prior to travel.

7.10. TRAVEL ON TRAINING

To ensure the correct application of the travel policy, all travellers whose travel is related to training must indicate in the "comments" section of the travel request whether they are travelling as "trainer" or "trainee". This annotation will be validated during the travel approval process.

7.11. REIMBURSEMENT OF EXPENSES DURING A FORCED STOPOVER

There is no entitlement to DSA for travel time on home leave and family visit. Actual costs for meals, accommodation and incidentals not exceeding the corresponding portions of the established DSA rate for the location are reimbursable for an authorised unavoidable stopover while on home leave or family visit, or education grant travel in cases in which C-Sema has provided the air ticket and the airline does not provide meals or lodging.

7.12. TERMINAL EXPENSES

Staff members are reimbursed terminal expenses for transportation between the airport or other point of arrival or departure and the hotel or other place of dwelling.

Terminal expenses are deemed to cover all expenses for transportation between the airport or other point of arrival or departure and the hotel or other place of dwelling, including transfer of baggage and other related incidental charges. In this respect, "other point of arrival or departure" shall refer to locations other than an airport (e.g. train terminals) only when the mode or type of travel (e.g. train) has been approved as the alternative that fully replaces travel by air.

All terminal expenses must only be incurred in circumstances where they are approved in advance of travel.

7.13. LUMP-SUM OPTION FOR TRAVEL ON HOME LEAVE, FAMILY VISIT OR EDUCATION GRANT TRAVEL

Staff members who wish to exercise this option should initiate the travel request at least two months in advance of the anticipated departure date and request information on the amount of the lump sum. The travel request will be routed to the Finance & Administration Department, which will establish the lump-sum amount.

Once the staff member has been informed by the travel processing office about the amount of the lump sum for the requested travel, the staff member will have 10 business days to accept the lump sum. It is important to remember that if a response is not received within that time frame, the lump-sum option may not be granted.

All lump-sum calculations are based on funds availability.

7.14. SELF-TICKETING

Staff members and other travellers, if applicable, may be authorised to purchase their own tickets ("self-ticket"). A self-ticketing option may be approved, regardless of the ticket value, when deemed to be in the best interest of C-Sema and subject to a maximum reimbursement amount established by the relevant travel processing office.

The following self-ticketing process is to be adhered to:

- 7.14.1 C-Sema Travel Authorisation & Request FORM must be filled with detailed justification of the request for self-ticketing in the "comments" field;
- 7.14.2 The Approvers (Supervisors) and the Finance & Administration Department will review and then endorse or reject the justification;
- 7.14.3 The travel processing office will evaluate the request for self-ticketing and approve the request, if it is deemed advantageous to C-Sema;
- 7.14.4 The travel processing office will communicate the maximum reimbursable amount calculated as the ticket portion of the amount authorised for the journey on the approved dates and by the

- 7.14.5 In purchasing their tickets, staff members must comply with the approved dates, mode, route and standard of travel;
- 7.14.6 Upon return from travel, the staff member and other travellers, if applicable, must submit trip report that is linked to the previously approved travel request for self-ticketing.

All requests for self-ticketing must be submitted well in advance, to ensure compliance with the 16-day vs 21-days advance purchase policy.

It is important to note that staff members and other travellers, if applicable, who purchase tickets without an approved travel request risk not being reimbursed or only receiving partial reimbursement.

All claims for reimbursement in the trip report must be supported by a scanned copy of the invoice paid by the traveller, and the proof of travel should be retained by the staff member and other travellers, if applicable, for a period of five years.

Charges for additional value-added services (e.g., premium seat selection and priority boarding) are the financial responsibility of the traveller and are not reimbursable.

In the event of any changes to the planned travel, the traveller is responsible for managing any associated change and refund requests directly with the ticket provider.

Travellers must also request and obtain security and medical clearances for their approved travel, where applicable, and ensure that visa and other requirements are in order prior to travel.

7.15 TRAVEL ADVANCES

Travel advances will only include DSA and/or terminal expenses applicable to the category of the traveller. Advances for official business travel will be issued up to five days in advance of the travel date, whereas advances for lump sums can be issued from eight weeks prior to the travel date. No travel advances should be made for trips with a total duration of less than 24 hours. In cases in which such advances are required to avoid undue financial hardship on the traveller, the travel approver can manually enter the travel advance payable in the travel request.

7.16 TRAVEL CLAIMS

Staff members are not required to attach a scanned copy of boarding passes (or a passenger manifest, in the case of United Nations aircraft) to the respective trip report for any type of travel, except under exceptional circumstances (such as travel funded by donor grant) which may require the provision of the boarding pass as a scanned attachment. When travel is arranged on behalf of travellers who are not staff members, the travel organiser is responsible for retaining the original documents to support any claims.

Proof of travel and travel expenses must be retained by the staff member (or the travel organiser, if travel was arranged on behalf of a traveller who is not a staff member) for a period of five years.

Staff members and travel organisers must submit the trip report for their or their travellers' trips within two weeks of the authorised return travel date. The submission of a trip report is applicable for both ticket (including self-ticketing) and lump-sum options. Failure to comply with this requirement will result in an automatic recovery of the travel advance or lump sum through payroll for staff members. For non-staff, a credit memo will be placed against the travellers' vendor account, which will prevent future payments from being made until it is cleared by approval of the trip report.

7.17 EARLY CHECK-IN AND/OR LATE CHECK-OUT TO/FROM HOTELS

In exceptional circumstances in which travel arranged or approved by C-Sema results in a traveller incurring charges for having to check in early or check out late to or from a hotel, the traveller may claim reimbursement, assuming the travel request is duly approved and scanned receipts are attached to the trip report. The traveller will be reimbursed the actual accommodation cost, not to exceed the accommodation portion of the standard DSA rate.

7.18 TRAVEL DOCUMENTS

It is the traveller's responsibility to ensure that all required travel documents are valid and accurate and to obtain the necessary visa(s) for the destination, transit stops and return travel, where applicable, prior to departure. Invitation letters, United Nations-issued travel documents or any other related documents only complement the holder's national passport, but do not

replace government-issued travel documents.

7.19 DSA RATES

All travellers shall be entitled to receive subsistence allowance in respect of every night for which they are away from their duty station at rates to be determined from time to time by the government's approved DSAs. Please consult your immediate supervisors for more information on your applicable travel claims.

As a general rule, all C-Sema's DSA rates are based and aligned to existing government rates.

The per diem or Daily Subsistence Allowance (DSA) for mid-level managers and senior officers has increased from Sh65,000 to Sh100,000, while directors and principal officers now pocket Sh120,000 daily from Sh80,000, according to the circular issued by the Registrar of the Treasury in 2015.

The per diems for foreign travel remain \$365 for mid-level managers and senior officers and \$420 for directors and principal officers.

It is important to remember that exact C-Sema approved DSA rates are based on city or country of destination, position of traveller and funds availability at the time of travel.



Sema

**Approved by the Board of Directors on
20 May 2021**

Policy Guideline Series 1