




HUMAN RESOURCE SECTION



INTRODUCTION

15.1 PURPOSE, SCOPE AND RELEVANCE OF MANUAL

15.1.1 Purpose of this section is to provide policies and procedures for the matters concerned with Human Resource of (SWRO. This constitutes the terms and conditions of employment with the Organization and applies to all permanent national employees hired in Afghanistan. It is a two way document, both outlining the obligations of the employees towards the Organization, but also the obligations of the Organization towards the employees. This also outlines the broader policy of the Organization's Human Resource Management mainly covering the following:

- Recruitment procedure
- Remuneration and benefits
- Staff Development
- Termination, suspension and other penal procedures

15.1.2 All the other policies and procedures discussed in Chapter 01 of the financial manual shall be equally applicable for this manual as well.

15.2 HUMAN RESOURCE MANAGEMENT

Human Resource Management (HRM) of the Organization has a prominent role in creating a bridge that links the employees with the Organization and vice versa. Recruiting people and further developing their skills are two of the major functions that are essential to achieving the Organization's objectives. In this regard it is important to ensure that the right people are assigned to the right jobs, and that relevant training programs are provided to maximize the input of every employee.

Fundamental to the HRM policy is a focus on equal opportunity and non discrimination. This should be reflected in recruitment, work environment, career development and opportunity. Another focus in HRM work is an ambition to create a participatory, transparent and open work environment.

It is the obligation of all staff to adhere to these guiding principles and rules of the Organization to achieve beneficial environment where all staff can develop and grow.

15.3 HRM PRINCIPLES

15.3.1 Guiding principles

The approach to the people who work for the Organization is that they are the foundation for the achievement of our mission. The Organization recognizes that the people who work for us merit respect and proper management, and that effectiveness and success of our operation depends on the contributions of all salaried and contracts staff.

Principle 1

The Organization sees it central to promote inclusiveness and diversity in its workforce to obtain organizational and operational objectives. Employees' participation and contribution towards strategic and operational is thus given high priority. This also recognizes the need for necessary allocation of quantity and quality of Human Resources and giving them the right capacity building and tools to achieve the Organization's goals.

Principle 2

The Organization recognizes that our policies must enable us to achieve both effectiveness in our work and good quality of working life for our staff. The Organization does not aim to respond solely to minimum legal professional and other requirements.

Principle 3

The Organization's staff has the right to expect management which prepares them to their job and we jointly can achieve the Organization's goals and missions. To accomplish this, Managers might need relevant training and support; all staff need clear work objectives, performance standards and knows whom to report who.

Principle 4

The Organization recognizes that open communication and dialogue regarding the development, implementation and monitoring of Human Resource Policy and practices with all staff is important.

Principle 5

The Organization has written procedures outlined how staff are recruited and selected for different positions. The recruitment methods aim to attract the widest pool of suitable qualified candidates. Further more the selection process is fair, transparent and consistent to ensure to most appropriate person is appointed.

Principle 6

The Organization recognizes the importance of relevant training, development and learning opportunities, both personal and professional to help staff work effective and professionally. The Organization aims to instill a culture of learning in the organization so that the Organization and the staff can share learning and development together.

Principle 7

The Organization recognizes that work in Afghanistan can place great demands on staff in condition of complexity and risk. The Organization has a duty of care to ensure the physical and emotional well being of the staff.

RECRUITMENT PROCEDURE

16.1 GENERAL

16.1.1 For the purpose of this chapter, type of employment shall be classified in to the following categories

- Permanent Staff
- Project Staff
- Temporary staff

16.1.2 **Permanent staff** are the staff members whose job description does not relates to a specific Project and have been hired by the Organization for regular and recurring activities of the Organization.

16.1.3 **Project staff** shall be hired for a specific Project.

16.1.4 **Temporary staff** employees doing a very time specific duty should normally not be more than one or two months.

16.1.5 The hiring of permanent staff and project staff should follow the recruitment procedures outlined in this chapter. The administration department will draw a contract covering conditions of employment in terms of specific agreements, payments and work conditions, these may be partially in agreement with the policies manual or completely exempted.

16.1.6 Temporary staff can be employed locally by a team from the Admin unit.

16.1.7 Salaries scales for temporary staff should be approved by Program Coordinator.

16.2 POLICY

16.2.1 The Organization shall employ most qualified persons within available resources.

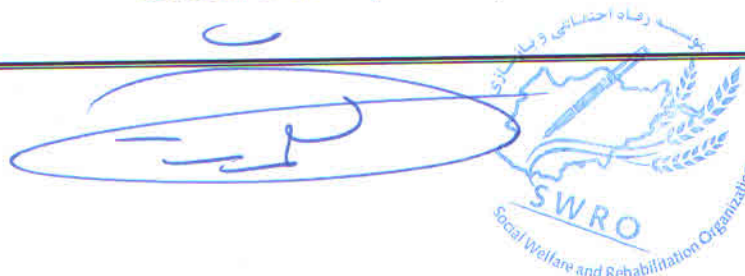
16.2.2 The Organization shall give equal opportunity to both male and female candidates. However, it may be restricted to a specific gender (male/female) in particular situation, where the duties required can be better performed by that specific gender.

16.3 RECRUITMENT PROCEDURES

16.3.1 Staff shall be recruited in accordance with the following procedure:

16.3.2 Vacancy announcement

- The need of recruiting staff members shall be requested by the concerned line manager to the Administration Department along with the reason;
- For any existing and budgeted position, if any, the **Job Requisition and Profile Form (Annexure 17)** should be filled in and signed by the Head of the respective department.



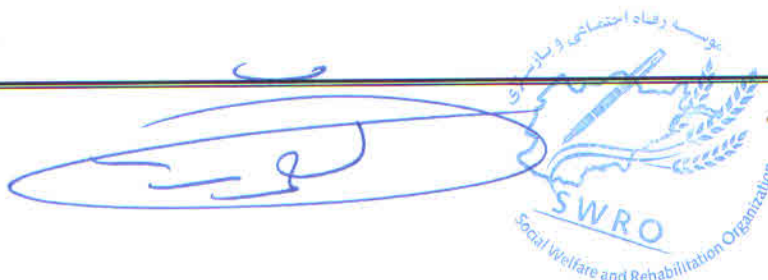
- The above mentioned request along with the recommendations from Administration Department and Manager of the concerned department shall be submitted to the Director/ Deputy Director/Deputy Director/ Deputy Director for his/her final approval.
- All vacant positions will be advertised simultaneously internally and externally in order to provide equal opportunities for all qualified candidates to compete. **Application Form is given in Annexure 18.**
- Internal candidates have to follow the same application procedure as external applicants.
- For internal candidates, Admin department will be required to attach a copy of latest staff appraisal form and ask for written recommendations from the head of the respective department.
- Admin department will through ACBAR and other coordinating bodies advertise positions. News /media, personalized letters and other methods may also be used for positions as requested in **Job Requisition and Profile Form (Annexure 19).**

16.3.3 Receiving and processing of applications

- Applications for job with the Organization are to be accepted at Head Office.
- Whoever receives (reception or guards etc.) an application has no right to read, comment and certainly not to refuse any application on any grounds. Such acts will be treated as misconduct.
- Before the end of each working day, all received applications must be handed over to the Admin Manager for further processing.
- Applications received after the dead line for submission will not be accepted and thus will be treated as if they have not been received.
- Admin assistant should stamp each application and note the receiving date on application.
- Once all the applications are received by the closure date and sent to Admin department together with the concerned department, will set a date for the employment committee to screen the application and select those to be invited for the interview.
- The process will take place by selecting those candidates with the highest prospective according to the specified standards for the position.
- Due to resource availability and communication difficulties, the Organization does not promise information of the outcome for those not selected for a position.

16.3.4 Employment Committee

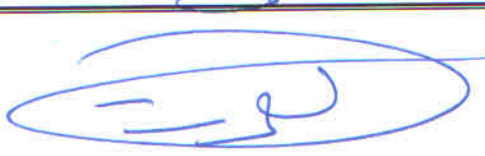
- For any processing of job applications an Employment Committee should be selected. This committee has the responsibility to screen



- and short list candidates, prepare necessary tests, interviews and select a candidate.
- In order to eliminate nepotism, no one in the committee can be a relative of a candidate.
 - If it is noticed that someone has a relative during screening process, he or she has to inform other members and give up his or her seat to another person.
 - Formation of the said committee shall be as follows:
 - a. Director/ or any officer assigned by him for the this purpose;
 - b. Officer from the concerned department, of whom one must also represents the office for the position;
 - c. Finance/Administration Manager.
 - Nothing contained in above paragraphs shall be construed for the hiring of Director of the Organization, who shall be hired by the Board of Director/ Deputy Directors.

16.4 DUTIES OF EMPLOYMENT COMMITTEE (EC)

- The EC should first screen all applicants and make a short list of the candidates deemed mostly suitable, based foremost on education, skills and experience.
- These candidates will then be invited for test and interview on dates, the EC may decide upon.
- The EC also has the right to decide the location for the test and interview taking into consideration the location of short listed candidates.
- For most positions a written exam (technical, mathematical or specimen of writing, grammar and understanding) or practical exam will add fairness to the selection procedure.
- Exams can both be used to give guidance during the interview or further narrow the number of candidates to take for interview.
- Exams should be prepared by concerned department and be;
 - Clear and easy to understand,
 - Free from questions that simply can be answered with a yes or no,
 - Framed in such a way that there is no need of prior knowledge to specific rules, procedures or terminology.
- For the purpose of eliminating any form of nepotism, the result will be viewed by the EC for correctness and interpretation.
- Question papers and copy of the result will be kept with admin department for further reference for six months. Only the EC will see results. Disclosure of the contents to outside parties will be considered misconduct.
- The number of people called for interview for any one position should ideally be two or three of the most qualified candidate provided that an adequate number is available. However, there



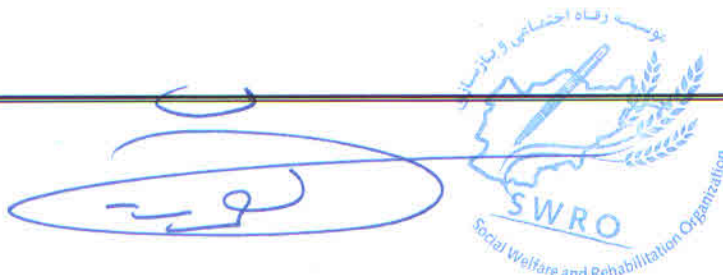
may be situations where more or less candidates are deemed necessary by the EC for interview.

- The selection should be done unanimously by all members. If however one member of the committee disagrees, a second interview by alternate members from the same departments will be recommended for the purpose of obtaining a consensus.
- If there is an internal candidate that is perceived equally qualified with an external candidate, the Organization's candidate should be given preference.
- An evaluation form should verify the consensus where all members of the committee may sign.
- If the selected candidate is already a permanent employee of the Organization, then he/she will carry any benefits from the previous position and will not necessarily have to be on trial period. However, would the Organization decide on trial period the employee will have all the benefits as stipulated in the previous contract.
- A first and a second choice should always be selected if, for some reason, the preferred candidate cannot take the job offer.
- The decision of the EC is final and can only be revoked by the Director/ Deputy Director/Deputy Director/ Deputy Director. Members of the EC are not permitted to disclose or discuss why or why not a candidate was considered to be successful /unsuccessful to any outside individual.
- It is desirable that references are checked at all times to verify a background check of the selected candidate. This is the responsibility of the Admin department.

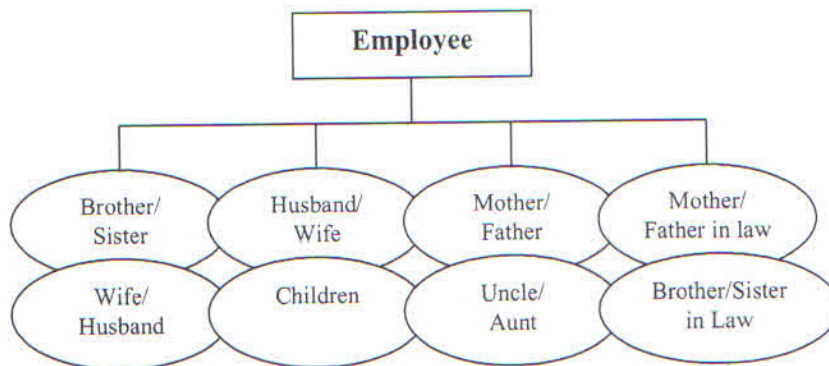
16.5 EMPLOYMENT OF RELATIVES

The number of closely related permanent or project employees in the Organization will be limited to two. This rule is adopted to maximize the level of fair employment opportunity should be allowed and any exceptions should only be approved by Director/ Deputy Director. In addition, this rule should also encourage transparent and just relationships between employees that are expected to result in professional loyalty. Therefore, related employees may neither supervise each other nor work in the same department.

To this end, all staff should mention in their job application of any close relation they know of in the Organization. If employees cover-up this information and work against this rule, they will be subjected to disciplinary measures that may entail the termination of their own employment and that of their relatives.



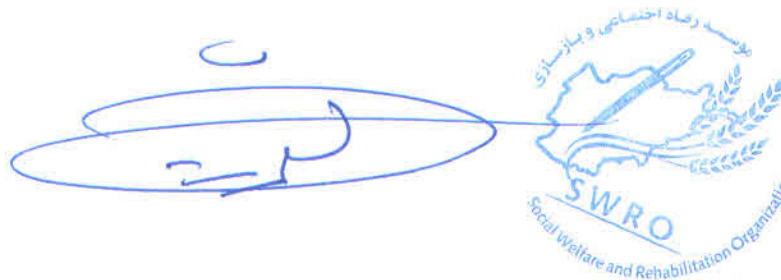
FAMILY TREE



Any of the above are considered as close relatives

16.6 EMPLOYMENT AGE

The Organization does not agree to employment of persons, no matter position or contractual form, below the age of 18. The retirement age in the Organization is 60 years. Anyone intentionally giving false information on date of birth can be terminated with immediate effect.



EMPLOYMENT CONTRACT

17.1 GENERAL

17.1.1 This chapter sets out main contents and rules of the signing of the employment contract. The employment contract is a signed agreement between the employer and the employee. Under the terms of contract, the employee agrees to provide services to the employer in return for remuneration and benefits according to the terms and conditions outlined in the contract.

17.2 POLICY

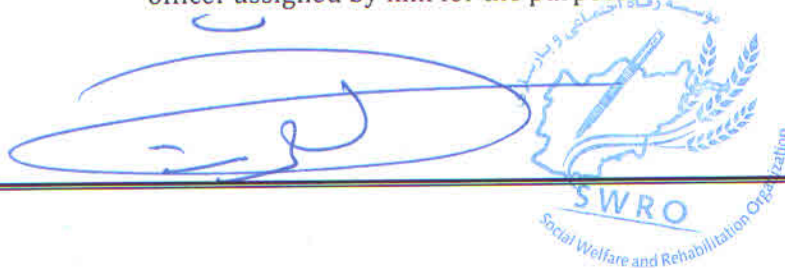
- 17.2.1 Contract shall be signed with every staff member of the Organization.
17.2.2 The contracts of permanent staff shall be for a period of one year, which may be renewed if necessary.
17.2.3 Contract period for the Project staff shall depend upon the Project period.
17.2.4 No clause shall be added in the contract, which is inconsistent with the provisions of this manual.

17.3 SIGNING OF CONTRACT

- 17.3.1 The Director shall sign contracts of all the Permanent staff.
17.3.2 The Director can expressly assign any other officer in Head Office to sign the contract on his behalf.
17.3.3 The Director shall by any general order or special memo assign Managers to sign contracts with Project staff.

17.4 TRIAL PERIOD CONTRACT

- 17.4.1 The general rule in the Organization is that newly recruited permanent and project staff are on trial period for a period of two months. The employee is given a trial period contract for this period. The concerned line supervisors should confirm the successful completion of the trial period in writing to Admin Department (**Annexure 20 "Trial Period Contract"**).
- 17.4.2 Two weeks before end of trial period, head of the concerned department must take an oral exam in Finance, Administration, Logistics, Security related regulations before taking up a permanent contract. (**Annexure 21 "Completion of Trial Period"**).
- 17.4.3 The Director/ Deputy Director/ Deputy Director/ Deputy Director shall approve any change in the provisions of the contract or any officer assigned by him for the purpose.



17.5 PERMANENT CONTRACT

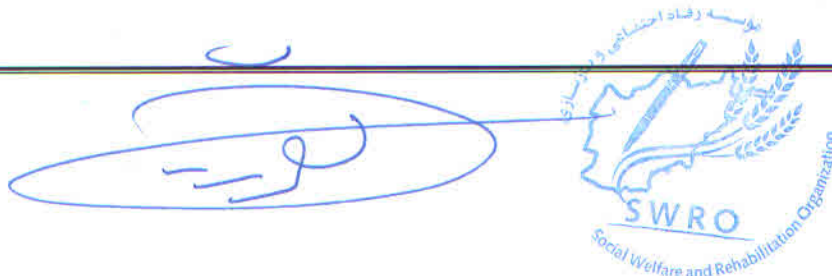
- 17.5.1 When a staff member completed the trial period successfully, he or she will be given another contract for permanent or project employment.
- 17.5.2 This contract will be in effect, once the Admin department receives a written confirmation from the employee's Manager or Program Coordinator, which will be subject to the result of test. This should be done two weeks before the end of the trial period. **(Annexure 22, Permanent Contract)**.
- 17.5.3 Employment contract shall provide following minimum information:
- Name of the employee
 - Designation
 - Duty station
 - Contract period
 - Working hours
 - Duration of probation period
 - Job description
 - Rights and obligations of employees
 - Other staff benefits
 - Termination and other penal activities
 - Confidentiality Clause

17.6 JOB DESCRIPTION

- 17.6.1 All the Organization's staff will be given a Job Description at the time of employment. This document specifies a detailed duties and responsibilities pertaining to the employment.
- 17.6.2 A copy of staff Job Description shall be kept in the personal file in the Admin department.
- 17.6.3 The job description should be used as an active document and be reviewed by the line Managers or Program Coordinator regularly for performance appraisal.

17.7 IDENTITY CARD

- 17.7.1 All the Permanent and project staff shall be provided with the Organization's identity cards. The Organization identity card shall be renewed every year or when someone is changing position. This identity card is the property of the Organization and should be used on official duty; any misuse of it will be considered an act of misconduct.
- 17.7.2 On termination of contract, staff is obliged to return their ID cards before their accounts with the Organization can be settled/cleared. If



for any reason, the employee fails to do so, an amount of AFS 500 /- will be deducted from the final payment.

- 17.7.3 If any employee loses his or her ID card, it must be immediately reported to the Admin department. AFS 500 /- will be deducted from salary for reissuing card.

17.8 VISITING CARD

- 17.8.1 Only Managerial staff will be provided with individual Organization's visiting cards. Admin department will assist on this issue.
- 17.8.2 Besides the above, some lower position may also need visiting cards; in such cases the Director/ Deputy Director will provide authorization.

17.9 WORKING HOURS

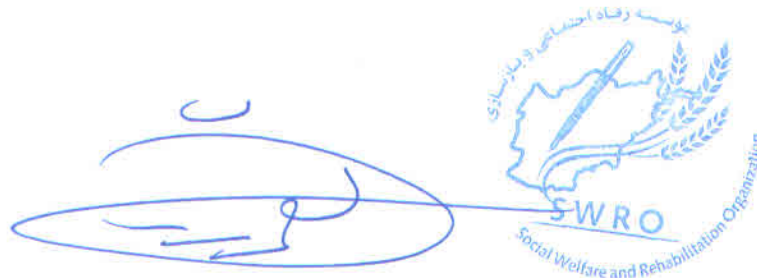
- 17.9.1 All staff members are required to be present at their respective workstations during the official office hours. Official working hours do not include prayer/lunch break. Each Line Manager/Coordinator is responsible to oversee adherence to official work hours.
- 17.9.2 Working days for the Organization offices inside Afghanistan are from Sunday through Thursday with normal working hours from **8:00 AM to 5:00 PM**, five days a week with Friday as National Holiday.
- 17.9.3 Lunch and afternoon prayers is 1 hour together.
- 17.9.4 Certain categories of employees – like driver, security guards, cooks, cook assistants and office cleaners – may have longer hours as a requirement of the their jobs.

17.10 WORKING HOURS DURING THE MONTH OF RAMAZAN

During the month of Ramazan, the office hours are from **8:00 AM to 02:30 PM** for all the Organization's offices. However, working days will remain the same.

17.11 ATTENDANCE RECORD

Attendance register is to be kept by Line Manager or Supervisor at Site Offices level for ensuring attendance record of their respective staff. At the end of each month, the attendance register will be forwarded to the Admin Department for the purpose of calculating salaries and leave time etc.



The image shows a handwritten signature in blue ink on the left. To the right is the official logo of the Social Welfare and Rehabilitation Organization (SWRO). The logo is circular and contains a map of Afghanistan, a quill pen, and a laurel wreath. The text 'سازمان رفاه اجتماعی و توانمندسازی' is written in Pashto at the top, and 'SWRO Social Welfare and Rehabilitation Organization' is written at the bottom.

SUSPENSION, TERMINATION AND OTHER PENAL ACTIONS

18.1 GENERAL

- 18.1.1 This chapter sets out policy and procedures for the suspension, termination and other penal actions the management can take against employees on their misconduct.
- 18.1.2 Each employee of the Organization is expected to behave in an honest, respectful and responsible manner towards colleagues, supervisors, visitors, customers, local authorities etc. Each employee is also expected to encourage an atmosphere of team spirit and cooperation within the Organization.
- 18.1.3 The employee is further expected to respect and carry out instructions and decisions made by their line Managers/Program Coordinator.
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18.2 PROFESSIONAL MISCONDUCT

- 18.2.1 If the line manager feels that the performance of the subordinate is not up to the mark or the employee is found guilty of misconduct, he shall issue first written warning with the approval of Director/ Deputy Director.
- 18.2.2 If conduct of the employee in subject is not improved after the issuance of 2 written warnings the Director/ Deputy Director shall issue a final warning to the employee indicating that if the conduct of the employee persists and is not improved with in a given time, he shall be terminated.
- 18.2.3 The Director/ Deputy Director shall after the time period mentioned in the final notice may terminate the employee.

18.3 TERMINATION

- 18.3.1 If a staff member is absent from his duty station with out any intimation to his line manager for 25 days, following disciplinary action shall be taken.
- 18.3.2 If a Project employee is absent from his duty station for more than 25 days, he shall be considered as terminated from his job.
In case of Permanent staff, if the employee continues to be absent from the duty for 25 days he shall be terminated from the job.
For the purpose of this section, proper intimation/communication shall be considered as follows:
- Letter/ application to the effect
 - Email
 - Telephone to the line manager
- 18.3.3 The committee shall after initial investigation, issue a show cause notice to the employee as to why the employee in question should not be penalized in accordance with the provisions of this chapter.



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18.3.4 The employee shall submit his reply within 3 days.

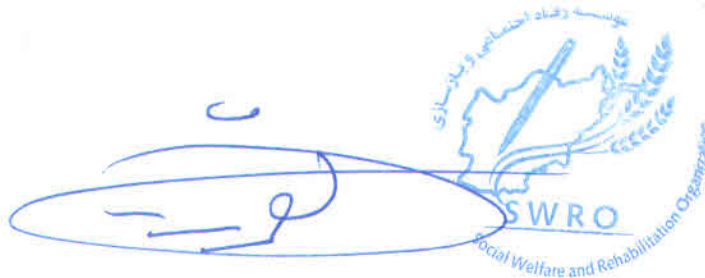
18.3.5 The committee formed under section 4.3.1 shall review the reply and if they don't find it satisfactory they can take any of the following disciplinary actions

- a. Reprimand (with or without name)
- b. Deduction of up to 15 days pay
- c. Deduction one month salary
- d. Downgrading
- e. Dismissal from the organization

18.3.6 The employee in question if aggrieved can file an appeal against the decision of the committee to the Board of Director with in 15 days of the decision.

18.3.7 Following are few instances that may attract penal actions under this section:

- a. Theft, misuse of organizations' funds or property;
- b. Willful Negligence in the care of organizations' property;
- c. Physical fighting with any other employee;
- d. Willful negligence/ disregard for safety of employee, programme beneficiaries or any party related to the organization;
- e. Unauthorized disclosure of confidential information;
- f. Discrimination among employees or any existing or intended programme beneficiaries for reason of gender, age, tribe, religion or any other factor not directly relevant to the purpose of the activities of the organization;
- g. Use of Alcohol or any intoxication with in duty hours;
- h. Willful non compliance of rules and regulations set out by the organization;
- i. Soliciting and receipts of undue favors during the procurement process;
- j. Possession or use of fire arms during duty hours;
- k. General harassment verbal/ physical abuse and intimidation employee, present or intended beneficiary or any party related to the Organization;



SALARIES AND BENEFITS

19.1 GENERAL

This chapter sets out basic guidelines for Salaries and benefits allowable to the employees.

19.2 SALARIES

19.2.1 For the purpose of the payment of salaries, the solar calendar shall be followed.

19.2.2 Determination of salary scale shall depend upon the following:

- What organizations of similar nature are paying for similar position
- Available budget
- Past experience of the organization

19.2.3 The salary scale so defined shall be determined on time to time basis in order to make it compatible with the prevailing market. Staffs within the Organization are placed in different categories according their designation, qualifications and responsibilities.

19.2.4 Staff shall be divided into following six scales:

Grade 01	Director
Grade 02	Strategic management (Management Committee)
Grade 03	Department Heads
Grade 04	Officers
Grade 05	Assistance
Grade 06	Support Staff

19.2.5 Except for the Grade 01 and 02 each Grade shall be divided in 5 scale. The employee shall be moved to the next scale on yearly basis, if recommended by the line manager in Annual Assessment report. At the end of 5th scale the employee shall get the move over to the next Grade.

19.2.6 As a matter of policy, the employee shall be hired at Scale 1 of the concerned grade. However, on exceptional basis, the employee can be hired on higher scales with the written approval of the Director/ Deputy Director.

19.2.7 Salary of the Project employees shall be based on the available budget.

19.2.8 Salary paid to employees shall be subject to deduction of Income tax on salaries in accordance with the Income Tax Law in Afghanistan.

19.2.9 Salaries scales and individual salaries is a confidential matter and must be treated with great care.

19.2.10 Salaries shall be paid on monthly basis, by the latest 10th day of the month succeeding the salary month.



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19.3 STAFF APPRAISAL

- 19.3.1 Appraisal is a tool to measure the performance of an employee and give an opportunity to discuss possible improvements. It is not a tool for automatic upgrading.
- 19.3.2 Staff appraisal should be carried out annually by end of December each year. A written record of the appraisal should be submitted to the Admin department by the head of respective department. These are given in **Performance Appraisal Forms as per Annexure 23-A and 23-B.**

19.4 BONUS



- 19.4.1 As a matter of rule no bonus is payable to any employee of the organization.
- 19.4.2 The Director in exceptional circumstance can approve bonus for any employee with reasons to be recorded in writing and specifying the sources from which the said amount is to be paid.

19.5 HARD SHIP ALLOWANCE

- 19.5.1 Employees posted in insecure/ far flung areas for Project activities may be entitled Hard ship Allowance.
- 19.5.2 The admissibility of the said allowance shall be subject to the specific approval of the Director/ Deputy Director.

19.6 TIME COMPENSATION

- 19.6.1 In general, the Organization does not pay any overtime if the daily routine tasks require working beyond the official working hours.
- 19.6.2 If an employee is asked by his or her line Manger to work during weekends or holidays, he or she can be paid equivalent to one day salary per day worked (**monthly salary x 12 months / 365 days**).
- 19.6.3 As a principle, the above provision can only apply for work more than four hours.
- 19.6.4 The time compensation should be authorized by the respective Line Manager or Coordinator in advance and the relevant overtime sheet (**Annexure 24-A and 24-B, "Overt Time Sheets"**) should be completed and sent to Finance Department.
- 19.6.5 Travel to or from the field on holiday or on Public Holiday shall not be compensated by over time. Only drivers and suppliers could be granted over time/leave for such days.

19.7 DAILY SUBSISTENCE ALLOWANCE (DSA) AND OVERNIGHT STAY ALLOWANCE (OSA)

19.7.1 Duty traveling expenses are expenses incurred while on official duty (excluding travel expenditure) for the Organization outside the assigned duty station. Such duty station may require work over and above the normal working hours and days.

19.7.2 Daily subsistence allowance shall consist of the following

a. Boarding Charges	60 %
b. Breakfast	10 %
c. Lunch	15 %
d. Dinner	15 %

19.7.3 Employees in any grade are entitled to DSA in Afghanistan in accordance with the rates specified in **Annexure 25**. This entitlement will be effective when staff travel away from their duty station for more than six hours, but with no overnight stay, on official duty and when no other Organization's office/workplace offer lunch.

19.7.4 Employees in any grade are entitled to OSA in Afghanistan in accordance with the rates specified in **Annexure 25**. This allowance will be paid for overnight stay away from duty station.

19.7.5 Any trips beyond 20 days must be approved by the Director/ Deputy Director.

19.7.6 When an employee stays overnight at a hotel, he or she will be reimbursed against presentation of receipt o to a maximum amount according to **Annex 01**. While traveling to or within Afghanistan main cities, the costs of laundry and meals can also be included under hotel cost if not exceeded the maximum limit.

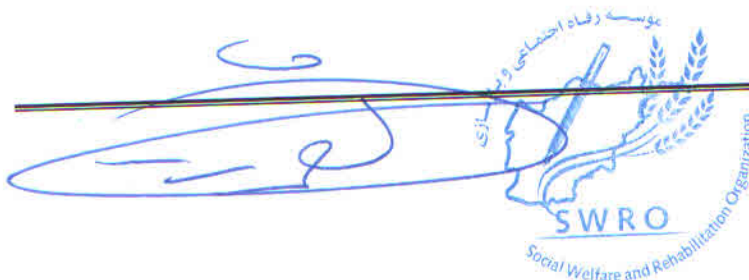
19.7.7 When accommodation and three meals are provided by the Organization, especially during Organization's organized workshops, staff is not entitled to accommodation payments and DSA/OSA.

19.8 OTHER DUTY TRAVEL EXPENSES

Actual costs of transportation (normally shared taxi), fax and telephone calls, and other work related expenses incurred during official trips will be reimbursed by the Organization against receipts certified by the head of respective department.

19.9 STEP INCREASE

19.9.1 Staff may be upgraded to a higher step when they have demonstrated consistent and outstanding performance for more than one year.



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Upgrading is to be based on merit alone and is not a condition guaranteed by seniority.

- 19.9.2 Upgrading will only be done once a year. Proposals from Head of departments should submit upgrading request memo with clear motivation for step increase and the **"Staff Performance Appraisal" (Annexure 14 and 15)** to Admin department. The upgrading steps shall be considered in a joint meeting of all the Line Managers with the Director/ Deputy Director.



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LEAVE POLICY

20.1 GENERAL

20.1.1 This chapter sets out policy for the admissibility of leaves to the employees.

20.1.2 For the purpose of this chapter, leave shall be classified in the following:

- a. Annual Leave
- b. Sick Leave
- c. Casual Leave
- d. Maternity leave
- e. Paternity leave
- f. Unpaid Leave
- g. Hajj Leave, etc.

20.1.3 Any leave without taking permission from the respective line Manager or Program Coordinator shall be considered as absence and be deducted from the employees' salaries.

20.2 ANNUAL LEAVE

20.2.1 Permanent employees are entitled to 24 days for leave per year.

20.2.2 The respective line Manger will prepare a tentative leave schedule for their staff at the beginning of the year. This schedule will ensure that the annual work plan, without affecting the workload, allows the staff members to use their annual leave. A copy if the tentative annual leave plan must be give to the Admin Department.

20.2.3 A maximum of 10 days leave can be forwarded to the following year.

20.2.4 The timing of availing annual leave shall be coordinated between the employees and the line managers to ensure that employees get break at regular intervals.

20.2.5 The leave can only be obtained after the successful completion of probationary period.

20.2.6 Staff is required to fill out the **Leave Request Form (Annexure 26)** and obtain their Line Manager or Supervisor's prior approval. Before the leave is approved, the Admin Department shall check and attest the available leaves to the staff.

20.2.7 Required advance notice for leave is as follows:

- 1-2 days One day in advance
- 3-10 days One week in advance
- 2-4 weeks Two weeks in advance

20.2.8 Employees are not entitled for the payment of unutilized annual leave.

20.2.9 Nothing contained in this section shall apply to Temporary or Project employees.





20.3 SICK LEAVE

- 20.3.1 If an employee fall sick, in common cold, stomach ache or migraine, and can not attend work, the first three days of such sickness will be deducted from annual leave. The sickness has to be reported on the first or second day.
- 20.3.2 Would the sickness last for longer than 3 days, a medical certificate should be submitted from a well known/licensed Medical Doctor/Hospital. Admin Manager can approve for two weeks and Director/ Deputy Director for sickness lasting for more than two weeks.
- 20.3.3 Employees are not entitled for the payment of unutilized sick leave.
- 20.3.4 Sick leave exceeding the limit prescribed in section 7.3.2 shall be approved by Director/ Deputy Director and salary of the employee shall be paid in the following manner:
- From 14 days up to 2 months full pay
 - From 2 months to 4 months half pay
 - From 4 months up to 6 months without pay

20.4 CASUAL LEAVE

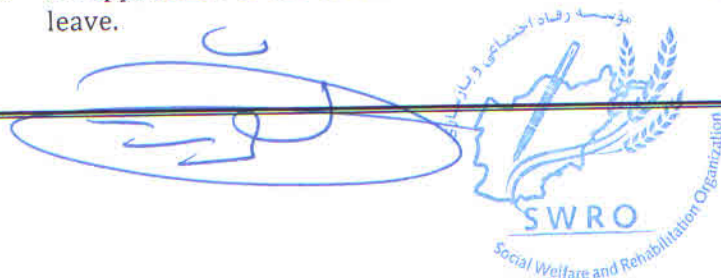
- 20.4.1 Casual leave is any leave out side the ambit of annual leave, sick leave, Hajj, maternity/ paternity leave and leave without pay.
- 20.4.2 Employees shall be entitled for a 12 casual leaves per annum.
- 20.4.3 A maximum of 3 days casual leave can be taken at a time.
- 20.4.4 Employees are not entitled for the payment of unutilized annual leave.

20.5 MATERNITY LEAVE

- 20.5.1 Female staff shall be entitled for a 60 days maternity leave. The leave can be taken before or after the delivery.
- 20.5.2 Application for maternity leave should be submitted in writing at least one month in advance.
- 20.5.3 The employee shall only be entitled for half of the salary during the extended leave period.

20.6 PATERNITY LEAVE

- 20.6.1 Male staff shall be entitled for a 3 days paternity leave.
- 20.6.2 In exceptional circumstances the leave can be extended to a maximum of 6 days with the approval of Director/ Deputy Director.
- 20.6.3 This leave can be taken after the child has born. This leave can not be added to the annual leave balance.
- 20.6.4 An application to the effect shall be submitted one day prior to taking leave.



20.7 HAJJ LEAVES

- 20.7.1 An employee shall be entitled for a 40 days Hajj leave.
- 20.7.2 An application to the effect shall be submitted two months prior to taking leave.
- 20.7.3 An employee shall be entitled for Hajj leave only once.
- 20.7.4 Nothing contained in this section shall apply to Temporary employees.

20.8 UNPAID LEAVE

- 20.8.1 Staffs have no automatic right to unpaid leave. However, in special circumstances, consideration may be give to a written request via the respective Line Manager/Supervisor.
- 20.8.2 In instance where the employee does not have any balance of any of the above mentioned leaves, he can opt for leave without pay.
- 20.8.3 Salary shall be deducted for every day of leave without pay.
- 20.8.4 Granting leave without pay shall be at the discretion of the Director.

20.9 UNAUTHORIZED LEAVE

- 20.9.1 Unauthorized leave is defined as failing to report for work in five consecutive working days without a leave approval or sick leave notice. In this instance, a written warning will be given and salary be deducted for the number of days absent.
- 20.9.2 If a staff member is absent from work for more than 10 consecutive working days without valid reason, his or her employment will be terminated.

20.10 PUBLIC HOLIDAYS

- 20.10.1 The admin department at Head Office will provide a yearly schedule of the holidays for the Organization's offices prior at the beginning of the New Year.

20.11 LEAVE RECORD

- 20.11.1 Proper record of leaves availed shall be maintained by the Administration department.
- 20.11.2 Every leave application after the approval from the competent authority shall be submitted to the Administration department.
- 20.11.3 On receipt of the leave application, the Administration department shall file the same in the personal file of the employee.

