


Human Resource POLICY 2017



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List of Abbreviation/ Acrimonies

CECI: Community Empowerment for Creative Innovation
PoC: Persons of Concern
OPM: Office of Prime Minister
UNHCR: United Nations High Commission for Refugees
CDO: Community Development Services
CBO: Community Based Organization
RLO: Refugee Led Organizations
NGO: Non-Governmental Organizations
INGO: International Non-Governmental Organizations
RWC: Refugee Welfare Council
LC: Local Council
ED: Executive Director
PM: Programme Manager
PO: Programme Officer
FO: Field Officer
BOD: Board of Directors
FAO: Finance and Admin Officer
SP: Service Providers
TC: Town Council
KMC: Koboko Municipal Council
MEO: Municipal Education Officer
SG: Secretary General

Policy Summary

The **Community Empowerment for Creative Innovation (CECI)** Board and Management, in its human resource management and practices, consultatively developed this Human Resource Policy in 2017 (as amended in 2022).

This policy establishes requirements for employment relationship between CECI and its employee and details employee responsibilities for obtaining and maintaining requirements as a condition of their employment. CECI's policies, procedures, standards, and requirements have been set forth to ensure appropriate behaviour, ethical conduct, and a safe, enjoyable working environment. All employees are expected to adhere to current and future policies, procedures and standards, and any revisions that may be made from time to time.

We believe that it is the responsibility of each employee to ensure that they have met all the employment requirements related to their position and that they maintain these requirements.

We believe in our capacity to create an attractive and empowering work environment for our staff, an environment where our core values and competencies shall be the cornerstone of how we behave.

We strive to have policies in place that reflect the cutting edge of modern management practice, underline our Mission and code of ethics and promote knowledge sharing and personal skills development throughout the organization's lifetime.

We shall continuously seek ways to promote mobility, total rewards and career development so that our brightest staff will choose to stay and that gifted and visionary people will want to make CECI their career choice in life now and for the future.

This policy contains the key Human Resources regulations, guidelines and procedures for the CECI Secretariat, which have been developed by the People and Organization Development Department.

We aim to revise and update this document on an on-going basis, in response to ideas from staff and changing practices in the marketplace. The staff shall be served with the updated versions of the policy timely. The date at the top of each page shows the most recent update.

Statement of Commitment!

Community Empowerment for Creative Innovation believes that “lasting success in projects implementation, programming and organizational growth is only possible when it is sustained by, and benefits the people concerned and involved”. We recognize that in places where we work, social norms, gender differences and inequities shape women’s and men’s roles and responsibilities in accessing and control over land and resources, knowledge of resources and authority to make decisions about resource use. We appreciate that we need to work with a gender perspective in order to enhance our understanding of these differential roles and responsibilities, relationships, needs and interests (as well as other relevant differences such as those between ethnic groups, religions, wealth classes and age groups). We understand that integrating a gender perspective also means going beyond understanding these differences to promoting more equitable gender relationships.

Organization Background, Mission, Vision, Thematic Areas, Code of Ethics and Implementation

Community Empowerment for Creative Innovations (CECI UGANDA) is a Youth centered Non-profit making Refugee-led Organization (RLO) registered with Koboko District Local Government (KDLG) as Community Based Organization (CBO) in August 2017, with registration number **563/124**. CECI is incorporated as a Company Limited by Guarantee (Under section 18(3) of the Companies Act 2012), of the Republic of Uganda, with registration number **80020002697777**, and holds a valid Memorandum of Understanding (MoU) with Office of the Prime Minister (OPM) Kampala, Uganda which gives it full clearance in the Refugee Response Operations in the country.

CECI Uganda contributes through behaviour change and response in the areas of:

- Peace Building and Conflict Resolution
- Education
- Health
- Livelihood and Environment
- Institutional development and sustainability

CECI’s programs are Community based with a focus on Peacebuilding and Reconciliation, Girl Child Education and Early Childhood Development, Livelihood, Environmental Conservation, HIV/AIDS and GBV. CECI uses community-centered and participatory approaches, which always protect the dignity of the community in program implementation.

Vision Statement

A Peaceful and Self-reliant community

Mission Statement

To promote peace, self-reliance and dignity through recreational activities, education and other innovations, going beyond relief and development.

Program Thematic Areas

- 1) Peace Building and Reconciliation: CECI works to promote peaceful resolution of disputes and reconciliation, and build and increase peaceful coexistence and social cohesion amongst the refugees and host communities through dialogues, negotiations, debates, group discussions, trainings/workshops, recreational activities, poems, media programs, community and school outreaches.
- 2) Livelihood: These interventions are aimed at building skills to support development and peace, build resilience and increase employability through vocational or entrepreneurial skill trainings, trauma healing and income generating activities.
- 3) Education: CECI's interventions are aimed at promoting girl child education and early childhood development through advocacy, increasing community understanding and knowledge about HIV/AIDs care and prevention, and eradicating Gender Based Violence (GBV) in all its forms by going beyond awareness creation to capacitating victims to act.
- 4) Environmental management: CECI works with the community, stakeholders and well-wishers to green the environment through tree planting and community education on conservation of environment.

Core Values/Guiding Principles

In order to win the trust and confidence of the stakeholders, partners and beneficiaries and while interacting with Community Empowerment for Creative Innovations, the organization shall embrace and be guided by the following values and principles:

- a) **Teamwork:** We believe everyone has strengths which are valued by the organization and can be used whenever possible listening to and respecting each other while working together can lead to beneficial results.
- b) **Honesty:** We are open and honest in all dealings and maintaining the highest integrity at all times.

- c) **Commitment:** We will work within Timeframes always, unless urgent circumstances mean it has to renegotiate new time frames with all parties.
- d) **Professionalism:** We shall at all times act with integrity, providing quality service, being reliable and Responsible.
- e) **Personal Development:** We value learning, feedback, coaching and mentoring. Coaching and mentoring are not new to the organization; at CECI, we coach and mentor one another. All opportunities for our own learning are pursued.

Code of Ethics

- a. CECI shall be independent, multicultural and non-partisan.
- b. CECI shall, wherever possible, seek dialogue and avoid confrontation.
- c. CECI shall build concrete solutions through a combination of field-based projects, policy initiatives, capacity building and education.
- d. CECI shall involve local communities and indigenous people in the planning and execution of our field programs and shall respect their cultural and economic needs.
- e. CECI shall maximize our effectiveness by building partnerships with other organizations, governments, businesses and local communities.
- f. CECI shall run her operations in a responsible and cost-effective manner and apply donors' funding according to the highest standards of accountability and transparency.

Implementation of CECI Code of Ethics

- a. CECI Code of Ethics shall form part of the Employment Contract, which will be signed by all staff members. All staff members must abide by the Code of Ethics in letter and spirit.
- b. The Code of Ethics, accompanied by a Conflict-of-Interest statement, will be repeated in the annual performance assessment process so that staff are reminded of it and verify that they subscribe to the conduct and principles contained therein on an annual basis. The documents need not be signed annually to verify that.

PART I: GENERAL CONDITIONS

Section 1: Applications

The present terms and conditions of employment shall apply to all employees of Community Empowerment for Creative Innovation, hereafter referred to as “CECI” and also called the employer.

Section 2: Status of Employees

For legal recognition of the rights and duties or obligations between the employee and CECI, the successful job applicant(s) or candidate(s) on the one hand and the Board/Management on the other, shall sign or execute a formal employment contract, including a job description. Whereupon, by the virtue of the said instrument of employment, she/he shall assume the status of an employee, or member of CECI staff.

Section 3: Recruitment Practices

CECI is committed to recruiting the most qualified personnel for an available job within the area of operation, as long as the person is dedicated to promoting the principles of CECI.

1. External Recruitment:

As a minimum CECI shall:

- (a) Advertise in a public gazette, radio or by any other means and do direct sourcing from partners member staff as agreed upon by the Board and management on the vacant position within CECI.
- (b) Screen applicants using objective criteria set out in the job advert for acceptance to an interview.
- (c) The interview panel shall be composed of at least three, not exceeding 5 people, including the interview committee, Executive Director and the Chairperson of the Board or any other person within the Board.
- (d) Have the interviewers rank the candidates and make recommendations for the Board to endorse or reject.
- (e) In the case of interviewing for Executive Director, the Board of Directors, and representatives from other technical stakeholders will make up the panel.

- (f) Board members need to endorse or reject the interviewers' decision in writing and give reasons including next steps.

2. Internal Recruitment

As a minimum CECI shall:

- (a) CECI shall recommend internal advert or internal promotion where a position is vacant for a new in-house position once they have fulfilled their current employment contract for at least one year.
- (b) Internal applications will be treated in strict confidence. However, if candidates are offered an interview, it is considered good practice for them to inform their current Supervisors.
- (c) In-house references will be taken up only with the candidate's permission
- (d) Ensure that employment vacancies are advertised internally and in the Network;
- (e) Protect the confidentiality of internal candidates according to the above guidelines; manages the transfer process when internal candidates are successful.

Section 4: Recruitment Process

1. Declaration of a Vacant Position

- (a) Where a vacant position is identified and reported by a particular department to management, the management shall convene a meeting to discuss the need and its effect to the particular department.
- (b) The management either moves a motion to second or withdraw the proposal for the declaration of the said vacant position.
- (c) Where there shall be secondment, a decision of internal or external recruitment is taken by the management to enable the vacant position duly filled.

2. Administration and Coordination of Recruitment

- (a) The Human resource and Manager or his/her immediate deputy shall be responsible for coordinating all recruitment exercises irrespective of whether recruitment is being carried out in-house or is contracted to outside Consultants.
- (b) The Finance and Admin Officer shall be complete a recruitment progress form as an administrative checklist for each recruitment assignment.

- (c) The Human resource and Manager or his/her immediate deputy shall file the minutes of the interview panel meeting and Job Interview Assessment Forms.
- (d) On approval to recruit, the department head, together with the admin officer shall review and if appropriate, revise or develop new job descriptions and detailed specifications for the position, which will be approved by the Executive Director.

3. Drafting of Advertisements

- (a) Based on the job description and personal specifications, the Finance and Admin Officer shall be or recruitment consultants shall draft an advertisement for approval by the Management and the Executive Director shall sign. This will apply to all vacancies irrespective of whether the intention is to fill them with internal or external candidates.

4. Screening of Candidates

- (a) Based on the job description and personal specifications, the Finance and Admin Officer or Recruitment Consultants shall screen the applications to identify those who meet the minimum requirements for the position and shall be forwarded to the Executive Director for approval.
- (b) Upon approval, the Finance and Admin Officer shall notify the candidates for about the time and date of the interview giving them appropriate period of time.

Section 5: Letter of Offer

- 1. There shall be a letter of offer served to a successful candidate;
 - (a) Upon successful selection of the candidate by the interview panel (including any temporary employee), the Executive Director shall prepare and serve the Letter of Offer detailing the main terms and conditions of service with a copy of a summary of duties.
 - (b) Except for the position of the Executive Director, the Letter of Offer shall be signed by the Chairperson Board of Directors or any other higher authorizing and designated position.
 - (c) The candidate shall be given a seven (7) calendar day period of time to respond to the letter of offer beyond which the job offer is withheld.

Section 6: Employment Contract

- (a) CECI shall at all times ensure;
 - i. Staff have valid contracts running for a period agreed by the management.
 - ii. Contract(s) of employment shall be contracts of service which shall bind the employment relationship between CECI and the particular employee.
- (b) Each employee shall be opened a file and kept in safe containing;
 - i. The signed contract of employment
 - ii. Application letter, copy of resume and academic documents
 - iii. Letter of offer and acceptance of letter of offer by the employee
 - iv. Term of reference for the position of the employee
 - v. Recent passport size photo.
 - vi. Authentic medical form duly signed by a qualified medical officer.
 - vii. Copies of other correspondence if any
- (c) The Executive Director shall keep employees aware of the status of their contract.
- (d) Employees shall be notified one (1) month prior to end or renewal of contract.
- (e) On acceptance of the offer, the Executive Director shall issue a Notification of Engagement Form to be signed and filed.
- (f) Final appointment letter shall be subject to satisfactory reference check, proof of all academic qualifications and satisfactory medical report.

Section 7: Employee Documentation

- 1. Personal Record; Upon engagement, employees will be required to provide the Director for Human Resources with the following details, as per Notification of Engagement Form:
 - (a) full names as they appear in official documents;
 - (b) a copy of the national identity, Refugee card and/or passport;
 - (c) permanent home address
 - (d) residential address
 - (e) marital status;
 - (f) names of spouse(s) and dependent children;
 - (g) date of birth;
 - (h) medical health status;

- (i) bank account number;
- (j) Personal Identification Number (PIN) for PAYE;
- (k) driving license number;
- (l) Name of next of kin, relationship and address.

Section 8: Induction and Orientation Pack

1. CECI shall develop staff induction and orientation guidelines and checklist suitable for the position of the successful candidate for his/her orientation by the particular department with a technical guidance from the Executive Director.
2. The content herewith shall include but not limited to;
 - (a) The profile of the organization (CECI).
 - (b) The applicable policies that must be adhered to by the particular employee.
 - (c) Area of operation.
 - (d) The available running projects.
 - (e) Partners and collaborators of CECI.
 - (f) Other related information that deems necessary for the candidate.

Section 9: Probation Period

- (a) CECI shall ensure the probation period for all contracts of employment in professional positions shall be three months. The probation period may be exceptionally extended by three months at the discretion of the Executive Director, subject to a maximum of one extension.
- (b) The probation period for non-professional contract employees will be three months, but this period can be extended for a further one month at the discretion of the Executive Director.
- (c) At the end of the probation period, the head of department will review and evaluate the employee's performance and make his/her recommendation to the Executive Director. Therewith the Executive Director shall make his/her decision and issue a Letter of Confirmation, Termination or Continuation of Probation as appropriate.
- (d) Where the employee is not confirmed, reasons for non-confirmation shall be given to him/her in writing by the Executive Director for professional grades or by the Finance and Admin Officer for support grades.

- (e) In the event of termination during the probationary period, the employee or CECI will give one month's written notice, or equivalent salary in lieu of notice.

Section 10: Salary

CECI will pay a salary for the employee.

- a) The salary scale of CECI employees is determined by the Board in consultation with the Executive Director.
- b) A salary shall only be paid for the days an employee has worked for or is entitled to leave with pay.
- c) The CECI salary structure shall be used to guide salary allocation and payment.

PART II: OBLIGATIONS

Section 11: Preliminary

- 1) Prior to the employment, the employee shall provide the employer with relevant information about his/her previous records concerning personal qualifications, integrity and conduct. The documents will be used to scrutinize the candidate.
- 2) The employee shall always perform his/her duties and functions, and observe the code of conduct, policies, rules and regulations in the best interest of CECI.

Section 10: Negligence

In case of loss or damage within office premises, there shall be no compensation, but a formal damage report shall be filled out. However, in case of loss or damage outside office premises without prior written permission on an asset requisition form, the employee shall have legal and financial obligation/responsibility to CECI. The financial compensation will be valued on a damage/loss assessment done by the procurement committee. In case there is a written permission there shall be no compensation.

Section 11: Claim for Refund

CECI shall have the right to claim from the employee refund of any improper payment or over payment made to him/her by mistake/error or from lack of proper information.

Section 12: Outside or Other Employment

- i. The employee shall not take up any other employment from whatsoever outside body or organization during his/her period of employment contract with CECI.
- ii. Unless or otherwise it has been explicitly approved first by the board/management.

Section 13: Authority/Accountability

- i. All categories of employees of CECI shall be under the supervisory authority of the Executive Director.
- ii. Employee shall be accountable to him/her in the daily performance or execution of their respective duties either directly or through their immediate supervisors.
- iii. This shall apply in communication, delegation and reporting.

Section 14: Publicity

- 1) The employee shall, under all circumstances, abide strictly by the codes of conduct and secrecy pertaining to his/her respective obligation, job title, responsibility or function in CECI.
- 2) The employee shall observe professional ethics and discretion in regards to secret/confidential information which CECI obtained in the course of the pursuance of duties.
- 3) The employee shall not for whatsoever reason, without prior authorization by the Executive Director expose or reveal/disclose any publication or such other matters which relates entirely to the conduct of his/her work.

PART III: REMUNERATION, INDEMNITIES AND ALLOWANCE

Section 15: Emoluments

The employee shall receive appropriate remuneration in accordance with CECI's scales of gross/ basic salaries and accompanying subsequent increments, applicable to CECI staff.

Section 16: Performance Assessment

- 1) Annually, the performance of each employee shall be assessed on the basis/rating of his/her job description, stipulated in the employment contract, and previously set targets by the employer, the purpose of such performance scrutiny is intended to evaluate together with the employee his/her strengths and weaknesses so that attention can be given to strengthen and/or improve on them.
- 2) Performance assessment exercise shall be carried out by the Executive Director. The performance assessment for the Executive Director shall be carried out by the board. The Board, the ED and the employee shall sign the assessment form for record purposes.
- 3) The employee shall be given a summary of his/her performance assessment together with comments of the Board or the Executive Director.
- 4) An adverse verdict on such assessment of the employee's performance may lead to the termination of his/her service in CECI.

Section 17: Acting Allowance

- i. In the execution of such service a CECI employee shall be required to assume the duties of any higher office level than his/her assigned function.
- ii. If such higher appointment is expected to extend to the period more than three (3) months, the employee shall be entitled to acting allowance.
- iii. The rate of acting allowance shall be agreed between the employee(s), the ED and the management.

Section 18: Per Diem

A member of the CECI staff shall be entitled to Per Diem when on duty outside his/her station.

- a) The rate payable for traveling outside West Nile Region shall be higher than the amount prescribed for travels within West Nile Region and shall be determined by the distances.
- b) The employee is not entitled to per diem for travels less than 50 km from CECI Office and travels with a duration for less than 4 hours including travel time.
- c) CECI will cover expenses for accommodation on provision of a receipt and according to the market prices assessed.

PART IV: MISCONDUCT AND DISCIPLINARY PROCEDURES

Section 19: Code of Conduct

- 1) The employee shall at all times conduct himself/herself in accordance with the laws and policies of Uganda, moral ethics and the rules and regulations of CECI as well as the terms and conditions enshrined in his/her employment contract.
- 2) The employee shall not engage in any activity which is incompatible and subversive with or contrary to the spirit/Purpose or Vision, Mission and Values of CECI.
- 3) The employee shall avoid any action and in particular any kind of public pronouncement, utterance or publicity, which will be detrimental/prejudicial to or that may greatly reflect on CECI negatively.
- 4) CECI employees shall be served with and not limited to the copies of the following policies; Sexual Exploitation and Abuse (PSEA), Code of Conduct and Ethics, Anti-Fraud and corruption Policy, and Gender & Protection Policy to Acquaint him/herself.

Section 20: Misconduct

1. CECI shall describe misconduct as any action, behavior, attitude that results into disrepute of the staff and policies of the organization.
2. Such actions as;
 - (a) Gross negligence in performance of duty.
 - (b) Acts that bring the Service into disrepute
 - (c) Disclosure of information in contravention of the CECI policies
 - (d) Acts involving turpitude e.g., theft, corruption, tribalism, nepotism etc.
 - (e) Negligence causing loss to the CECI
 - (f) Malicious damage to Government Property
 - (g) Perjury lying
 - (h) Financial embarrassment
 - (i) Unauthorized use and possession of CECI Property or facilities
 - (j) Intimidation
 - (k) Assault
 - (l) Sexual harassment

- (m) Act or omission against public interest
- (n) Using abusive language
- (o) Holding more than one fulltime employment concurrently
- (p) Unsatisfactory performance of duty
- (q) Incitement with intent to cause disobedience/strike undermining administration
- (r) Use and abuse of drugs or alcohol
- (s) Absence from duty without permission
- (t) Insubordination
- (u) Lateness for duty
- (v) Refusal to comply with a posting instruction or order;
- (w) Falsification of records or documents
- (x) Making false statements and driving an Official vehicle under the influence of intoxicating liquor or stupefying drug.

Section 21: Disciplinary Procedure

1. The Regulations provide for a progressive approach to disciplinary action and the following discreet steps shall apply
 - (a) Carryout preliminary investigation and consultations as to the circumstances surrounding the act of misconduct.
 - (b) Oral or verbal warning by the supervisor to be noted but not recorded shall be valid for duration of three (3) months
 - (c) A formal warning is given in writing in serious cases stating the nature of the offence and likely consequences for further offences; and
 - (d) A final written warning under the signature of the Executive Director should, when given, be valid for a period of fourteen (14) days. Recurrence of the offence should lead to suspension and interdiction or other disciplinary measures
 - (e) In the event of failure to respond on the part of the Executive Director on disciplinary action, the ED shall forward the matter to the Board of Directors with strong recommendations for action.
 - (f) However, if the Board is of the opinion that further investigation is necessary before a decision is made, it shall direct the ED to continue and investigate further.

Section 22: Disciplinary Actions

1. **CECI shall**, depending on the gravity of the matter, the following may constitute the types of disciplinary actions to be taken in the various disciplinary cases.

- (a) Writing of explanation letter
- (b) Termination of a contract
- (c) When communicating the decision of the termination, the ED shall make reference to the Standing policy of CECI
- (d) Clearance of pending arrears and hand over of all items or assets of CECI.

2. Dismissal

- (a) An employee is dismissed only in the most serious cases of misconduct and acting in a way incompatible with his or her status as a staff.
- (b) An employee is dismissed, if he or she forfeits all his or her rights and privileges as an employee, including the claim to a period of notice.
- (c) An employee may be found by the superior Authority guilty of misconduct not justifying dismissal or any other form of removal from office. The following may constitute disciplinary measures to be taken against such an employee

- (a) Warning or reprimand;
 - i. Suspension of increment
 - ii. Withholding increment or deferment of increment
 - iii. Stoppage of increment
 - iv. Surcharge or refund
 - v. Making good of the loss or damage of public property/assets; and
 - vi. Reduction in rank.

PART V: HOLIDAYS AND LEAVE

Section 23: Holidays/Leave

- 1) Paid annual leave is first earned after one year employment in CECI, including the probation period.

- 2) A CECI employee, who has not earned a paid annual leave, is entitled to twenty-five (25) working days without any salary.
- 3) Every CECI employee shall be entitled to twenty-five (25) working days. In normal circumstances, the employee shall be required to take his leave annually. No financial compensation shall be granted for leave not spent.
- 4) A maximum of ten (10) days of unspent leave may, however, be accountable and carried forward by the employee to his/her next year of employment.
- 5) Notwithstanding, the board can refuse permission of a leave which shall then be carried to the following period of holiday, if in opinion of the board the service of the particular employee cannot be dispensed with at the material time.
- 6) In addition to earned leave, public holidays of Uganda, as and when they fall, shall also be observed as rest days by CECI.
- 7) Every year there will be a compensation leave, which will be from the 22nd of Dec. to the second Monday of January. The compensation leave is covering for working overtime, during weekends and holidays. No economical compensation is given for working overtime, during weekends and holidays, except if the board decides to give economical compensation instead of compensation leave. The economical compensation will be equal to half a month salary.
- 8) If there for any reason agreed upon by the board, an urgent activity which has to be carried out during the compensation leave; the board can decide to put the number of days spent on activities to the end of the compensation leave or pay an economical compensation.
- 9) Short term employment of less than six (6) months are not entitled to annual leave.

Section 24: Special, Social/Compassionate Leave

- 1) A CECI employee may be granted a special, social or compassionate leave with full pay on the following grounds:
 - a) Employee: in the event of his/her marriage, a maximum of 5 days.
 - b) Employee's close relatives; in respect of serious sickness of the spouse, father, mother and any of his/her legally approved children/dependents, a maximum of 5 days.

- c) Employee's close relatives; in respect of death/bereavement of the spouse, father, mother, and any of his/her legally approved children/dependents, a maximum of 10 days.
 - d) Under special circumstances special social/compassionate leave can be given to an employee to attend funerals of uncles or aunts, or others close relatives to the employee, a maximum of two (2) days.
- 2) The employee shall be allowed such special, social or compassionate leave on full pay.
- 3) The management with consultation from the Board shall determine how many days each case will be allowed according to the circumstances, but not above the maximum days.

Section 25: Study Leave

- 1) Any member of staff may participate in a training Programme organized by or with the consent/approval of CECI in which case the employee shall be granted leave with full pay.
- 2) A study leave with full pay is only granted with a maximum of three (3) months.
- 3) An employee who undertakes an extension study or course in the country shall be given paid leave for the purpose of taking/sitting examinations required, provided that he/she produces a certificate from the school or institution/organization responsible.

Section 26: Leave of Absence

- 1. Permission for leave of absence may be granted to the employee for personal reasons on suitable ground, such a leave shall, however, be deducted from his/her leave entitlement or from his/her salary.
- 2. Unauthorized leave of absence shall automatically be regarded and treated as leave without pay and will be deducted from the employee's salary; and it may subject that person to disciplinary action/measures which could lead to termination of the employment contract with CECI.

Section 27: Sick Leave

- 1) CECI employees shall be entitled to a sick leave with full pay for a maximum of three (3) months in a year and thereafter an employee may be allowed to continue with his /her sick leave but on half salary for a period of time, which has to be approved by the Board on submission of a medical form from an authorized medical doctor.

- 2) In order for an employee to be granted sick leave in the event of illness, he/she shall be required to inform the Board through the Coordinator within 24 hours.
- 3) The sick leave lasts for three (3) or more days in duration, then the employee shall have to present a medical form of the illness issued by an authorized medical doctor.
- 4) Sick leave entitlement shall cease forth with on the date of the expiration of the employee's employment contract, subject to the discretion of the Board, who may on humanitarian grounds or for some other compelling reasons, make exception on the merits of the case by extending a leave as deemed necessary or appropriate.

Section 28: Maternity and Paternity Leave

An employee of CECI shall be granted maternity or paternity leave on conditions as follows:

- 1) Female employees: A pregnant female employee shall be accorded a maternity leave of 60 days confinement on full salary. Thenceforth, on the medical form of her continued illness, the said conditions for sick leave (Article 23) shall be applicable.
- 2) Male employees: A male worker, the father of the child, shall also be granted a paternity leave of five (5) working days with full salary. A birth certificate has to verify his status as the child's father and the paternity leave is meant to enable him to support the mother and their newly born baby. A paternity form to verify the father's support should be signed by the mother of the child. Where the employee has negatively utilized the paternal leave, it shall be deducted from his annual earned leave.

PART VI: STAFFING

Section 29: Categories at CECI

1. CECI understands that human resources is the most important asset in every organization, therefore CECI shall for purpose of staff remuneration categories her staff as:
 - (a) **Local Staff:** full or part-time. Holding a local contract in local currency and subject to local employment labor law and local taxation and local social security.
 - (b) **Hosted Staff:** usually full-time. Holding a letter of appointment from either CECI Head Office or a National Organization (NO), but on local contracts, i.e., hosted in another location. This

staff is subject to local employment labour law, local salary scales, local taxation and local social security of the Hosted location.

- (c) **Out posted Staff (OPS)** are REP's and COO's holding employment contracts from CECI Head Office. They may or may not make contributions to the pension scheme. This category of staff, for historical or economic reasons must be treated in this way.

(External Consultants are not staff. They shall be contracted to perform specialized services for CECI.

Section 30: Data Protection

1. CECI shall establish staff personal records kept privately, safely and up-to-date and treated with great respect.
 - (a) The Finance and Admin Officer shall commit to respecting each staff member's right to privacy and utmost confidentiality regarding his/her personal and professional life.
 - (b) Staff members' personal files and the information contained therein, which are held in the Executive Director's office, are the property of CECI.
 - (c) Staff may or shall request to see the contents of their personal files, but information will not be disclosed to any third parties beyond the finance and admin officer unless or other where there is a consent from the staff member
 - (d) Heads of department shall make ensures that the privacy of every employee in his/her team is treated with respect and due regard.

PART VII: TERMINATION OF SERVICE

Section 31: Dissolution of Employment Contract

The employment contract with the employee of CECI can be dissolved or terminated on the following grounds:

1. At the expiry/end of the employment contract, if the position does not exist anymore.
2. At the employee's own initiative by resignation in lieu of one (1) month notice given to the employer.

On CECI's volition:

- (a) If the employee is redundant owing to lack of work as stipulated in his/her employment contract within the scope of CECI, similarly, subject to one (1) months' notice or payment in lieu of notice for the corresponding period by the employer.
- (b) As a disciplinary action following extended three previous warnings, one (1) verbal and two (2) written, confirmed by signatures by the employee and the Board, to the employee about any shortcomings in his/her unsatisfactory performance and misconduct the admonitions which went unheeded or produced no desired results.
- (c) Summary dismissal of the employee for any default under the provisions of the terms and conditions of service or breach of his/her employment contract.

Section 32: Summary Dismissal

1) An employee may be summarily dismissed his/her employment can be terminated without notice if the employee causes any serious loss to CECI or harm to the employers' interest which offences shall include:

- (a) Theft of any CECI and/or project property
 - (b) Sabotage or willful damage to any CECI and or project property;
 - (c) Insubordination;
 - (d) Assault or intimidation of any member of CECI staff/member organizations
 - (e) Giving false information whatsoever;
 - (f) Abuse of office, e.g., receiving /accepting bribes and /or misusing his/her position to solicit favors as well as other acts or forms of corruption; and
 - (g) Disclosing/revealing confidential or secret information or such other matters without due authority of the Coordinator/Board.
- 3) In case of a summary dismissal, CECI shall be entitled to hold the offending employee/culprit liable to compensate for the loss/damage inflicted on the employer.

Part VIII: MISCELLANEOUS TERMS AND CONDITIONS

Section 33: Training

- i. In compliance with the requirements of his/her duty/functions or responsibility an employee may attend an additional training at the expense of CECI, for the purpose of enhancing the employee's efficiency if the course is believed to be efficacious by the employer.
- ii. The decision for any such training shall be based on the performance assessment of the employee subject to prior approval by the Board.
- iii. Trainings shall be suggested by either the employee or CECI.

Section 34: Exceptional Circumstances

- 1) All the rights and duties/obligations or responsibilities of CECI and the employee respectively, enshrined herein shall be subordinate/subject to and shall be governed by the general laws, rules or regulations applicable to collective agreement on employment in Uganda.
- 2) Where CECI internal regulations are mute/silent on any specific aspect of the respective rights and obligations of the employer or the employee, the relevant laws of Uganda shall apply.

Section 35: Safety and Security

All safety and security measures, rules or regulations of CECI shall be complied with by both the employer and employee respectively.

Section 36: Dispute and Settlements.

- 1) Any dispute of whatsoever nature under the CECI terms and conditions as well as those arising out of employment contract for CECI staff shall, as far as possible be settled amicably out of the court of law.
- 2) Failing agreement within a reasonable period for a friendly solution to any controversy, the conflicting parties shall resort to or have the dispute referred to the arbitration, thus:
 - (a) The Arbitration Committee is temporary and shall consist of three (3) members. Each party will appoint one (1) person from the Board to arbitrate him/her; the Board will appoint an independent member of the arbitration Committee.

- (b) The decision of the arbitrators on the disagreement between the two contesting parties shall be final and binding on them.
- (c) If any of the conflicting parties are not satisfied with the result from the Arbitration Committee; they are free to proceed to court.

Section 37: Board Business

A member of the CECI board shall be entitled to allowances when on duty as follows;

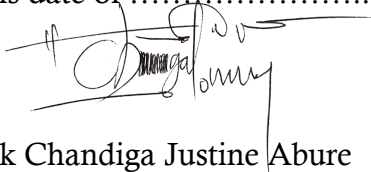
- a) The rate payable for traveling, airtime, data, accommodation or any other expense(s) during any board business within or outside CECI's area of operation shall be determined by the either management or the board.
- b) The board member(s) is entitled to per diem during any other board business in CECI's office or field trips which shall be determined by either the management or the board.

Section 38: Governing Law

The employment contracts of CECI employees aforesaid shall be governed in all respects, by laws of Uganda.

By the authority of CECI Board of Directors on the 3rd Quarter 2022;

On this date of Monday Day of Oct 24, 2022 after dead (AD)



Patrick Chandiga Justine Abure

The sitting Chairperson of the Board,

Community Empowerment for Creative Innovations (CECI).

WITNESS

Oleru Topista
Luate Emmanuel
Ayo Irene
Benson Khemis Soro

NAME

Oleru Topista
Luate Emmanuel
Ayo Irene
Benson Khemis Soro

APPENDIX 1:

CECI Policy on Per Diem

Per diem shall be uniform for any staff and Board member involved in a business on the CECI, therein allowances are divided into two categories

1) Local travels within West Nile region, more than 50 km away from the duty station, and more than 8 hours out of station.

- a) Per Diem for travels within West Nile Region **UGX. 50,000/=** per day; CECI shall reimburse hotel expenses not above the rate of **UGX. 50,000/=** on provision of receipts.

Break-down:

Breakfast rate 15% = **UGX. 7,500**

Lunch rate 30% = **UGX. 15,000**

Dinner rate 30% = **UGX. 15,000**

Out pocket 25% = **UGX. 12,500**

Allowance for local trainings, seminars or workshops, which are fully covered by the organizers, will be 'Out of pocket' **UGX 5,000/=**, only if the organizers do **NOT PAY** 'out of pocket' allowance.

Out of pocket allowance is payable on receipt of invitation letter and approval from the Management.

b) Travels beyond West Nile Region

Per Diem for travels outside West Nile Region is **UGX. 100,000/=** per day; CECI shall reimburse hotel expenses not above the rate of **UGX. 100,000/=** on provision of receipts.

Break-down:

Breakfast rate 15% = UGX. 15,000

Lunch rate 30% = UGX. 30,000

Dinner rate 30% = UGX. 30,000

Out pocket 25% = UGX. 25,000

LEAVE APPLICATION FORM

Name of Applicant: Job Title:

Department of Applicant: Date of Application:

Type of Leave *(tick where appropriate)*

<input type="checkbox"/>	Compassionate Leave	
<input type="checkbox"/>	Study Leave	
<input type="checkbox"/>	Sick Leave	
<input type="checkbox"/>	Annual Leave	
<input type="checkbox"/>	Maternity/Paternity	
<input type="checkbox"/>	Personal Leave	

Duration of Leave

From:

To:

.....

Applicants Signature

.....

Date

FOR OFFICIAL USE ONLY

No of days taken: Notes:

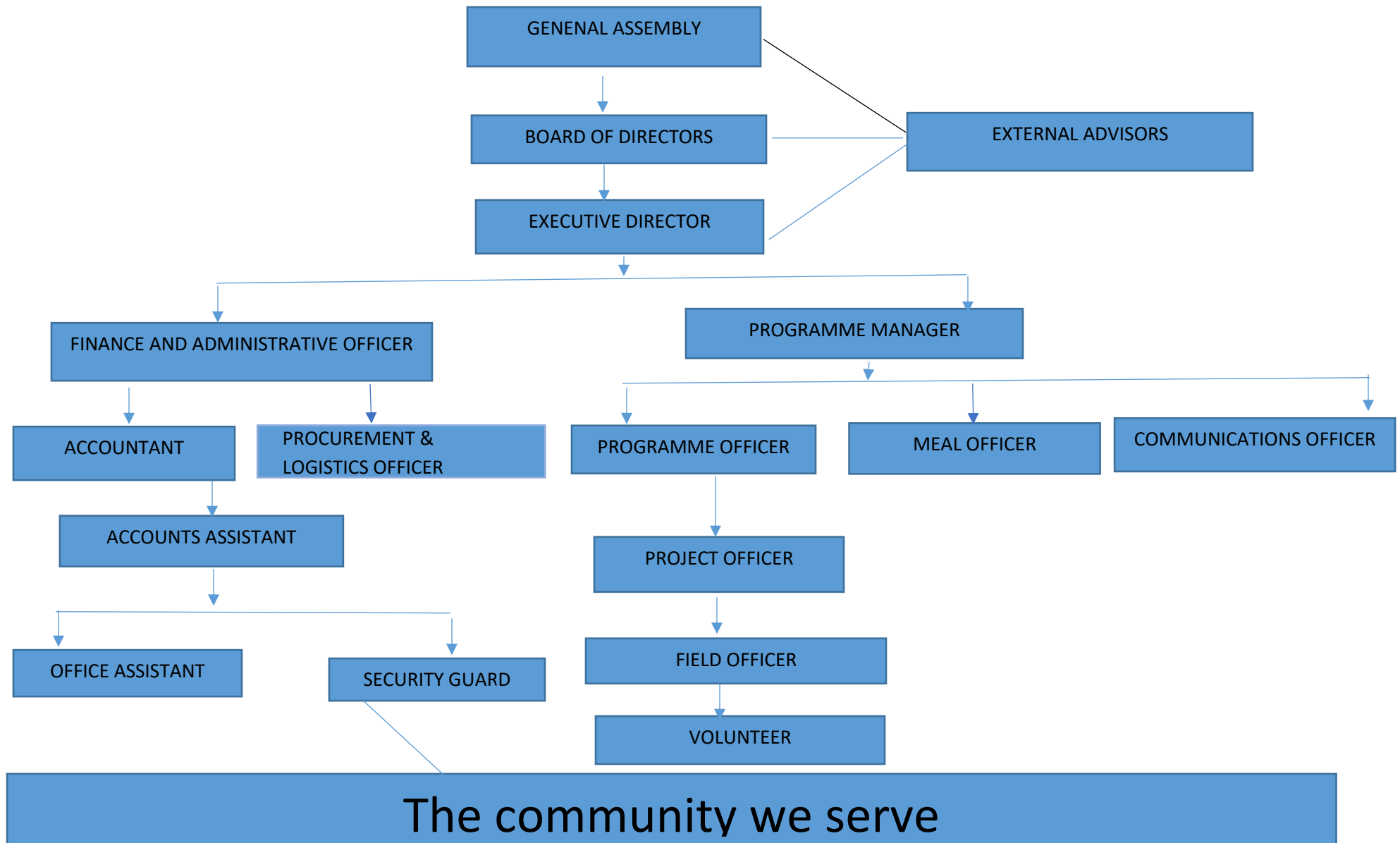
No of days remaining:

Approved by: Date: Position:

Signature.....

Note: should be filled by the Applicant

Proposed re-structure of the organogram



Proposals to strengthen capacity of staff and improve staff welfare to increase performance

S/N	SCALE	AMOUNT RANGE	PERSONNEL
1	CECI UPPER 1 (CU1)	1,200,000 - 4,000,000	Executive Director
2	CECI LOWER1(CL1)	1,000,000 - 2,500,000	Programme Manager, Finance and Administrator
3	CECI 2 (C2)	700,000 – 2,000,000	Program Officer, Accountant, MEAL Officer
4	CECI 3 (C3)	500,000 – 900,000	Project Officer, Project Assistant, Account Assistant
5	CECI 4 (C4)	300,000 – 700,000	Data Clerk, Field Officers
6	CECI 5 (C5)	100,000 – 300,000	Office Assistant, Security Guards, Volunteers



CECI UGANDA
Community Empowerment for Creative Innovation

PERFORMANCE PLAN

Period of Assessment.....to

Name of Appraisee.....

Job Title.....Salary scale

Job Description (Summary)

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To be filled at the beginning of the assessment period

	OUTPUT	PERFORMANCE INDICATORS	PERFORMANCE TARGETS
1.			
2.			
3.			

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4.			
5.			

Signature of Appraisee DateName of AppraiserSignature of
Appraiser Date



CECI UGANDA
Community Empowerment for Creative Innovation

CECI

Office of the Human Resource

STAFF PERFORMANCE APPRAISAL FORM

SECTION A

*(Dear staff member, you are requested to respond to the following questions as the members' responses will be kept confidential. The purpose of this appraisal is to improve service delivery aimed at improving performance) N.B:
This form must be returned to the Office of Human Resources.*

NAME: _____

DEPARTMENT: _____

TITLE: _____

APPRAISAL PERIOD: FROM: _____ TO: _____

TERMS OF EMPLOYMENT: Probation

☐

Confirmed

☐

DATE OF APPOINTMENT:

BASIC QUALIFICATION:

DATE OF CONFIRMATION TO PRESENT POST:OF.....2021

CURRENT SALARY SCALE WHERE NECESSARY:

POSITION(S) HELD IN CECI

PROMOTIONS -IF ANY:

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OTHER SKILLS POSSED:

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ASSIGNMENTS UNDER TAKEN BY THE EMPLOYEE UNDER REVIEW;

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SECTION B

RATING FACTORS

THE FOLLOWING ARE THE CONDITIONS THAT SHOULD BE CONSIDERED WHEN ASSESING THE EMPLOYEE’S PERFORMANCE:

JOB KNOWLEDGE: In depth knowledge of all requirements of the job. How well does the employee understand all phases of the job as defined by the performance standards set for the position?

QUALITY OF WORK: Accuracy and neatness. Does the employee produce a high-quality work product? Is quality work a priority for the employee?

PRODUCTIVITY: Consider employee's ability to prioritize and organize work effectively to meet assigned deadlines. Were assignments timely completed and appropriate follow-up implemented? Is the employee a self-starter?

DEPENDABILITY: Employee needs little or no direction. To what extent can the employee be relied upon to carry out instructions; and the degree to which the employee can work with limited supervision?

ATTENDANCE: Attendance and punctuality are very important in maintaining a normal work load and efficient schedule.

Employees are expected to report to work regularly and be ready to perform their assigned duties at the beginning of their assigned work shift. Is the employee absent frequently? Are the absences affecting his/her performance? Does this pattern constitute a hardship on the work environment?

RELATIONS WITH OTHERS: Consider employee's abilities to maintain a positive and harmonious attitude in the work environment. How well does the employee relate to the supervisors, co-workers and the broader University community.

COMMITMENT TO SAFETY: To what extent has the employee adhered to the recommended safe work practices, and contributes to the recognition and control of hazard in his/her work area.

SUPERVISOR ABILITY: In the evaluation of this factor, consider the employee's ability to organize, plan, train, delegate and control the work of subordinates in an effective manner.

LEVELS OF PERFORMANCE

THE STAFF' S PERFORMANCE SHALL BE RATED IN ONE OF THE FOLLOWING CATEGORIES:

EXCEEDS PERFORMANCE STANDARDS: An evaluation resulting from overall performance which is significantly above the performance standards of the position.

ACHIEVES PERFORMANCE STANDARDS – PROFICIENT: An evaluation resulting from performance which fully meets the performance standards of the position.

ACHIEVES PERFORMANCE STANDARDS – MARGINAL: An evaluation resulting from performance which barely meets the performance standards of the position. The supervisor must contact the Office of Human Resources to initiate a Performance Improvement Plan, which must be completed jointly by the employee and the supervisor.

BELOW PERFORMANCE STANDARDS: An evaluation resulting from performance which fails to meet the minimum performance standards of the position. The supervisor must contact the Human Resources to initiate a Performance Improvement Plan, which must be completed jointly by the employee and the supervisor.

This appraisal form must be Discussed between the Appraiser and the Appraisee and completed by the two before the final line Manager. However, (it is always better if the appraisee does self-rating according to how he/she has assessed him/her self, then later discuss it with the Supervisor to be able to come up with the final rating jointly agreed.

INSTRUCTIONS: This appraisal form must be completed by each staff.	EXCEEDS STANDARDS	ACHIEVES STANDARDS		BELOW STANDARDS
		Proficient	Marginal	
JOB KNOWLEDGE	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
QUALITY OF WORK	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PRODUCTIVITY:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
DEPENDABILITY:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ATTENDANCE	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
RELATIONS WITH OTHERS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Distribution: Original – Human Resources Department

Copy – Supervisor

Copy - Employee

PERSONAL CAREER DEVELOPMENT IN TERMS OF:

a) STRENGTHS:

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b) GROWTH AREAS:

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c) PLANS TO ASSIST DEVELOPMENT IN CURRENT POSITION.

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ASSIGNMENTS UNDERTAKEN BY THE EMPLOYEE DURING THE PERIOD OF
ASSESSMENT (OUTPUTS):

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CHALLENGES EXPERIENCED BY THE EMPLOYEE DURING THE PERIOD AND HOW
THEY WERE OVERCOME:

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ASSIGNMENTS TO BE UNDERTAKEN BY THE EMPLOYEE IN THE NEXT APPRAISAL PERIOD (EXPECTED OUTPUTS):

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SECTION C

COMMENTS ABOUT THE PERFORMANCE APPRAISAL PROCESS

EMPLOYEE'S OVERALL COMMENTS ABOUT THE APPRAISAL: (to be filled after the appraisal)

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SUPERVISOR'S OVERALL COMMENTS:

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EMPLOYEE'S SIGNATURE: _____

Signature implies concurrence with rater's appraisal

DATE: _____

SUPERVISOR'S NAME: _____

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TITLE OF THE SUPERVISOR:

SUPERVISOR'S

SIGNATURE:

DATE: _____

SUPERVISOR OF THE SUPERVISOR'S CERTIFICATION:

NAME: _____

TITLE: _____

DATE: _____

NAME OF THE HUMAN RESOURCE OFFICER RECEIVING THE COMPLETED APPRAISAL FORM:

Signature: _____

Date Received: _____

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