



Great Family Organization

[GFO AdministrationManual]

CHAPTER

1

Great Family Organization (GFO)

Administration Manual

INTRODUCTION

BACKGROUND



Great Family Organization (GFO) is a Sudanese National NGO. It was registered in South Darfur on January 2nd, 2006. Located In Nyala.

110.2 VISION AND MISSION STATEMENTS

VISION

Provision of Humanitarian support to vulnerable population through participatory action, timely and with dignity..

MISSION

GFO as a NNGO dealing with humanitarian provision as well as recovery and development, targeting livelihood as a short way to recover those who are affected by conflicts in our operation areas and communities.

- Strengthening capacity for self-help;
- Providing economic opportunity;
- Delivering relief in emergencies;
- Influencing policy decisions at all levels;
- Addressing discrimination in all its forms.

Guided by the aspirations of local communities, we pursue our mission with both excellence and compassion because the people whom we serve deserve nothing less.

CORE VALUES:

Our core values guide, our actions, as an organization and as individuals:

Respect	We affirm the dignity, potential and contribution of participants, donors, partners and staff.
Integrity	We act consistently with GFO's mission, being honest and transparent in what we do and say, and accept responsibility for our collective and individual actions
Commitment	We work together effectively to serve the larger community.
Excellence	We constantly challenge ourselves to the highest levels of learning and performance to achieve greater impact.



AUTHORITY AND DECISION MAKING STRUCTURE

The General Manager (GM) directly reports to the Board of Directors, who is authorised by General assembly. The GM oversees Regional Offices (RO) and the level staffs. Decisions are made by the GM, assisted by a Senior Management Team (SMT), and with guidance from Board of Directors..

Main Office

GFO's programming is headed Program Director (PD) Program, who is responsible for the full program cycle, including design, development, implementation, documentation, monitoring, evaluation and quality assurance.

Finance and Operations

GFOs' finance and operations are overseen by the Finance and Operations Controller (FoC), who is responsible for all Operation financial management, compliance, logistics, IT/communications and administration.

Human Resources

GFOs' human resources are overseen by the Human Resources Manager (HRM) who is responsible for recruitment, performance management systems, payroll management and compliance.

Programme Offices

GFO programmes are managed by Programme Coordinators and Managers of the regional offices, who are responsible for providing management and guidance to all programme, finance, operations and HR staff outside of Khartoum.

REGIONAL FIELD OFFICE STRUCTURE

The GFO regional field office is a key component in administering and managing its programs. Its structure is flexible and responsive to the situation at the field level. Each regional field office is designed to meet unique and specific needs based on geography and program profile. The structure and shape of a field office depends on a region's project profile if the profile is small, the structure is minimal. The project(s) must be able to fund the field office, and in the absence of such a supporting project profile.

ROLE OF STAFF

GFO utilises only national to fill all functions at all level. Writing program and proposal all are made by the national staffs as well as administration and implementation of projects..



RESPONSIBILITY FOR HUMAN RESOURCES POLICY

Final authority to administer, the Human Resources Policy rests with the General Manager (GM) in consultation with the Board of Directors. The GM may delegate authority as needs arise. The administration of the Human Resources Policy is the direct responsibility of the HR Manager except where specifically stated herein to the contrary.

To ensure that this Human Resources Manual conforms to the labour/employment standards and regulations set by the Government of Sudan (GOS), its provisions require approval on the part of the Labor Office of Government of Sudan before official implementation and distribution to employees.

THE HUMAN RESOURCES MANUAL

PURPOSE

The purpose of this manual is to provide the Employer, Supervisors and Employees alike with information on GFO's human resources policy. This manual contains all key HR policies and incorporates or supercedes any HR related memos issued by GM's prior to the issue date published on the front of this document. This manual provides the basis for an understanding between the Employer and the Employee regarding mutual expectations and obligations.

This manual does not pretend to be exhaustive in covering every detail pertinent to human resources management, but it does provide a sufficient foundation for guiding the Employer, Supervisors and Employees in the interpretation and implementation of the Human Resources Policy. The manual is presented in modular form. That means that each policy section, or module, stands on its own.

APPLICATION

The policies stated in this manual apply to all 'National' Employees. Those provisions mandated under current Sudan Labour Laws will be subject to revision to ensure consistency with any changes initiated by the Government.

This manual will be applied uniformly in all GFO' Main office and regional offices..

IMPLIED OBLIGATIONS OF AN EMPLOYEE

In addition to following the written policies outlined in this manual, each Employee is expected to follow the spirit of these policies. GFO' public image is dependent upon the conduct of its Employees while dealing with government, private agencies or with the general public. GFO' expects the conduct of its Employees to be consistent with the excellent public image that GFO has stakeholders and partners.



As such, GFO expects its Employees to devote their full time and attention to the work assigned to them and to work diligently, faithfully, and competently. Employees are expected to work co-operatively with their Supervisors and to work out any differences to the best of their ability. They are expected to avoid doing anything that contravenes either the law or reasonable social norms. They are to treat GFO' equipment and property with respect and not utilise it for personal purposes. Staff must not to divulge to any person(s) any of GFO' internal policies or activities without proper authorisation.

Newly hired GFO' Employees are obligated to read and understand this policy manual, and to provide their signatures to a statement stating that they have read the Human Resources Policy manual, and that they accept all the conditions stated therein. The HRM or designates will support new staff to understand all sections, upon request.

AMENDMENTS AND REVISIONS

GFO has the right at any time to make modifications, revisions, deletions, and additions to this manual, consistent with the Sudanese labour law and as approved by the GM or the Board of Directors and ultimately approved by the Labor Office of Government of Sudan. Any changes to this manual will be communicated to all staff immediately.

DEFINITIONS

GFO: Refers to Great Family Organization.

GM: Refers to the General Manager

MD : Managing Directors (Regional Directors).

BD: Board of Director

DR: Designated Representative is staff who has been designated by the GM to fulfil GM responsibilities in any area.

DA: Designated Authority is staff who has authority to make decisions and authorise actions related to the administration of the personnel policy.

HRM: Human Resources Manager.

Officer in Charge of HR: In the Field Offices, often there will be no specific HR unit but a staff member assigned to oversee HR issues for that office's staff.

RO: Regional Offices, referring to GFO' offices in the States and Localities

GOS: Government of Sudan



Regular Employee: Refers to staff of GFO who have been confirmed as Regular Employees.

Contract Staff: Refers to staff of GFO who are under contracted employment as per Sudan Labour Act 1997

SLL: Refers to Sudanese Labour Law

HAC: Humanitarian Aid Commission

Great Family Organization (GFO)

Human Resources Manual

EMPLOYEE SELECTION & APPOINTMENT

RECRUITMENT

RECRUITMENT PROCEDURE

In order for the recruitment process to begin, the line manager of the concerned vacant post must submit the following to the Human Resources unit:

- Personnel Request Form
- Job specification, including job title, position of the post in relation to the organizational hierarchy
- Personal specification including required competencies
- Salary range and specified grade (based on Job evaluation) in consultation with HR to ensure equity and reduce greivances)

Once the Human Resources Department receives the above documents, the documents are then checked to ensure compliance with the policy. Finance or

Budget Holder check to ensure budget for the job is secured. The documents are then submitted to the General Manager for review and approval.

ADVERTISING OF VACANCIES

Except for recruitment of temporary laborers and short-term contract employment with less than 3 months, or in cases where the GM has determined that there are special circumstances, all vacancies in the staff positions are to be publicised.

The content of the vacancy announcement must be based on the approved job description. When appropriate, GFO seeks to first fill vacant positions with internal candidates. Job vacancies are advertised internally at both the Main office and field office.

CONSIDERATION OF CURRENT EMPLOYEES

When a suitable candidate is available from GFO' existing staff, the GM may appoint him/her to fill a vacancy with recommendation from SMT, provided that s/he has a positive evaluation record in his/her existing position after the internal promotion procedure is satisfied .

Below is GFO procedure for announcement for all positions, the only exception for this procedure is that if from our HR record we know that the minimum qualifications required for the post are not among the qualifications that current staff have obtained and documented in our HR files especially the professional and technical posts i.e. Engineer, Doctor, Nurses etc.. In these cases we go directly for external announcement in HAC .

The procedure for internal announcement and promotion is as follows

1. We announce all vacant post within the organization internally for one week
- 2.The written test will be organized and arranged between the hiring unit /manager and the HR unit concerned
- 3.The written test will be corrected and marked by a panel of three persons (names of applicants will not be disclosed only numbers or letters will be given to the written test answer sheets)
- 4.Successfull candidates from the above written test will be called for oral interview for final selection, those who did not pass the test will receive a notification letter (regret letter) about the process outcome.



5. Following any final reference checks, final selection for the position and issuance of signed contract or promotion letter.

Final Approval of Candidate

If the candidate's references are acceptable, then the interview panel submits its recommendation and duly signed request to issue contract form to the Human Resource Department for final processing of the employment. Human Resource Department will obtain approval for hiring from HAC. Once received, a job offer is made to the successful candidate by telephone or e-mail. If it is not accepted, an offer is made to the next most suitable candidate, with prior approval from HAC.

APPOINTMENT LETTER

After the candidate accepts GFO's offer, the Human Resources Department extends an official letter of appointment to him/her. The GM or the DA is the only one authorized to sign letter of appointment on behalf of GFO or he delegates this authority to the concerned manager. A medical check up must be done by the candidate to ensure that he/she is fit for the job.

HIRING OF RELATIVES

Relatives of GFO Employees are not to be hired without the prior approval of the GM. Relatives here include brother/sister (step or adopted brother/sister) spouse, grandparents, parents, uncles and aunts, cousins, siblings, nephews and nieces, children and grandchildren (as well as in-laws in these categories).

If approved, the relative may be hired provided that the relative is qualified according to requirements and neither of the individuals concerned are the immediate Supervisor of the other.

GFO reserves the right to dismiss any new employee hired who failed to disclose s/he has a relative working for GFO. Also, failure on the part of the present employee to inform GFO can be considered gross misconduct.

APPOINTMENTS

AUTHORITY FOR APPOINTMENT

Only persons who have received and signed an official appointment letter from the GM or DA are to be considered Employees of GFO. All appointments are subject to the service conditions laid out in this manual.



LETTER OF APPOINTMENT

When an Employee is hired, she/he is to be provided with a letter of appointment specifying the terms and conditions of employment. The letter of appointment should include the effective date of appointment, job title, supervisor, employment category, grade/quartile, starting salary, length of probation (if applicable) and a complete outline of the conditions of employment in English or Arabic.

A copy of the Employee's job description is to be attached along with a copy of GFO **Conflict of Interest Statement**. The contract should stipulate that the staff member has been given a copy of the HR Manual and, when signing their contract, is aware of its contents. The contract will also stipulate that the employee "...has read and understood the contents of the GFO Code of Conduct and agree to abide by them at all times".

When an Employee is transferred or promoted or adjusted to a new grade, she/he is to be provided with a letter of amendment to the Letter of Appointment.

The newly appointed Employee is required to sign and date three copies of the letter of appointment on all pages (three copies for HRM Employees). Copies are to be filed in the Employee's personnel files in HRM, second copy is provided to the Employee and third copy shall be deposited with HAC.

PROBATION PERIOD

Application: Regular Employees

Regular Employees are required to satisfactorily complete a probationary period of a maximum of three months. The length of the probationary period is calculated from the first day of work. The Employee's Supervisor(s) is required to closely observe her/him in order to determine if her/his potential, skills and behaviour meet the required standards.

During the probation period, employment may be terminated by either party within 30 days notice subject to section 50 of the Labour Law 1997.

Employees on probation are to remain on probation not more than 3 (three) months and receive the Confirmation Letter signed by the GM that indicates that they have successfully passed the probation period and are accepted as GFO Employees .

DATE OF HIRE

An employee's date of hire is the date on which his/her employment with GFO takes effects as reflected in his/her appointment letter.



If an employee re-hired by GFO after all severance dues have been paid, his/her prior service will not be taken into account for any purpose whatsoever. His/her date of hire shall be the date of assuming the new appointment irrespective of the previous service.

EMPLOYEE RECORDS

The HR units in GFO and Regional Offices are responsible to maintain a complete personnel file of all categories of Employees associated with that office. The personnel file contains all letters, contracts, agreements, leave documents, evaluations, general correspondence, payroll information, financial agreements and separation documentation. The HR unit is required to maintain an unbroken “paper trail” of documentation related to personnel disciplinary and grievance issues sufficient to trace the development of an issue that could involve GFO in a dispute settlement.

The HR unit is required to maintain the following Employee records for all Employees in the GFO mission for all categories of Employees.

- Recruitment documents including job request, advert, approvals, test, interview, etc
- Copies of academic and work experience certificate
- Employment contract
- CV
- Staff entry form (showing dependents and history of health)
- Information regarding an employee’s salary increases, promotion, or job changes
- Photocopy of nationality certificate or refugee ID card
- Photocopy of birth certificate
- Copy of valid driving license if applicable
- Copy of clearance from national service
- Signed Appropriate Computer, E-mail and Internet Use Statement
- Leave Request Forms and leave balances



- Insurance documents
- Notice of Termination
- Employee's clearance form
- Payroll and Benefits documents
- Miscellaneous: memos, correspondence

These documents must be submitted to the HR unit at the Main Office within one month and kept in a locked filing cabinet, in the Human Resources office in Khartoum. Copies of the same documents are kept in field offices where the staff member is located. Human resource officers must ensure synchronizing of files contents between Khartoum and RO sets. The files can only be inspected by auditors and for legal purposes as required by law, and subject to the approval of the GM.

EMPLOYMENT CATEGORIES

This section describes employment categories for GFO Employees, regardless of contract type (regular, fixed term, temporary piecework or casual basis).

CONFIRMED REGULAR EMPLOYEES

A confirmed Regular Employee is defined as a full time GFO Regular Employee whose employment contract does not determine a fixed period of employment, and who enjoys GFO' full package of salaries and benefits. After successfully being selected to fill a vacant position, a standard Letter of Appointment for Regular Employee is issued before work can begin. The period of employment begins on the starting date.

CONTRACT EMPLOYEES

Contract Employees are defined as having a fixed term contract of no longer than two years in length and are governed by a specific set of regulations as defined by the Sudanese Labour Law 1997. Contract Employees are appointed to fulfil specific roles that are defined by their employment contract. GFO assigns a Contract Employee to its employee classification and salary grid. The Contract Employee's salary is subject to legal deductions according to Sudan government rules and regulations.

The standard Letter of Appointment for Contract Employee is prepared for all Contract Employees. Amendments or extensions of employment contract are to be made using the standard Extension of Contract Appointment with regards to the Sudanese Labor Law 1997.



The Letter of Appointment clearly defines the conditions of employment, including the job description/terms of reference, supervision, remuneration details, the benefits available, conditions of contract extension and/or termination, and relationship to the personnel policy.

Contract employment is distinguished from regular employment. In contrast to regular employment, contract employment has a definite end of service date identified. Under present government regulations, a written notification on the expiration of contract will be given one month before the end of the contract, subject to section 50 of the Labour Law 1997.

Contract Extension

- A contract may be extended once but the total period of contracted service cannot exceed 4 years
- Notice of the intention to extend or not extend a contract is required at least 30 days before the contract period expires. If such is not forthcoming, the employee shall be paid a compensation equivalent to the wage of the period of notice.

When a Fixed Term Contract Employee signs another Fixed Contract to begin work that is supported by a new or different contractual funding arrangement between GFO and the donor, after all severance dues have been paid, this will be a new contract and not a contract extension. His/her prior service will not be taken into account for any purpose whatsoever. His/her date of hire shall be the date of assuming the new appointment irrespective of the previous service

TEMPORARY CONTRACT EMPLOYEES FOR SPECIFIC PURPOSE

Temporary Contract Employee is one who is engaged for a specific purpose of an occasional nature and directly appointed without following competitive selection process. Salary payment is made on a daily basis, or as described in the Letter of Appointment. Payment is based on market rates. Temporary Contract Employee shall be eligible for minimal benefits as identified in the SLL. Employment cannot exceed duration of 90 days.

The standard Letter of Appointment for Temporary Contract Employee is to be prepared for all Temporary Contract Employee, but payment is to be based on a time sheet.



CHAPTER

3

Human Resources Manual

TERMS AND CONDITIONS OF EMPLOYMENT

TERMS AND CONDITIONS

LETTER OF APPOINTMENT

When a new Employee is hired, s/he is to be provided with a letter of appointment specifying the terms and conditions of employment. Specific standardised forms for each employment category are specified in the previous section.

HIRING EMPLOYEES NOT RESIDING IN THE PLACE OF HIRE

Applies to grade C and above Employees in the regular employment and contract employment categories of 12 months or more to locations outside their Region.



Employees and their dependants who are hired for assignment to a base location outside their Region are to be provided the cost of travel from their residence to their duty station and return, with her/his dependants, after separation from GFO. The Employee is also to be provided with one month gross salary as relocation allowance, fifteen (15) days per diem and shipping allowance

Medical Examination

Before issuing a Letter of Appointment for prospective drivers, they are required to undergo an eye examination by a GFO approved optometrist in addition to the basic medical examination. Applicants with a non-correctable condition that impairs their ability to safely perform their driving duties are not to be hired for positions as drivers. The cost of the eye test is paid by GFO.

OFFICE HOURS

GFO office hours are from 8:30 AM to 3.00 PM (Sunday through Thursday) with a half hour break as per Sudanese Labour Law 1997. Staffs are encouraged to meet their religious obligations and the organisation will permit flexibility to accommodate as long as the minimum working hours are met.

Due to the unique nature of their job, special work hours are required for some positions. Field staff, with written permission from their line manager, are allowed the freedom to set their work hours while in the field in accordance with the demands of their assignment. When working in the office, however, field staff members are required to work according to standard office hours as outlined above.

The employees in Grade A “Recruitment for Junior Staff” Policy required to work according to a scheduled roster 35 hours per week with the provision of at least two full days as weekly holiday.

The daily office hours shall be reduced by one hour, during the month of Ramadhan in relation to the fasting workers and to nursing mothers for two years from the date of birth. Nursing mothers who have brought their children to the office for day care, are also permitted to take necessary breaks to breast feed their children.

ATTENDANCE

The Daily Attendance Record is to be used to monitor arrival/ departure from the office at start and end of working day. Also, it records absence from the office. Field



based Employees are required to account for all work days when making their monthly reports to be submitted on the first business day after pay day to HR.

When an Employee is unable to come to work, for whatever reason, she/he must inform her/his Supervisor within 24 hours. The Supervisor must inform the appropriate Officer in Charge of HR within the same day. Failure to inform either the Supervisor or HR Officer is to be treated as absence from duty and treated as leave without pay, unless adequately explained, e.g. illness, travel, etc. Habitual tardiness (lateness) is not permitted and offenders are to be warned and, if continued, may become a cause for dismissal. Offenders are to be warned in writing that habitual tardiness is not permitted and if continued, become a cause for dismissal according to GFO approved **penalty code** approved by the Sudanese Labour office .

PERSONAL ACTIVITY REPORT

All GFO employees are required to report hours worked as evidenced by completion of a PAR. All compensated time must be reported on the PAR. This would include time spent on direct project activities as well as time spent on other activities such as sick leave, vacation, holidays, administrative duties, travel, etc. The period covered by the PAR must coincide with the pay period. The PAR must be prepared by the employee and approved by a supervisory official. Employees and HR Unit will retain copies of PARs in an easily retrievable format and location.

Personnel Activity Report Procedures

General

A Personnel Activity Report (PAR) must be prepared at least monthly and must coincide with the pay period for all GFO staff. The employees are responsible for preparing and submitting their PARs to their supervisors for approval at the close of business every pay day. All supervisors must ensure that the approved PARs are submitted on the first or Second business day after pay day to the HR unit

Reporting Time Worked

The Employee is ultimately responsible for completing and submitting their PARs to their supervisor. The PAR must be signed by the individual employee and by a supervisory official having first-hand knowledge of the activities performed by the employee. If the employee is unable to complete the PAR, it is the responsibility of the supervisor to complete and sign on the employee's behalf. The employee and the



supervisor are certifying that the distribution of the activities represents a reasonable estimate of the work performed by the employee during the pay period.

PAR Format

The approved PAR format for all GFO staff has to be used (**see Annex**). Please note the following explanations of the format:

- a) The month is divided into 4 weeks (5 days a week). The month is 30 days for the calculations of the salaries .
- b) In addition, there is space for the inclusion of the specific dates for each week and the activities performed.
- c) Total compensated hours must be recorded on the PAR.
- d) All work and leave hours are recorded in the week that the work was performed or leave taken.

FULFILMENT OF JOB DESCRIPTION

All Employees are to be issued a job description or terms of reference upon appointment, which they are required to sign and date. It is expected that all Employees will, in good faith, endeavour to fulfil the requirements of their job description. This includes activities that may not be specifically mentioned in the job description but are consistent with the person's position and work goals. GFO will attempt to ensure that all job descriptions are realistic and within the scope of human capabilities.

No Employee is to be required to perform any tasks that are in conflict with the GFO regulations or in violation of Sudanese law. Staff are also not obliged to conduct any activity which this feel presents an undue risk to safety and security.

STAFF CONDUCT AND APPEARANCE

Employees are required to conduct and dress themselves appropriately in and about the office, consistent with the performance of their duties.

USE OF GFO PROPERTY

GENERAL POLICY

Any GFO property entrusted to the Employee remains the property of the organisation. The Employee is to be held responsible for any loss, damage or misuse.



Personal Use of GFO Inventory

Personal use of individually assigned handphones is allowed, as defined in the GFO Property Management policies and guidelines, and with consideration of the GFO code of conduct.

ELECTRONIC COMMUNICATIONS

GFO provides e-mail and internet facilities to authorised Employees for facilitating CGFO work through the sharing and exchange of information and inter/intra-office communications. Any use of electronic communications, including internet, which compromises the name and reputation of GFO is subject to disciplinary action, subject to GFO approved Penalty Code. Staff must remember at all times that electronic media, including access to internet websites, originate from a GFO server/computer and carry the GFO signature and hence can compromise the organisation's reputation. GFO reserves the right to monitor its computers for inappropriate use. Inappropriate use involves accessing, downloading, or transmitting any materials which are not work related and considered offensive or illegal.

E-mail

E-mail access is provided in the first instance to communicate information required for the work of GFO. Employees may have reasonable access of the e-mail facility for personal use. They are not, however, permitted to allow outside parties, such as family and friends, to send or receive personal E-mail. Employees should not, for any reason, share their e-mail password with their colleagues or with outsiders. Breaches in policy that are traced to an e-mail address is the responsibility of the holder of that address. Even though it is not possible to avoid entirely, Employees are discouraged from providing GFO' e-mail address to mass mailing address lists. Only e-mail address lists with a direct connection to GFO' work should be facilitated. Use of the e-mail/host server system to enter into another Employee's files is considered misconduct and subject to disciplinary action.

Internet

Internet access is also provided in the first instance to access information required for the work of GFO. Internet use for personal reasons during work time is not encouraged. Social media, news and other information sites can be accessed in moderation during break periods, but staff should not use up unnecessary bandwidth by accessing videos or downloading large files. In no case should GFO



Internet access be used for the conducting of private business or the accessing of pornographic, racist or other web sites which contravene our values. GFO reserves the right to monitor staff Internet usage.

MEDIA AND GFO PRODUCTS

ARTICLES AND REPORTS

GFO related articles and reports produced for public consumption that are written during GFO employment require the prior approval of the GM or her/his designated representative before publication.

HANDLING THE MEDIA

Only the GM or Authorised person, is permitted to represent GFO to the news media

RIGHTS, TITLE AND INTEREST

GFO is the sole owner of all rights, titles and interests in and to all GFO materials, reports, information, documentation, and other written works created, compiled or produced by GFO Employees while employed by the organisation. The Employee may not claim personal ownership of such products.

During resignation and dismissal, Employees are required to hand in hard and soft copies of their work documents.

CONFLICT OF INTEREST

EMPLOYMENT OUTSIDE GFO

In certain places, it may be a common practice for a person to hold several different positions with different firms or organisations. This is not necessarily desirable in the case of a GFO, because it may lead to a conflict of interests, and/or affect the ability of employees to fulfil their duties effectively and in good health. GFO salaried Employees who wish to seek a paid position with another firm, organisation or institution must seek written approval from the GM.

PROVIDING GIFTS, HOSPITALITY AND INCENTIVE

GFO recognises that providing gifts, hospitality and incentives can be a part of business culture. Any gratuity provided by GFO Employees who are authorised to do so must not be seen to “purchase” influence, favour or co-operation (i.e. bribery), and must not in any way embarrass GFO if the gratuity is disclosed to the public, either in Sudan or internationally. Maintaining a high standard of integrity is of the



utmost importance to GFO. This includes maintaining independence and impartiality in its public relationships.

Political Neutrality and Code of Conduct

GFO is an organizations with a place a high value on independence and impartiality.

As an NGO, GFO prohibits itself to be involved in any activity of a political nature. As an organization, GFO refrains from demonstrating any favour or support to any political party in any way i.e. monetary, in-kind, facilities, time, media, presence, opportunity etc. GFO is judicious in selecting partners: beneficiaries, (IDPs, Refugees, returnees and community in need as well as NNGOs and community based Organizations, that could have political alignments and is obligated to forge partnerships in a way that does not compromise GFO' neutrality, independence and impartiality.

GFO Employees, while free to demonstrate political involvement and support on their own free time are prohibited from using the organisation's facilities or permitting them to be used by others for political purposes. Employees are also prohibited from engaging in political activities during work-time. Employees must be very aware that when they are carrying out personal political activity, wearing any item of clothing or using any GFO asset that visibly shows the GFO logo can compromise the organisation's neutrality.

While it is recognised that, while on field assignment, it is not always possible for GFO Employees to avoid being present and/or recognised at political events sponsored by a political party, caution must be taken to balance this visibility by showing equal deference to other parties to maintain a sense of balanced neutrality.

While delivering GFO programs in politically sensitive areas, GFO Employees are to take extra precautions.

COMPLIANCE

All newly appointed Employees are required to sign the Conflict of Interest Statement indicating that they understand and agree to comply with GFO' conflict of interest policy.

Any violation of the conflict of interest policy may be considered misconduct and may lead to dismissal from employment with GFO after a thorough investigation of the case. The HRM shall be responsible for ensuring that the conflict of interest



policy is adhered to and that any violations are handled in accordance with the procedures.

LIFE THREATENING AND CHRONIC ILLNESSES

Definition

A life threatening illness is any illness of a terminal nature or which could be terminal without adherence to a proper regimen of medication and/or treatment. A chronic illness is a constant medical condition that may impair a person's full physical and/or intellectual capacity if not controlled through proper medical treatment.

GFO recognises that Employees with a medically certified life threatening or chronic illness have a right to:

- Continue working as long as their condition permits and as long as they can reasonably fulfil their essential job responsibilities in the workplace and do not constitute a threat to the health of their co-workers or other individuals with whom they are in contact with.
- Receive the same employment benefits coverage accorded to other Employees, subject to any lawful exclusion rights of the insurer.
- Enjoy a workplace environment free from any discrimination concerning their illness.
- Be accorded reasonable workplace facilities to accommodate their medical condition.

GFO shall:

- Maintain strict confidentiality concerning an Employee's medical condition; except as necessary to protect the health of co-workers or other individuals with whom the Employee has contact.
- Not discriminate against any Employee on the basis of a life threatening or chronic illness.
- Re-assure other Employees in the workplace to dispel of any false information, rumours or accusations about a fellow Employee's medical condition.



- Develop and circulate educational information on life threatening illnesses where Employee education is deemed necessary.

Confidentiality

Maintaining confidentiality about an Employee's medical condition is an accepted principle.

WORKPLACE DISCRIMINATION AND HARASSMENT

GFO, in accordance with Sudan law, is not to discriminate or harass any Employee on the basis of race, ancestry, place of origin, colour, ethnic origin, creed (religious), sex, sexual orientation, handicap or disability, age, marital status, or family status.

Definition

Harassment is defined as any unwelcome behaviour on the grounds enumerated above and is further specified as follows:

- Harassment based on prohibited forms of discrimination whereby an Employee is insulted, called degrading names, shown lack of respect, denied access to opportunities, or hindered in carrying out work assignments.
- Sexual harassment which includes unwelcome comments or conduct which includes, but is not limited to, Supervisors or Co-Workers who:
 - bother another Employee with unwelcome sexual remarks, jokes or touching;
 - make unwelcome sexual suggestions or requests;
 - penalise or threaten to penalise an Employee who refuses an unwelcome sexual advance.

GFO believes in the worth and dignity of its personnel and respects the right of each Employee to work in an environment that is free from discrimination and harassment.

It is prohibited for any person employed by GFO to treat any other Employee differently in any way, or to harass or to discriminate against any Employee. Employees who believe they are suffering harassment or discrimination should address the situation through GFO' mediation and grievance process.



CHAPTER

4

GFO Human Resource Management

REMUNERATION & SALARY ADJUSTMENTS

REMUNERATION

All GFO staff shall be paid in Sudan's official currency, the SDG, with salary determined by the salary grade to which an Employee's position is assigned in the GFO salary chart.

PAY PERIOD

All Employees on the payroll are to be paid once a month via cash or bank transfers whenever feasible to the Employee's personal bank account. The transfer is to be timed so that the Employee has access to her/his salary no later than the last day of the month.

CALCULATION OF DAILY SALARY

Daily Salary Rate = $\frac{\text{(Basic Salary +)} \times 12}{\text{ }}$



260 (*Standard Working Days Per Year*)

OVERTIME

Employees who are required to work in excess of the established number of working hours are entitled to overtime payments. This includes both confirmed and probationary Employees. Additional hours are written requested by the supervisor /employer.

Overtime work for pay is commenced only upon the Supervisor's request. An **Overtime Request Form** must be completed and signed by the Employee's Supervisor before overtime work commences. If overtime work is carried out at a time when no Supervisor is present (e.g. weekends or holidays), the attending guard is required to sign the form to acknowledge work done. An Employee is not permitted to commence overtime work for pay without prior authorization.

The Monthly Summary of Overtime Payments is to be submitted to the HR office in conjunction with the monthly financial report.

SALARY ADVANCES

As per GFO Salary Advances policy.

SALARY DEDUCTIONS

PAYMENT OF EMPLOYEE'S INCOME TAX

The GOS obligates all Employers to collect income taxes and zakat from all Employees and to remit them to the Sudan government tax office and Sudan zakat office. In compliance with government policy, GFO deducts income taxes and zakat from all Employees at the place of employment when the monthly payroll is prepared. Tax money and zakat money are remitted to the Main Office, which in turn remits them to the the Sudan government tax office and Sudan zakat office on a monthly basis.

Tax and Zakat on all income earned as a result of economic activity outside (if so approved) is the full responsibility of the Employee concerned.

OTHER DEDUCTIONS

GFO reserves the right to deduct from an Employee's salary for the following reasons:

- Payment of any taxes or fees as required by the GOS.
- Authorized leave without pay



- Unauthorized absence from duty
- Damage to, or loss of equipment or other goods expressly entrusted to the Employee, or for loss or misappropriation of money for which she/he is required to account for, where such damage or loss is directly attributable to her/his neglect or default
- Adjustment of overpayment of salary
- Repayment of overdrawn medical funds

SALARY INCREMENTS

GENERAL POLICY

Increments are normally calculated by fiscal year starting 1 January. Increments are prorated for new Employees who work for at least 6 (six) months from the date of hire. The GM or her/his DA makes the final decision on the maximum percentage increase for the Annual Merit Increment and the COLA increment. Annual budgeting considerations are factored into determining merit increases. For any reason that the decision is delayed, incremental calculations are to be made retroactive to January 1.

Annual Cost of Living Allowance Increment

All categories of Employees on GFO payroll are entitled to an annual Cost of Living Allowance increment in the form of a percentage increase in gross salary applied once a year, effective on 1 January. Employees must have worked 6 months or more to be eligible, with the increment prorated for those working less than a full year.

The purpose of the incentives is to compensate Employees for increases in the cost of living. It is normally based on the official cost of living index of the GOS's National Bureau of Statistics. However, the GM or her/his DA has the authority to adjust the actual amount of the incentives, depending on the availability of annual budget for the next fiscal year in compliance with Sudan Labor Law. The Incentive calculation is made and added to the salary before the Annual Merit Increment is calculated.

ANNUAL MERIT INCREMENTS

Annual merit increments are based on quality performance and are not automatic. Only staffs who have worked six months or more are to be evaluated and are eligible to receive a merit increment (prorated) in the form of a percentage increase in gross salary as determined by the results of the evaluation.



The exact increment awarded is determined by the performance rating received in the annual performance appraisal. The calculation of the Annual Merit Increment is done after the Cost of Living Allowance Incentives increase has been calculated and added. All Annual Merit Increments awarded to Employees must be approved by the HRM, FoC and GM in compliance with Sudan Labor Law before being implemented, provided that it is not less than 5% of the basic salary.

PROMOTION PROCEDURE

Promotion, like selection, is one of the most important aspects of organizational development and should be given the attention it deserves. Promotion also encourages loyalty and commitment. The criteria used for selection should also be applied in deciding promotions; in addition, for managerial positions, leadership and management abilities need to be carefully judged.

Preference for advancement will be given to present staff members as long as educational and experiential qualifications are met and they have spent at least four month in her/his present post.

Procedure for promotion initiation:

- To fill an existing vacant position through internal advertisement
- Through performance management recommendation by line managers or SMT member, and then approved by SMT.

Procedure of promotion to fill a vacant post as follows:

1. Using internal advertising in the organization.
2. Using recommendation in the annual performance report substantiated written and supported by commensurate with the degree of evaluation and approval of the committee formed by the General Manager.
3. upgrade function-Supreme vacant after the satisfactory performance of the employee / employee in charge for a period of not less than three months of commissioning.

After promotion to the higher grade degree the employee is placed at the beginning of the salary scale of her or his new grade if the salary in the new grade is higher than her /his salary before the upgrading, and if his salary before the promotion is higher than the beginning of the salary scale of her or his new grade of promotion in this case he or she will receive 10% (ten percent) Additional paid on his salary.



CHAPTER

5

Great Family Organization

Benefits

BENEFITS

ELIGIBILITY

All Employees are entitled to a minimum coverage of insurance as covered by Sudan Government National Insurance Fund, transport allowance and annual leave.

Regular Employees are eligible for all benefits after successfully completing their probationary period and after becoming confirmed Regular Employees. However, accrual of all benefits begins on the date of appointment as stated in the letter of appointment unless otherwise amended.

All Employees with contracts more than three months in duration are eligible for the same benefits as confirmed Regular Employee.



Temporary Contract Employees with contracts of three months or less are eligible only for minimum coverage of insurance as covered by Sudan Government National Insurance Fund, transport allowance and annual leave

LEAVE

GENERAL LEAVE POLICY

Eligible Employees are entitled to leave and official holidays, which include GOS holidays, with full pay.

When an official holiday falls within the approved leave period, that holiday is not considered a leave day.

If the Employee remains absent beyond the period of leave originally granted or subsequently extended, she/he is to be asked to explain in writing to the DA the reasons for the unauthorised absence. In addition, the Employee must inform his Supervisor immediately about the reason for the leave extension and the expected date of return. If the Employee fails to satisfactorily explain the reason for the unauthorised absence, the Employee may be subject to disciplinary action.

If, after one day of unauthorised absence, an Employee has not notified her/his Supervisor, the Supervisor is required to immediately inform, in writing, the Officer in Charge of HR in the Field Office or the HR Manager in the Main Office. An unauthorised absence of more than 10 working days in succession, and where employees have twice been requested by HRM or DA to return, shall be process for dismissal and the dismissed shall be process through the labour office.

The Officer in Charge of HR in the Field Offices and the HR unit at GFO Main Office is required to maintain individual leave records in the files of all Employees under their supervision, using the standard Employee Leave Record

Field Offices are required to submit a standard Monthly Leave Reports to the GFO Main HR unit. Completed Monthly Leave Reports shall be received by the HR unit no later than the fifteenth day of the following month.

ANNUAL LEAVE

Annual Leave (AL) is a required benefit under Sudanese law, as well as under normal practice of any responsible organisation. AL allows the employee to take physical and mental rest from the workplace responsibilities, as well as provide other colleagues and opportunity to gain experience from fulfilling the



responsibilities of the absent staff member. AL is also an important as an accountability measure, as employees are required to hand over their duties and files to another colleague. The employee is entitled to annual leave after one year of service and for any subsequent year according to section 44 of the Sudanese Labour Act 1997.

Annual leave is accrued on a calendar year basis. On the first of January of each calendar year, all confirmed Employees are to be credited in advance for annual leave in addition to that carried over from the previous year. An Employee is eligible to request her/his annual leave allotment at any time during the current year. Advances on annual leave beyond 31 December of the current calendar year are not permitted.

Accrual of annual leave is calculated from the date of starting work.

Regular Employees with contracts of more than three months are eligible for annual leave prorated according to their length of contract. Should their contract be extended or renewed, unused leave is carried forward under the same conditions as for Regular Employees. Employees in their probationary period are not permitted to take leave until after they have been confirmed as Regular Employees.

Employees shall receive annual leave according to the following table:

Anticipated Length of Service at End of Current Calendar Year	Annual Leave Days Allowed
Less than 3 years	21 days
Completed 3 years but less than 8 years	25 days
Completed 8 years but less than 15 years	30 days
Completed 15 years or more	45 days

Regular Employees and Contract Employees of over 3 months shall be entitled to carry over unused annual leave from one calendar year into the next according to the following table:



Anticipated Length of Service at End of Current Calendar Year	Maximum allowable carry over annual leave days
Less than 3 years	21 days
Completed 3 years but less than 8 years	25 days
Completed 8 years but less than 15 years	30 days
Completed 15 years or more	45 days

Any accrued annual leave in excess of the maximum allowable carry over of leave days is forfeited (lost/ given up) at the end of the calendar year.

An Employee who wishes to take annual leave is required to apply to her/his Supervisor using the standard **Leave Request Form**. The Employee's Supervisor approves or rejects the request by signing the form and forwarding it to the Officer in Charge of HR in the Field Office or GFO Main Office for calculation of the Employee's leave entitlement. If the leave request is not approved or the leave is postponed, reasons for refusal or postponement are to be recorded on the form.

Requests for annual leave of five or more working days must be submitted two weeks in advance of the start date of the requested leave. Requests for annual leave of four days or less must be submitted one week in advance. Late requests for annual leave may be rejected without further explanation.

An Employee is not normally allowed to receive payment for unused annual leave as long as she/he remains an Employee of GFO. Employees who are separated from the organisation receive a cash payment for unused earned annual leave.

The annual leave cannot be postponed totally or partially for more than one year and the employee will be entitled to his annual leave for the current year in addition to the carried over leave days from the previous year as required by Sudanese Labour law .

The Managing Director reserves the right to find options to enable some or all staff to take AL which has been accrued from the previous calendar year, through closing



sections of the office or the entire office, to allow growth opportunities for other staff, to promote the good health of the workforce. Advance notice of enforced leave will be provided at least 3 months before it takes place.

SICK LEAVE

An employee is entitled to sick leave with full pay after completion of three months continuous services. Any staff member unable to report for work must contact their Supervisors immediately.

In the event of requiring sick leave after the first day, a doctor's certificate stating the nature of the illness and the recommended period of recuperation must be submitted on the second day. Paid sick leave is covered only upon following this procedure. GFO reserves the right to arrange for an independent doctor's opinion.

In the event of a long absence from work with a medical certificate, the staff member is paid 100% of their salary during the first three months of their absence. After a three month absence, sick pay is reduced to 50% of their salary. After a six month absence, sick pay is reduced to 25% of the salary. After the sick leave period exceeds nine months, the case is referred to the Medical Commission to make a final decision on whether the staff member is fit to return to work. If not, the staff member can be terminated completely, without any further remuneration. GFO does not provide for any medical expenses incurred under these circumstances.

Absence due to illness is to be reported within 24 hours to the Employee's Supervisor. Sick leave taken for two consecutive workdays or more must be supported by a Medical Certificate signed by a doctor, which is to be submitted to the Employee's Supervisor on the return to duty.

Sick leave taken following a holiday and or a weekend must be supported by a medical certificate signed by a doctor; otherwise it is to be charged to annual leave instead.

Employees are required to submit sick leave reports within five days after returning back to office.

Emergency Leave

Emergency Leave is intended as a compassionate response to sudden, personal crises. Due to the ad-hoc nature of such crises, the prior approval of the Employee's Supervisor is not required; it is expected, however, that the cause of the Employee's absence shall be reported to GFO within 24 hours.



All employees are eligible to take up to 10 working days emergency leave at full pay per year and unused leave can not be carry over from one calender year into the next under the following circumstances:

- In the case of the death of a member of the immediate family of an Employee.
- In the case of the serious illness and hospitalisation of a member of the immediate family of an Employee.

Immediate family is defined as the mother, father, husband, wife, son, daughter, sister, brother, mother-in-law or father-in-law of the Employee. In all other cases, the Employee is required to take annual leave.

Special post-funeral events such as the 7th day, 40th day or 100th day ceremonies are considered anticipated events and therefore emergency leave is not granted in such cases.

Requests for emergency leave are to be made retroactively, to be filed in the Employee's personnel file and duly recorded on the office's Monthly Leave Report

Public and GFO Holidays

No Employee is required to work on a holiday, except by agreement between the Employee and his/her Supervisor.

A listing of the public holidays to be observed by GFO is to be announced by the GM at the beginning of each calendar year.

ALLOWANCES, BONUSES AND MISCELLANEOUS

ANNUAL BONUS

Annual Bonus is paid to all current confirmed Regular Employees of at least three months, and is paid to all on a prorated basis.

The payment is equal to one month's salary and is to be paid to presently employed staff on 31 of December each year.

For any period of service less than one year (but more than 3 months), the Annual Bonus is prorated based on the length of time between the date of appointment and the day of the payment of the bonus end of the fiscal year..



For employee who resigns from GFO before that date will received Annual bonus prorated based.

SEPARATION PAYMENTS

Upon separation from GFO, Employees are entitled to separation payments under conditions detailed in GFO Policy. Upon fulfilling the conditions according to the nature of the separation, payments may include severance pay, long service award, and compensation for unused leave.

BASIC SOCIAL WELFARE

GOVERNMENT SOCIAL INSURANCE FUND (SIF)

Contribution to Government Social Insurance Fund (SIF) is compulsory by Sudan Labor Laws. All Regular Employee and Temorary Employees must be enrolled in this fund and a specific module # 2 of the social insurance fund must be completed upon recruitment. The Social Insurance Department will then provide GFO with a social insurance Number for each individual in which monthly contributions are to be recorded. These Numbers updated are submitted on an annual basis to the social insurance department and new ones for the following calendar year will be provided. The social insurance number of a particular employee does not change from one year to another, therefore, employees must provide GFO with their previous social insurance numbers, if any, upon joining GFO employment.

Both the employee and GFO share social insurance contributions. The monthly contribution to be paid 25% of employee's monthly wage(gross salary) of which GFO shall pay 17% and employee 8%. This amount to be paid to the Government Social Insurance Fund directly by GFO.

MEDICAL COVERAGE

Employees who choose not to be part of the medical insurance above is entitle to 100 SDG per month only.

All Employees are to be provided travel allowances.

ESTABLISHING RATES

Rates for Travel Allowances and Per Diems are determined by the city and are updated by GFO HQ in consultation with the Field Offices. Review of rates is to be carried out under the co-ordination of the HR Manager and under the oversight of the FoC. Approval by the DA is required for any rate changes. Each Field Office is authorised to designate hotels for according to the established rates that Employees may use.

PER DIEM AND TRAVEL ALLOWANCES

GFO Employees are authorised to claim travel expenses as follows:

Perdiem

Per Diem as referred to above covers out-of-pocket expenses incurred for meals and incidentals when an employee travels outside his/her duty station on official business overnight. A per diem is given only when an employee is undertaking official travel at the request and with authorization of his/her supervisor. No receipts are required to claim a per diem.

Rate of Perdiem

The daily perdiem rate currently is fixed as follows equivalent of:

Stations	Khartoum US\$	Nyala US\$	Kass US\$	Kubum US\$	Edel Fursan US\$	Other localities In South Darf US\$
Per diem	35	10	15	20	15	20



Employees staying in hotels or making other arrangements receive the full rate. Staff staying at the GFO Guest Houses with guest house services such as laundry, water, and tea services etc, receive 90% rate. 10% deducted as miscellaneous itemization.

Daily Per Diem is claimed as follows:

Expenses	Breakfast	Lunch	Dinner	Incidental
Rate	15%	25%	35%	25%

If any of the above is provided by GFO, then the amount should be deducted from daily rate.

Overnight Field Trip

Travel Day	Day of Departure	Days of visit	Day of return
Per diem rate	If the check in is before 10 O'clock Claim is(100 %) after that the above components deductions applied	100%	75%

MODE OF TRANSPORTATION

In all cases, the Employee is required to use the most direct economical and practical means available when travelling on official GFO business.

When required to travel by air, the Employee is to fly economy class at all times unless economy class is unavailable (which must be documented). All airfare requires the approval of the DA.

When travelling in remote areas, the Employee's safety is of the utmost importance and extra travel time may be taken whenever necessary to ensure the Employee's safe arrival.

At times, an Employee may wish to have a stopover for personal reasons. Any extra time away would be accounted for a leave time and the Employee would have to reimburse for any additional costs.

TRAVEL ADVANCES AND REPAYMENT



All Employees are entitled to receive a travel advance to cover anticipated travel expenses for a period of travel not to exceed one month. The **Travel Advance Form** is to be submitted to the Supervisor for approval a minimum of five working days prior to departure. The Travel Expense Report is to be completed and submitted to the Financial Unit at the latest 5 working days after his/her arrival or return to the home office. All outstanding travel advances must be settled before any additional advances are issued. Travel advances are intended solely for the purpose of defraying the costs of official travel. Abuse of travel advances is considered gross misconduct and subject to disciplinary action.

Personal Phone Calls

Employees on domestic travel assignments are entitled to reimbursement for a personal 10-minute domestic telephone call daily to their family.

EXTENDED FIELD TRIPS/OUT OF TOWN VISITS

For any extended stay outside of duty station of two weeks or more, GFO may decide to make special arrangements for meals and lodging in lieu of per diem. Any such decision is at the discretion of the DA.

When an Employee is on extended field trips, expenses for returning home for personal reasons, even return during weekends, is the responsibility of the Employee.

CHAPTER

7

SEPARATION FROM GFO

This section discusses the different categories of separation from GFO. For all, the Employee, at the time of separation, is required to:

- Hand over all assets and properties
- Clear all expenses
- Finalise any other obligations to GFO.

Payments and obligations for all separations are detailed in Policy “Separation Payments”. These are subject to change in accordance with changes in Sudan law.

With the exception of termination due to force majeure, GFO provides written notice citing the cause of termination.

RESIGNATION

Application: All Employees with more than 3 months service.

All Employees and Contract Staff of more than 3 months who tenders is/her resignation on his/her own will shall receive the compensation of rights in accordance with article 820.4 and also receive a separation payment.

The employee who tender his/her resignation as mentioned above must fulfill the following requirements:

- a. Tender his/her resignation in writing at the latest 30 days prior to the effectiveness of the resignation.
- b. Is bound by an official term of duty before resignation;



- c. Still carries out his/her obligations until the date of the effectiveness of the resignation.

Notice of resignation is to be made in writing to Employee's immediate Supervisor, who must immediately inform the DA and Officer in Charge of HR. The resigned employee has the right to leave the place of work to search for another job after the expiry of the half of the notice period, provided that he will be entitled to his full salary for the remaining part of notice period according to section 50/5 of the Labour Law 1997.

RETIREMENT

Application: Regular Employees

Retirement is optional at age 60 subject to mutual –written-agreement between GFO and the employee and mandatory for all Employees upon reaching their 60th birthday. The GM may, however, defer retirement of any individual if the concerned Employee is in good health, productive in her/his work, and willing to continue working. Six months written notice by either party is to be provided prior to retirement.

DEATH

Application: All Employees

For the purpose of calculating salaries and benefits, separation from GFO due to death is effective one month after the date of death, with separation payments detailed in Policy.

GFO makes the final separation payment by cheque addressed to the court. The heirs of the employee open a court file and summon the employer upon which GFO will send the cheque to the court to distribute the money among the heirs according to the law. The deceased Employee's designated beneficiary as determined by an authorised legal statement is required to sign the Separation Claim Form, as described in the Policy.

RETRENCHMENT

Application: All Employees with over 3 months service

All Employees of over 3 months may be subject to retrenchment at any time if her/his position is eliminated due to re-structure, or funding has been curtailed, or project closure, or stoppage, or reduction of GFO' activities and there is no suitable



alternative employment. Any termination of employment subject to reranchment will be after the approval of the Labour Office.

In the event of retrenchment, the Employee is entitled to thirty days notice in writing indicating the reason for retrenchment, without which GFO will pay the retrenched Employee six month's salary . Separation payments are outlined in Policy . They are calculated on the basis of the final salary payment, with monthly allowances excluded.

The termination in these cases will be subject to the provision of the Sudan Labour Act 1997.

MEDICAL DISCHARGE

Application: All Employees with at least 3 months service

In the event of an Employee becoming mentally or physically incapacitated to carry out his/her job assignment, GFO may seek to find alternative solutions. One alternative may include employment more suited to the Employee's disability, with the understanding that the Employee's employment grade and remuneration level is to be adjusted accordingly. In the event that an alternative solution cannot be found, GFO has just cause to seek termination.

During the period of attempted recovery, under current Sudan Labour Act and subject to provision of Work Injuries Compensation Act 1981, the Employee is entitled to compensation under the following schedule:

100% for the first three months;

50% for the second three months,

25% for the third three months

The employee shouldn't be on a sick leave with reduced pay unless he has exhausted his normal leave

If, after period of attempted recovery as stated above, the Employee is not able to continue work, the employee shall be on a sick leave without pay during a reasonable period to the Medical Comission to decide promptly his fitness to work.

For contract staff, this schedule is followed until the end of the contract period, at which time separation payments outlined in Policy Section are to be initiated.



To initiate the period of attempted recovery, the Officer in Charge of HR is to prepare a letter to the Employee informing him/her that a medical evaluation procedure is being processed. This is to be followed by an independent medical evaluation carried out by a GFO appointed doctor or clinic to substantiate the medical condition and unfitness for continued employment.

After each three-month period, the Officer in Charge of HR carries out an occupational evaluation with the Employee to determine fitness for employment. An independent medical evaluation is to be carried out by a GFO appointed doctor or clinic to substantiate the medical condition and unfitness for continued employment.

If, after the nine month's period, the medical opinion substantiates the Employee's unfitness for continued employment, the HR Manager begins –subject to section 50 of the Labour Act 1997-proceedings for processing the **Medical Discharge Form** and the Separation Claim Form.

The HR Manager must be informed of the medical condition of the Employee from the outset and monitors the development through to the final conclusion.

Medical Discharge Due to an Occupational Accident

For medical discharge related to an occupational accident, in addition to the above conditions outlined for non-occupational conditions, he/she is to also be compensated by Government Insurance Fund and the Work Injuries Compensation Act 1981.

Voluntary Resignation Due to a Medical Condition

An Employee incapacitated for health reasons may voluntarily, if s/he is willing to resign without forfeiting severance payments. GFO reserves the right to carry out an evaluation for fitness and a medical evaluation to determine just cause before granting approval.

END OF CONTRACT

When a contract comes to an end and is not extended, GFO has no obligations to Employee beyond the conditions detailed in the agreement which should be in accordance with the current Government of Sudan laws.

SUSPENSION DURING INVESTIGATION FOR GROSS MISCONDUCT

Application: Regular Employees



An Employee under investigation by a Board of Inquiry for allegations of gross misconduct shall be suspended pending inquiry into the charges against her/him. This is well detailed.

In terms of payments, under current Sudan law subject to change, the suspended Employee shall be paid 100% of her/his net salary during the period of such suspension. This payment is not reimbursable to GFO, even if dismissal occurs.

DISMISSAL DUE TO DISCIPLINARY INFRACTIONS

Application: Regular Employees

Please refer to Policy Section 930 for a detailed review of disciplinary procedures leading to dismissal actions.

DISMISSAL DUE TO POOR WORK PERFORMANCE

Application: Regular Employees

During the normal Annual Performance Appraisal Agreement (APAA) process, if an Employee receives an APAA rating of Below Job Requirements (BR), a follow-up Performance Appraisal (PA) is required within 2 months. During this period, GFO will make efforts to provide opportunities for an Employee who is under-performing to make improvements.

In addition, outside of the normal APAA process, if, after repeated incidences of poor performance have been noted and recorded and informal remedial efforts have failed, the employee's supervisor can initiate a special PA with the approval of the appropriate DA i.e. Programme Leader.

In both of these situations, if, in the follow up PA, the Employee's rating does not improve, but remains at a rating of Below Job Requirements, the DA must consult with the GM to initiate a Dismissal Case to be brought to the Labour Office for adjudication, according to GFO Penalty Code approved by the Labour Office.

If the PA shows adequate but only short-term improvement, an additional special PA can be carried out, as before, in another two months time with the approval of the appropriate DA i.e. Team Leader. Again, if the Employee achieves a rating of Below Job Requirements, a Dismissal Case may be brought to the Labour Office.

If/when the Labour Office issues a Severance Permit; the final separation process is begun according to the Policy.



DISMISSAL DUE TO UNWILLINGNESS TO TRANSFER

Application: Regular Employees

As stated in the Policy GFO reserves the right to transfer any employee, regardless of grade. Any Employee refusing to accept a transfer may be subject to dismissal after the approval of the Labour Office provided that there is a condition in the employment contract, with separation payments outlined in the Policy.

TERMINATION DUE TO FORCE MAJEURE

Application: All Employees

All Employee contracts and arrangements are automatically terminated in the event that GFO should face "Force Majeure". If GFO ceases operations in Sudan for reasons of war, riot, government action, and force majeure natural catastrophe, seizure of bank accounts etc., operations would cease and contracts terminated. In such an event, GFO is to make all efforts to continue operations, but if it is no longer possible, would make reasonable efforts to settle Employee obligations to the best of its ability under the circumstances.

In the event of Force Majeure at the regional level, GFO is to make all efforts to relocate Employees and maintain Employee contracts. In the event that it is not possible, Employee contracts are to be terminated without going through the notice procedure and settlements made according to policy, with payment of all the legal entitlements.

PROCESSING THE SEPARATION CLAIM FORM

After the decision to separate or to terminate is finalised, the Officer in Charge of HR, approved by the HR Manager, prepares a Separation Claim Form (SCF) detailing the separation payments and deductions. The SCF is to be signed by the Employee's DA and the terminating Employee before it is sent to the FoC for auditing, with relevant supporting documentation attached. The SCF must be approved by the CD, upon which it is returned to the Employee's Field Office or GFO HQ for payment. Originals of all documentation are to be filed by the Field Office, with a copy forwarded to the HR Manager. The copies of the termination documents are sent along with the Employee's final payroll report. Resigning Employees are entitled to a Service Certificate signed by the CD.

AFTER SERVICE BENEFIT AND SEPARATION PAYMENTS

COMPENSATION PAYMENTS



In addition to the final salary payment up to the date the Employee separates including any outstanding allowance, GFO' employees will be entitled to the following:

Reimbursement for Unused Leave

Application: Regular Employees with contracts more than 3 months.

Upon separation from GFO, eligible employees are to receive reimbursement for unused annual according to the limits set in leave policy. All other unused leave is not reimbursed.

Severance pay

GFO employees who have completed a period of not less than one year of continuous service are entitled to one-month gross salary based on the last month salary before the employee ended his/her service with GFO and every year worked thereafter.

GFO reserves the right to withhold this benefit of severance pay if the employee is aggressively terminated due to gross misconduct.

SEPARATION PAYMENT

Separation payment will be paid to Regular Employees or to Contract Employees who worked for GFO minimum one year continuously and terminates the employment by noticed for the following reason:

- 1) Resignation
- 2) Retirement
- 3) Death
- 4) Rentrenchment
- 5) Medical Discharge
- 6) End of Contract

DEDUCTIONS OF OUTSTANDING BALANCES

All outstanding balances that an Employee owes GFO i.e. unreported and/or outstanding cash advances, leave days owing to GFO etc. will be deducted from the final separation payment.



CHAPTER

8

Great Family Organization

Human Resources Manual

GRIEVANCE PROCEDURES & DISCIPLINE

GENERAL POLICY

By accepting an appointment with GFO an Employee agrees to work in a responsible, disciplined, harmonious, and productive manner, to be loyal to the organisation and to act in a manner conducive to the accomplishment of GFO objectives in accordance with the implied obligations of an Employee presented in Policy. The Employee also agrees to abide by the rules and regulations of GFO, and



any other lawful or reasonable instruction, written or verbal, given by the authorised officers of the organisation.

GFO encourages Employees to achieve personal and professional satisfaction in their work and strives to provide all Employees with fair and equitable treatment. GFO, however, cannot accept or tolerate performance, attitudes, behaviour, or conditions contrary to its professional, financial, or ethical standards as an international, non-profit organisation working in partnership with domestic and international partners and with the GOS.

GRIEVANCES

GFO is committed to the processing of grievances in a fair and just manner by providing procedures that ensure that the Employee's rights are respected

GRIEVANCE PROCEDURES

Any Employee who has a grievance in respect to any matter and who wishes to seek redress thereof shall observe the procedures outlined below.

- 1) The Employee is encouraged to address difficulties first by bringing them informally to the attention of an appropriate local manager that they trust, such as her/his immediate Supervisor, DA and/or Officer in Charge of HR, in an effort to bring about a fair and reasonable solution. At this time, the Officer in Charge of HR should take the lead in trying to facilitate a resolution.
- 2) If the Employee does not find satisfaction from informal attempts to resolve the grievance, s/he can file a grievance by writing a signed and dated grievance letter to the HR manager in GFO HQ, who then copies the CD
- 3) All properly filed grievances shall be responded to within seven days of receipt.
- 4) After receiving the grievance letter, the HR manager discusses the matter with all parties involved to seek a fair resolution. It is the responsibility of the aggrieved Employee to provide any available supporting evidence.



- 5) If the aggrieved Employee does not believe that the matter has been successfully resolved by the HR manager's intervention, s/he can request CD approval that the grievance be forwarded to a Board of Inquiry, which in turn can make recommendations to the CD to resolve the matter.

It is the responsibility of the HR manager and Officers in charge of HR to ensure that all Employees understand these grievance procedures. Employees should be made aware that no reprisals can be taken against them for using the grievance procedures. However, statements that are knowingly false and misleading can lead to disciplinary action.

DISCIPLINE

GENERAL POLICY

GFO endeavours to maintain a workplace that encourages and motivates good attitudes, behaviour, and high performance. Attempts are to be made to discern reasons behind repeated misconduct, with the exception of offences of a criminal or high-risk nature that require immediate action. Every attempt must be made to negotiate satisfactory solutions before formal procedures are initiated.

When disciplinary action is contemplated, the Employee's Supervisor must maintain a scrupulous file of documentary evidence to support disciplinary action. The Human Resources manager should be consulted at the earliest date possible.

Disciplinary action may be taken due to acts of commission or omission. Permitted disciplinary actions are:

- Inquiry for Minor Misconduct
- Warning letter
- Inquiry for Gross Misconduct
- Board of Inquiry for Major Misconduct with Suspension
- Warning of Last Degree
- Dismissal Case brought to the Labour Office

Not permitted are the issuing of threats and reductions of work hours, wages and/or benefits outside of acceptable disciplinary actions.

Intimidation, manipulation, coercion, favouritism or bias based on gender, ethnicity, culture or religion must not influence the disciplinary process.



MINOR MISCONDUCT

The following offences constitute minor misconduct. Other offences may be added to the list at the discretion and authority of the CD in compliance with SLL.

- Failure to follow a lawful and/or reasonable order of a Supervisor
- Failure to wear seat belt or motorcycle helmet
- Absence from duty, habitual tardiness, or leaving the place of work earlier than the appointed time, without approval of Supervisor.
- Knowingly making false statements
- Idling or loitering during duty hours.
- Abetting any minor misconduct

Inquiry for Minor Misconduct

After habitual or repeated offences have been noted and recorded and remedial efforts have failed, the Supervisor is required to issue a Show Cause/Explanation Notice, copied to the DA and her/his Officer in Charge of HR (who should copy the HR Manager). The Employee must then provide a written response within 4 working days.

After receiving the Employee's written response, a situational evaluation shall be used to assess the issue, involving the Supervisor, DA, Officer in Charge of HR as well as the Employee. If minor misconduct is confirmed, a warning letter for minor misconduct shall be sent by the DA.

Warning Letter for Minor Misconduct

A warning letter may be issued to any Employee as a result of minor misconduct. The standard Warning Notice is to be used to issue all warning letters. Under no circumstances is the word 'Termination' be incorporated or written into a warning letter. The warning letter is to be signed by the Officer in Charge of HR and the Employee.

Copies of the warning letter are to be given to the Employee and placed in the Employee's file in both the region and GFO HQ.

Any Employee who feels that s/he has been unjustly issued a warning letter has the right to file a grievance in writing to the CD.

The issuance of a third warning letter within a six month period is to be followed by the establishment of a Board of Inquiry for Gross Misconduct.



However, the statute of limitations on a warning letter is six months, after which time the warning letter is no longer counted.

GROSS MISCONDUCT

A Dismissal Case brought to the Labour Office may result if an Employee:

- Has for 3 (three) consecutive times refused to obey a proper order or comply with a proper assignment as set forth in the Working Agreement
- has on purpose, or out of negligence, placed him/herself in a condition where he/she cannot fulfil work requirements;
- has violated the conditions set out in this Personnel Policy Manual

To better specify these conditions, the following offences constitute gross misconduct. Additional offences cited elsewhere in this manual and others may be added to the list at the discretion and authority of the CD in compliance with Sudan Labour Law.

- 1) Wilful insubordination or gross disobedience to any lawful and/or reasonable order of a Supervisor
- 2) Violation of the written GFO policy on conflict of the interest and disclosure of classified and confidential information.
- 3) Habitual negligence or neglect of work resulting in serious mismanagement.
- 4) Habitual minor misconduct leading to three warning letters within a 6 month period.
- 5) Intentional damage to GFO property.
- 6) Misuse of GFO vehicles, e.g., carrying unauthorised passengers or permitting unauthorised non-GFO Employees to drive; driving without a valid driving license or authority to drive GFO vehicles; using GFO vehicles for personal or trips without proper authorisation; rash or negligent driving.
- 7) Use of illegal substances (drugs etc.) on or off the workplace
- 8) Being in a state of alcohol induced inebriation while at work, and for drivers, consuming any alcohol while on the job.
- 9) Disorderly behaviour or any act subversive of discipline.



- 10) Falsifying or tampering with, damaging or causing loss of official GFO records and intentionally providing false information resulting in losses for GFO
- 11) Theft or financial fraud of any nature, including falsifying expense reports.
- 12) Giving or accepting bribes or receiving kickbacks/gifts in the form of either money, services, discounts or gifts
- 13) Sexual harassment
- 14) Threatening to use, and carrying out physical, psychological, sexual or gender-based violence
- 15) Involvement in criminal behaviour on or off the workplace, and/or inciting others. Disciplinary action may be taken even if there is no conviction.
- 16) Misrepresentation
- 17) Use of GFO resources for personal gain

Inquiry for Gross Misconduct

Allegations of gross misconduct must be immediately brought to the attention of one's immediate Supervisor, who must then immediately inform the DA e.g. Programme Coordinator. The DA is then required to inform, in writing, the HR Manager who brings the issue to the CD.

The HR manager then co-ordinates, assisted by the DA, a preliminary investigation of the allegation, after which they make a written recommendation to the CD. The CD, after reviewing the recommendation, may issue a Show Cause/Explanation Notice Form to the accused Employee, requesting an explanation, to which s/he shall be expected to respond in writing within 4 working days of receipt.

Upon receiving the Employee's response, if the CD, after consultation with HR manager and/or DA, deems the Employee's response as unsatisfactory, a Board of Inquiry and suspension is to be initiated. A Board of Inquiry is not necessary if the Employee is found to have not made a mistake or if s/he admits to a mistake and a solution is found to correct the mistake.

Suspension

An Employee under investigation for gross misconduct may be subject to suspension pending inquiry into the charges against her/him if the CD determines that it is in the best interest of the Country Office.

The Employee is issued a Suspension Notice which takes effect immediately upon delivery. If an Employee's actions are of a criminal nature or pose a high risk to



GFO, s/he is not be permitted entry to GFO facilities and must surrender all keys and GFO documents. The Supervisor and/or DA is to take all measures to protect GFO personnel, assets and documents. In such cases, appropriate authorities are to be called upon to intervene. If, at all possible, the CD and HR Manager is to be informed as soon as possible to authorise such action before it is taken. No Employee is to be suspended without prior approval by the CD.

The suspended Employee shall be paid 100% of her/his salary during the period of suspension. This payment is not reimbursable to GFO, even if dismissal occurs.

Board of Inquiry for Gross Misconduct

If the CD determines that there are sufficient grounds for proceeding, a Notice of Inquiry is served upon the Employee requesting her/his attendance for a departmental inquiry to investigate the charge(s) of alleged gross misconduct. The CD's DR e.g. the Programme Coordinator organises the departmental inquiry.

A Board of Inquiry is formed as required, consisting of at least two GFO Employees (national or international and one of which may be an HR Manager or Officer)

The Board of Inquiry meets within 7 days after the Notice of Inquiry has been issued. The HR Manager monitors the inquiry process and advises as necessary. The Board of Inquiry conducts a private hearing in the presence of the accused Employee to consider the explanation given by the accused Employee in the Show Cause/Explanation Notice. The accused employee is entitled to bring a representative (friend, lawyer, Staff Association member) to any hearings. The Board of Inquiry reads the charges as per the Show Cause/Explanation Notice and states that the explanation was not satisfactory. The accused Employee may reply to the questions and make additional remarks that are recorded in writing.

The accused Employee is asked if s/he has anything else to say, or ask, or if s/he wants to produce any witnesses or evidence. If there is a witness either from the Employee or from GFO's side, then s/he is examined and cross examined by the Board of Inquiry and the accused Employee. The statements of all witnesses are recorded in writing and the witness signs the paper on which the statement was recorded. Upon completion of the hearing, the HR Officer reads aloud the entire minutes of the hearing in the presence of the accused Employee, after which s/he sign on every page of the minutes (hand-written only; not typed) of the hearing. The Board of Inquiry then submits their findings and recommendations along with the hand-written minutes (signed by the accused and all members of the Board of Inquiry) to the CD on the outcome of the hearing.



Findings of Gross Misconduct

If the Employee admits to Gross Misconduct or the Board of Inquiry produces a finding of Gross Misconduct, two options may be taken by the CD.

- Warning of Last Degree
- Dismissal Case brought to the Labour Office for adjudication

If a Dismissal Case is brought to the Labor Office for adjudication, if/when the Labor Office issues a Severance Permit; the final separation process is begun.

RESTRICTIONS ON DISMISSALS

The following conditions cannot be used as a basis for dismissal:

- A Employee has lodged a grievance against his/her Supervisor or higher authority;
- An Employee's ideology, religion, philosophy, ethnic or social group, gender
- Activities related to group Employee actions e.g. workers union
- While a worker is prevented from performing the job because of illness as stated in a physician's certificate for a maximum of 12 months.
- While a worker is prevented from performing due to fulfilling an obligation to the State as stipulated by law or because he/she is obligated to carry out a religious duty as required by his/her religion and as approved by the government.
- For reasons of marriage, pregnancy and child delivery for female workers.

CHAPTER

9



Great Family Organization

Human Resources Manual

STAFF DEVELOPMENT

GENERAL POLICY

GFO believes that staff development and training is fundamental to the development of individual knowledge and skills as well as for successful implementation of quality development programs.

People are considered to be GFO's most valuable resource. Every employee shall be encouraged and given the opportunity to enhance her/his capabilities and strengths in order to promote self development and to contribute more effectively to achieving GFO's goals.

Staff training shall be defined as any organized program planned and implemented by GFO for the purpose of improving the performance of its employees.

STAFF ORIENTATION

All new employees shall participate in an employee orientation program when they join GFO. The HRD Unit shall be responsible for overseeing implementation of the employee orientation program.

The objectives of the employee orientation program shall be to:



- Introduce the new employee to the programs and projects of GFO
- review the rights and responsibilities of the individual as an employee of GFO.

All new regular and contract employee shall be required to take part in the orientation program before completion of the probationary period of confirmation as a regular employee of GFO. Close observation of the employee's skills and potential shall be made during all phases of the orientation and shall be taken into consideration when a decision is made regarding confirmation as a regular employee

PERFORMANCE MANAGEMENT

The main objective of the Performance Management System is to promote growth and development of GFO' human resources resulting in the improvement of the organization as a whole.

For regular staff employed over three months, an Annual Performance Appraisal agreement(APAA) has to be completed

The following steps are necessary for the Annual Performance Appraisal (APAA):

1. Performance Planning: The Individual Operation Plan(IOP) provides a clear and agreed upon action plan for the individual employee for a specific fiscal year (FY). Planning takes place at the beginning of the FY and for new joining employees it begins after the first three months of service, when s/he is confirmed. Performance Planning for short-term staff is not required unless otherwise guided by the supervisor.
2. Quarterly Review: All employees are required to have a quarterly review of the IOP and other job related performance by the supervisor. It is essential for the supervisor to spend at least one hour with the employee to discuss and provide feedback during the review session. The Supervisor should consult other colleagues for feedback which may help in the discussions.
3. Annual Performance Appraisal Agreement : All confirmed regular employees of GFO are evaluated annually if they have completed a period of three months with the organization by July 15 of the year. The annual appraisal is conducted in terms of progress and results in relation to the IOP, fulfillment of primary job responsibilities and ability to fulfill key organizational competencies.



4. All Annual Appraisals must be submitted before or on 31 December every year. The DAs are responsible to see that all program and program support staff have submitted their APA on time.

Merit increment is awarded to individuals having satisfactory ratings on their APA

Any delay in the APA submission may result in a delay in the annual salary increment for the employee. Therefore, all supervisors are strongly requested to submit the appraisals on time.

Intimidation, manipulations, coercion, favoritism or bias based on gender, ethnicity, culture or religion must not influence the appraisal process.

Staff in a personal relationship (married or otherwise) cannot supervise or appraise their partner.

STAFF TRAINING

TRAINING PROCEDURES & PROFESSIONAL DEVELOPMENT

GFO believes that staff training is fundamental to the development of individual knowledge and skills with the goal of creating and maintaining an effective, efficient and motivated work force for the entire mission.

Each project and category of staff has their own unique developmental needs. Therefore, each project and support unit should identify the needs and design and establish training plans that are consistent with the project/unit's objectives.

USE OF EXTERNAL TRAINING

Staff training by outside organisations, whenever possible. Should it be necessary to send employees to an external training, the costs of all enrolment fees, tuition, books, material, and transportation shall be paid by GFO. Use of external training requires the prior approval of the CD or her/his DR.

A photocopy of the completion certificates are to be submitted to the HR Unit for review. A copy is to be placed in the employee's personnel file for future reference.

EXTERNAL TRAINING FOR PERSONAL DEVELOPMENT

For external training for personal development that staff pursues on their own initiative, such as language, computer and management training, GFO will consider covering upto 80% of the cost, with the Employee paying at least 20%. Prior approval of the GM or her/his DR is required, and is subject to budget



availability, past performance and GM's discretion regarding value of training to GFO.

PROFESSIONAL WORK COMMITMENT

Because training is an expensive venture in both time and money, it is expected that under certain circumstances employees who participate in outside training events (including for example workshops, seminars and study tours) shall make a commitment to continue working for GFO upon completion of the training.

This commitment shall only be in effect if the following circumstances hold:

- GFO applies on behalf of an employee for special funding in addition to regular project funding and the funding is transferred directly to GFO or GFO provides a scholarship for an employee to undertake a course or other academic training; and
- The total expenses involved exceed USD \$1,000.

In cases where GFO, with approval from the GM, specifically requests an employee to attend a workshop, training or meeting to represent the organisation, the above conditions do not apply.

If these circumstances apply, the length of the work commitment is:

- 12 months if the expenses involved were between \$1,000 - \$3,000
- 2 year if the expenses involved were above \$3,000.

This time will allow the employee sufficient time to apply what they have learned in their job and/or transfer their new skills/information to their colleagues. The organisation can thus benefit from the training experience even if the employee resigns.

If a work commitment is required, the concerned employee shall sign a Professional Work Commitment Statement specifying the terms and conditions under which training is provided and paid for by GFO. If the employee resigns from GFO service prior to the completion of the stated period, she/he shall be required to repay the cost of the training to GFO at a prorated rate.

APPLICATION FOR SCHOLARSHIP/TRAINING OPPORTUNITY

GFO believes that training is fundamental to the development of individual knowledge and skills. It is GFO policy to support the career development plans of staff members by providing training opportunities to qualified and interested staff.



Since GFO has limited resources with which to support external scholarships, GFO recognises that staff may wish to apply for externally funded scholarships.

Staff applying should provide HRD unit with a copy of the application form and any other details pertaining to the course/program under application.

The staff member should attach a covering letter to the HRD unit explaining:

- A brief explanation as to how the course/program will benefit the applicant's work with GFO
- Any expectation or contribution from GFO (e.g. financial contribution, letter of support, visa assistance, etc.)

This letter should be copied to the applicant's supervisor. The supervisor may wish to attach or send a separate letter of support with the application.

If granted by the external scholarship agency, the Employee may take LWOP or otherwise, with CD approval



CHAPTER

10

Great Family Organization

Human Resources Manual

CLOSING

The eligibility of this HR Manual and all Policies within shall be effective from the date of receiving approval from Labour Office

Given the changing context of NGOs and also the recent introduction of GFO, this HR manual will be adjusted progressively through the issue of communications for the entire GFO staff of any change, addition of policy or rule.

GM reserves the right to sign these "All GFO" communication in legality with Labor laws.

The revision of this HR Manual shall be agreed by Labour Office

If any matters not covered in this HR Manual less or contrary with the government regulation, the legal regulation will be used.

This Human Resources Manual should be distributed to the employee to be informed and implemented.

There is any contradiction between the statements in this manual and previous issued HR manuals or CD memos, the version in this Manual will take precedence.

This HR Manual is available in Arabic, which is also the version to be referred to in case of dispute over any aspect of the document.

Contact details: Contact HR Manager for clarification on any point.

Endorced by: the board of directors.

Signed by GFO Manager



Dated: January 17th, 2025