



HUMAN RESOURCES POLICY MANUAL

UNITED ESWATINI DIASPORA

FREEDOM IS OUR BIRTHRIGHT WE WILL HAVE IT

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GENERAL INTRODUCTION

This document contains the full information regarding the working conditions of all UNITED ESWATINI DIASPORA's staff which every member shall be binding to. It concerns all employees from the recruitment to the end of their career in the organization.

This policy is intended to be consistent with the provisions of applicable law of Swaziland.

This policy also contains a code of conduct for the employees. Every employee upon acceptance of a position with the organization signs the code of conduct at the same day the employment contract is signed. The code of conduct comprises the rules to which all employees should comply.

Disciplinary procedures apply to all employees at all levels (on permanent and temporary employment) who do not function within the rules of the code of conduct. This is to ensure that the organization's policies, standard of performance and behaviour are maintained at an appropriate high level. The organization's policy is to ensure that always a positive approach is used to motivate the employee. Disciplinary procedures only come in if the encountered situation is of wilful nature and (potentially) damaging to the organization and/or colleagues.

Further on in this policy, the main offences are mentioned. It is at the discretion of the Finance & Administrative Officer (for offences by employees below management level) to judge whether an offence is minor or major. Depending on this judgment several procedures can be followed as explained further on.

SECTION 1 RECRUITMENT PROCESS

1.0. Introduction

In order to obtain a diverse pool of qualified applicants, internal and external recruitment shall be utilized. Recruitment may be limited to internal candidates to support career progress of qualified incumbent employees but must be consistent with equal employment opportunity and affirmative action objectives and result in a pool of qualified applicants.

The responsible person within the organization for the proper execution of the recruitment process is the Finance & Administrative Officer. He/she of course does not have to execute all tasks but is responsible to control all the time that all tasks are properly and timely executed by the involved persons.

Recruitment is done by formal procedures, starting from identifying the need to fill a post to reaching the stage of official appointment. The recruitment procedure is divided into the following phases:

- Vacancy identification,
- Preparation of job description,
- Internal recruitment (if applicable),
- Preparation application form (external),
- Vacancy announcement,
- Application period,
- Selection for interviews,
- Selection of successful candidate(s),
- Appointment procedure and signing of contract.

1.1 Vacancy identification

A vacancy can be identified after an employee has left/or will leave the job or new tasks for the organization arise which require a new post. The need for filling such vacancies can be discussed in the monthly management meetings. In such a meeting (of which minutes need to be taken), issues need to be discussed like expectations of the post, recruitment planning, internal recruitment if applicable, mode of vacancy announcement, type of contract etc.

1.2 Preparation of job description

All employees to be recruited by the organization will have explicit job descriptions that form part of the employment contract whether permanent or temporary contract. Job descriptions should

make clear the tasks to be performed, the level of responsibility of the job, the knowledge and the skill level required to do the job productively.

For all jobs under management level, the job description will be prepared by the Finance & Administrative Officer. For all jobs at management level the job descriptions will be made by the Executive Director together with the Finance & Administrative Officer and will be approved by the Board.

1.3 Internal recruitment

The organization should undertake to advertise suitable vacancies internally but reserves the right to recruit externally only if it has valid reasons. Valid reasons could for instance be that the existing employees can't be missed in their respective sections, or that they lack the required skills for the existing vacancy.

If the organization decides to advertise internally, it is done by an announcement on office notice board to the employees. Brief details of the minimum requirements for the application and the job are given. The employee who wishes to be considered for the position will contact the Finance and Administrative Officer to obtain an application form. This form is to inform the Head of the Department in which the employee at that moment works about the application. At the same time, it will be used as an official application for the job. Under no circumstances will the Head of the Department in which the vacancy exists be contacted directly.

If the Head of the Department in which the employee at that moment works disapproves the internal application, he will inform the Finance and Administrative Officer about his judgment including the reasons by filling these in the application form. The Finance & Administrative Officer will then send disapproval to the candidate unless he has strong reservations regarding the judgment of the Department Head. If the relevant department Head approves the internal application, he will put this on the form. In this case, the Finance & Administrative Officer considers the comments of the relevant Section Head, the probationer's work record, length of time in present job, and over-all potential of the candidate. If based on these issues the Finance & Administrative Officer's judgment is negative, he will write a letter to the employee explaining the results of the assessment.

1.4 Preparation of Application Form

The job descriptions form is the basis of the application forms to be prepared by the Finance & Administrative Officer.

1.5 External vacancy announcement

If the internal recruitment round has not yielded any positive results or if the organization has decided to recruit externally only, the recruitment procedure continues with an external vacancy announcement.

An external vacancy announcement should be done by cost-effective advertising, for instance by using local office notice boards, local radio announcements etc. Sometimes the post is of such nature that the vacancy needs to be advertised nationally in the national newspaper(s) or on

national radio/television. Every announcement should clearly indicate the application procedure and closing date.

The notice appeal to apply for the vacancy must contain the following information:

- a) The title and the hierarchical position of the post;
- b) Tasks and responsibilities;
- c) Level of education, practical experience and professional qualifications required for the
- d) Position;
- e) Deadline of application;
- f) Application procedure.

1.6 Application period

People who wish to apply for positions advertised externally can do so only by filling in an application form.

Application forms can be obtained from the office of the organization.

Application forms for an external vacancy can usually be obtained during a period of one (1) to two (2) weeks. The vacancy announcement number for the post for which the applicant wishes to be considered should be clearly indicated on the front of the application. The Finance & Administrative Officer is responsible for the distribution of the application forms. If a candidate wishes to apply for more than one position, he/she should submit a separate application for each vacancy.

All filled-in application forms come in through the Finance and Administrative Officer who keeps a record of all incoming applications. He/she notes the name of the candidate, address, date received and vacancy number (in a computerized data base).

The details of the selected candidates are proposed to Finance & Administrative Officer who will study them. If all agree, the selected candidates will be invited to attend an interview. Finance & Administrative Officer will send regret letters to all not selected candidates.

For vacancies at management level the selection of candidates is done by the Executive Director, the Finance & Administrative Officer and at least one member of the Board.

1.7 Interviews

The function of an interview is to assess whether a candidate is sufficiently capable for a vacant position. Motivation, judgment, qualifications and experience on the job are part of the issues to be considered. Beside a talk with a candidate, also tests (e.g. computer tests, knowledge tests, work on case studies, driving a car) can be part of an interview.

The interview panel for vacancies below management level shall comprise of Head of Finance and Administration, the relevant Department Head and one other relevant staff member. The relevant Department Head will chair the interviewing panel. The members of this panel will decide on the procedure to use in conducting the interviews and recommend the suitable candidate after 1 or 2 rounds.

The panel for management level positions shall comprise of the Executive Director, the Finance & Administrative Officer and at least one of the members of the Board. For positions on management level one or two interview rounds are held.

If a post is very specialized, an expert can be asked to join the interviewing panel. During the interview, the interview panel fills in an interview form for each candidate. This will later help to compare the results of the interviews.

After each round of interviews all candidates are discussed, and the decision is taken by vote among the interview panel members. Each candidate is informed about the interview results in writing. If the result is positive, the candidate will receive a job offer including an invitation to discuss the terms and conditions of employment.

For candidates living far away it is advisable to plan their interview at a convenient time to enable such candidates to reach the office where the interview takes place and to be able to leave in time.

1.8 Second round of interviews

If during the first round of interviews no definite selection can be made, a second round of interviews with a limited number of the candidates will be held. A second round of interviews is always required in case the vacant post is at management level, requiring a more in-depth assessment of the candidates.

The second-round candidates are selected by the interview panel that was active during the first round of interviews.

After the first round of interviews, referees of the candidate can be consulted. The current employer of the candidate can only be approached after the candidate's permission.

For a second round of interviews, the interview panel may consist of more panel members than in the first-round if believed necessary. The extra members may for instance consist of specialists or other key persons who may be important for reaching a more balanced and better decision. During the second interview usually more in depth questions are asked.

If no suitable candidate is found after two interview rounds, the recruitment process starts again.

1.9 Appointment procedure and signing of contract

After the final selection of a candidate, the Finance & Administrative Officer, with the permission from the Executive Director, will write and send to the candidate's postal address a job offer letter. The job offer letter will clarify the requirements for accepting the job offer and reporting on duty. The candidate will have to react to the job offer letter within two weeks.

If the candidate shows interest in the job offer, an appointment will be made by the Finance & Administrative Officer to (further) discuss the terms and conditions of employment and if he/she accepts, to sign the employment contract, the code of conduct and the job description. In some cases, it may be required to have a second meeting to further discuss the terms and conditions of employment before signing these documents.

1.10 Contract of employment

The contract of employment defines conditions of work and remuneration. It is signed by both employer and employee.

1.11 Non discrimination

It is the policy of UNITED ESWATINI DIASPORA not to engage in discrimination against or harassment of any person employed by or seeking employment with the Organization on the basis of race, colour, national or ethnic origin, religion, gender, pregnancy, physical or mental disability, medical condition, marital status, age or citizenship.

1.12 Employment equity statement

UNITED ESWATINI DIASPORA is committed to employment equity for all current and prospective employees regardless of national or ethnic origin, colour, religion, gender, age or disability. The Organization is fully supportive of the creation and maintenance of a work force, which is representative of and responsive to all people. To ensure fairness and a representative work force, initiatives will be undertaken to enable women, persons with disabilities, and members of visible minority groups to participate equitably in employment and career advancement consistent with their abilities, qualifications, and aspirations.

Equitable representation is achieved when, in all occupational categories and at all levels of employment, the representation of the designated groups is reflective of the working age population, and fair treatment of people by acknowledging and making provision for their differences in a process that is free of systemic barriers.

SECTION 2 STARTING ON THE JOB

2.1 New employee induction

UNITED ESWATINI DIASPORA recognizes that its staff members are fundamental to its success. To enable all staff to become effective and efficient in their role as quickly as possible, it is essential that all staff new to the Organization or the role receive a timely induction.

The Organization places importance on thorough induction procedures which make new staff feel welcome, valued, and settled in their new role. This then forms the basis from which staff can quickly get up to speed, perform their duties effectively and begin to make a contribution to the Organization.

This policy relates to all newly appointed staff and to existing staff members who have taken on a new role within the Organization. Staff are expected to be proactive in their own induction and ensure that they receive from appropriate sources the relevant information and support that enables them to apply themselves to their job and fully contribute to the success of the Organization.

Some induction information can be provided in advance of the start date once a candidate has accepted an offer of appointment. This will enable new employees to begin familiarization with the Organization. Induction into the job for which the individual has been employed is an essential part of the induction process and complements the probation process.

2.2. The role of Job induction

Job induction enables the individual to:

- a) Consolidate his/her understanding of the duties and responsibilities;
- b) Understand the expectations of him/her in the form of standards, objectives or a work portfolio, set with the Finance and Administration Director;
- c) Understand how her/his work performance will be monitored;
- d) Discover the information and support that is available to them, including mentoring and key contacts;
- e) Highlight areas where training and development would be appropriate;
- f) Apply her/his skills and knowledge to performing the job and demonstrate that he/she successfully meets probation requirements.

2.3. First working day

2.3.1. The Probationer

The new employee is called '*probationer*' until the decision has been taken to fully employ the person. Usually, it is at the end of the probation period or at the end of the extended probation

period. A probationer can be someone coming new into the organization. It can also be someone who changed from a position in the organization to a new position and who is therefore subject again to a probation period for the new function. In this last case, a general introduction to the organization is not required as the probationer is already familiar with the organization.

On the first working day, the targets for the probation period are discussed with the probationer by the Finance & Administrative Officer. This includes a clear explanation about what is expected of the employee.

After the probationer is introduced to the organization, he/she will receive from the Finance & Administrative Officer the employee handbook.

2.3.2. Nomination of a Supervisor

For each probationer a supervisor is appointed. Usually, this is someone with ample experience in the organization, capable to supervise the probationer and train him/her into the relevant tasks he/she will have to fulfil. The supervisor will be the person placed one place above the probationer's position in the organization. After the introduction and administrative procedures on the first working day, the probationer is handed over to his/her supervisor who will have from time to time to guide the probationer during his/her probation period.

2.4. Probationary period

2.4.1. Duration of the probation

The duration of the probation is three (3) months. No probationary period shall, except in the case of employees engaged on supervisory, technical or confidential work, extend beyond three months.

In the case of employees engaged on supervisory technical or confidential work, the probation period shall be fixed, in writing, between the employer and employee at the time of engagement but shall not exceed six months.

2.4.2. The Goal of the probation

The goal of a probation period is:

- a) To test the ability of the probationer to perform well on the job;
- b) To test the suitability of the probationer's character to fit into the organization.

Beside training and supporting the probationer, the probationer's supervisor also monitors the probationer during the probation period and fills in the Probation Monitoring Form on a monthly basis. The information written in this Form is not accessible to the probationer.

The first month of probation is meant to familiarize the probationer with the organization and also to help him/her to settle down and understand the organization's operations. The supervisor also instructs relevant colleagues who will help in conducting this training.

After months, the supervisor and the probationer assess together whether the work progresses well and where improvements are needed. The Finance & Administrative Officer reports about the outcome of this assessment in the Probation Monitoring Form of the probationer and discusses the results with the Head of the relevant department.

If the first month was unsuccessful and there are no positive prospects for performance to be improved, the probationer can be dismissed after approval by the Finance & Administrative Officer. Other possibilities are to demote the person to his/her former position (in case of an internal probationer), to transfer the person to another position, or to continue the probation period in the current position.

If it is decided to continue the probation period, a panel of the relevant Department Head and the probationer's supervisor evaluates the performance of the probationer four months after the probationer started with the probation period. During the evaluation, the Probation Monitoring Form and the observations of the panel members are used as a basis for the recommendation of the panel to confirm the employment of the probationer, to extend the probation period, to dismiss the probationer, or to transfer him/her to another position in the organization (either his/her former position in case of an internal probationer or to another position).

After approval by the Finance & Administrative Officer, the recommendation becomes a decision of the organization. The decision is notified to the probationer during a probation evaluation meeting. During this meeting, the probationer will be given a Probation Evaluation Report that contains the decision in writing plus the arguments for the decision. He/she is also given oral explanation and he/she is able to ask questions about the decision and will then be given answers.

In case the decision is to extend the probation period, this will be for a period of two months. After this two-month period, the performance of the probationer is once again evaluated by the same persons who were involved in the evaluation that was conducted after 4 months. The recommendation is then to confirm the employment of the probationer, to dismiss the probationer, or to transfer the probationer to another position in the organization.

The decision is explained to the probationer in a second Probation Evaluation Report. This report is given to the probationer during a second probation evaluation meeting.

In case it concerns a position at management level always a member of the Board should be part of the evaluation panel. In such case, any recommendation of the panel should be approved by the Board to become a decision of the organization.

Copies of the Probation Monitoring Forms and the Probation Evaluation Reports of the probationer are filed in the personal files of this person who will be from now on, if the decision about his/her continuation in the position is positive, called 'employee'.

If a probationer is dissatisfied with the decision of the organization he/she can appeal to the Executive director in writing. The Executive Director may in such case invite the probationer for a personal meeting. For this meeting the Executive Director may invite other persons as well.

After considering the appeal the Director will take a final and binding decision. If this decision differs from the decision expressed in the last Probation Evaluation Report, an appendix will be

attached to this report explaining the final decision and the reasons for the changes made. In case it concerns an appeal by a probationer for a management level position the final decision will be made by the Board of the organization who may call any meeting with any persons for coming to its decision.

An employee who has satisfactorily completed the probationary period shall be informed in writing of the attainment of regular employee status.

2.5 Working hours

Normal working hours are 40 hours per week. All employees will be expected to report on duty as follows: **Monday-Friday:** Morning 8.00 a.m. - 1.00 p.m.
Afternoon 2.00 p.m. - 5.00 p.m.

Overtime is not paid and will only be worked if agreed upon between the parties from time to time.

At the discretion of the employer, the employee will be given time off in line of overtime worked.

2.6. Termination of Employment

2.6.1. Types of termination

An employment contract can terminate by mutual agreement between employer and employee, by resignation by the employee and by dismissal of employee by the employer

2.6.2. Notice of termination

An employment contract may only be terminated by giving a written notice. The minimum notice of termination of employment the Organization may give an employee who has completed his probationary period of employment, and who has been continuously employed by the organization for more than one month shall be:

- if the period of continuous employment is less than three months, one week;
- if the period of continuous employment is between three months and twelve months, two days for each completed month of continuous employment up to and including the twelfth month;
- if the period of continuous employment is more than twelve months, one month and an additional four days for each completed year of continuous employment after the first year of such employment.

No notice of termination will be given to:

- an employee who has not completed the period or probationary employment;
- an employee whose contract of employment requires him to work less than twenty-one hours each week;
- an employee who is a member of the immediate family of the employer;
- an employee engaged for a fixed term and whose term of engagement has expired.

When an employment is to be terminated, the employee shall receive written notice of intent to terminate which shall include a statement of the reason(s) for the intended action, a copy of any materials upon which the termination is based, and a statement that the employee has a right to respond orally or in writing within 8 calendar days. After the employee has responded or after 8 calendar days, whichever comes first, the Finance and Administrative Officer shall review the response, if any, and inform the employee of the action to be taken.

In the event that an Employee does not provide notice as stipulated above, the Employer reserves the right to retain any monies owing to the Employee, in the alternative institute action against the Employee.

2.6.3. Summarily Dismissal

Notwithstanding what is set out hereinabove, and without representing a closed list, the employer will, regard the following acts of misconduct by the employee, in a particularly serious light, which may lead to a summary dismissal:

- a) Unauthorized use of organization's resources;
- b) Misuse of Organization's funds;
- c) Theft or wilful destruction;
- d) Falsification of records, including project related expense claims;
- e) Providing false employment information such as but not limited to work and salary history, and educational qualifications;
- f) Breach in confidentiality of privileged information.
- g) Sexual Harassment
- h) Gross Insubordination
- i) Assault
- j) Insubordination
- k) Prolonged absenteeism
- l) The employee has been imprisoned or convicted for a serious crime

2.6.4. Severance

Severance pay is authorized for full-time and part-time employees who are involuntarily separated from the Organization's service.

To be eligible, the employee must have completed at least 12 months of continuous service, and be removed from the organization's service by involuntary separation for reasons other than inefficiency and indiscipline.

The organization may grant severance pay in the amount of one month of pay, or less, for each completed year of continuous service.

No severance pay shall be provided when termination has resulted from misconduct, as determined by the Finance & Administrative Officer or the Executive Director.

2.7. Retrenchment

Retrenchment means a situation where a job performed by an employee ceases to exist or becomes surplus to requirements as a result of:

- a) Financial and staffing constraints leading to the rearrangement of functions or classifications;
- b) A decision by the organization to discontinue or curtail a particular service or activity;
- c) Lackey of funds.

2.8. Relocation

The objective of this policy is to provide financial and administrative relocation assistance to employees in order to maximize their performance and minimize their inconvenience during the relocation.

This policy concerns the reimbursement of defined expenses incurred when an employee is permanently transferred from one location to another at the Organization's request and applies to employees who are required to relocate because they are being permanently transferred at the Organization's request to a location that is at least fifty Kilometres farther from their residence than their former job location.

An employee will be eligible to have his/her relocation expenses reimbursed after relocating to a new job location that is at least fifty (50) kilometres farther than his/her former residence was to his former job location.

Relocated employees shall submit, in reasonable detail, vouchers for all expenses incurred to the Finance and Administration Department for approval and reimbursement.

All relocation related expenses should be filed separately from other types of reimbursable expenses and should be clearly marked "Relocation Expenses."

2.9. Tasks of the Finance and Administration Department

In case the contract of an employee or probationer is terminated, or an employee or probationer resigns, the Finance & Administrative Officer makes sure that all required procedures are carried out according to the labour laws of the country.

In such case he also stops the insurances the organization is paying for this person from the date he/ she has stopped working.

SECTION 3 PAYMENT POLICY AND PROCEDURES

3.1. Salary and wages

Salary means payment for work, made to an employee with an employment contract, usually done in the form of monthly cash or cheque payment.

Wages means remuneration or earnings, capable of being expressed in terms of money, which are payable to an employee under a contract of service and includes cost of living allowance paid to an employee.

The salary/wage system of the organization is bound to centrally agreed hard currency amounts (between UNITED ESWATINI DIASPORA and its partners) and is to be followed by the organization.

The salary/wage system is evaluated once a year by UNITED ESWATINI DIASPORA and its partner organizations.

3.2. Salary and wages payment

An individual salary shall be within the salary range that is assigned to the position based on the position's duties and responsibilities. Salary ranges may be adjusted periodically within Organization guidelines. Adjustments of salary ranges (for ranges with no individual salary steps) do not increase the salary paid to an employee but provide increased potential for within-range salary advancement.

The amount of salary is paid according to the employment contract of the employee. This may be cash or by cheque.

If the month-end falls on a Saturday or Sunday then payment shall be made on a Friday before the weekend.

In case of emergency, staff shall be paid mid month salary advance if one desires so and the remaining balance will be paid at the end of month.

For this purpose the employee has to fill in a mid-month salary advance request, a maximum of one working day in advance. The mid-month salary advance shall not exceed 50% of the salary payable to the employee.

The organization shall deduct Pay As You Earn (PAYE). The organization will also pay other obligatory taxes and insurances, for instance National Pension fund and Swaziland Revenue Authority.

All obligatory tax and insurance payments by the organization shall follow exactly the rules of payment as set by the involved authorities in the Kingdom of Swaziland.

Employees will be expected to pay their government graded tax to the concerned Authorities or any other tax they are obliged to pay, according to the law of the Kingdom of Swaziland. It is not the responsibility of the employer to pay this tax or to remind the employee to pay.

Incomplete months are paid by calculating the number of worked days.

For each position in the organization the salary should be in local currency. The salaries depend on:

- a) The position of the employee,
- b) The time an employee has worked in the organization,
- c) The performance of the employee.

3.3. Determination of the salary

Salaries for the employees of UNITED ESWATINI DIASPORA are determined basing on job classification in accordance with the general principles on salary fixation for public servants of the Central Government and for organizational personnel policy with organization's capacity.

A level, an index, an index value and a gross salary corresponding to each job position of the organization are detailed in staffing policy Order as:

3.4.11. Staff level and corresponding salary

The organization shall offer staff levels and a gross salary corresponding to each job position of the staff in the organization based on expertise and experience.

3.5. Compensation

Compensation can be defined as all of the rewards earned by employees in return for their labour. This includes:

- a) **Direct financial compensation** consisting of pay received in the form of wages and salaries,
- b) **Indirect financial compensation** including all financial rewards that are not included in direct compensation and understood to form part of the social contract between the employer and employee such as benefits, leaves, education, and employee services,
- c) **Non-financial compensation** referring to topics such as career development and advancement opportunities, opportunities for recognition, as well as insurance, work environment and condition.

Individual employee salaries are set within the job salary range, based on their job performance, level of effort, competency, and the salary budget available. On hire into the job, salary is

determined based on skills, knowledge, and experience in relation to the job requirements and the anticipated level of performance.

Annual adjustments are assigned based on performance and competence relative to the position and assigned objectives and as budget allows.

3.6. Salary increase (performance related)

After each year of employment, a performance appraisal is done with the employee. When the conclusion is that performance has been acceptable this results in a promotion to a next step in the salary grading system of the organization. This means that the employee from then on will receive the hard currency salary in the new step. This process continues until he/she reaches the peak salary defined for his/her position by the grading system.

Each step increase will be confirmed in writing after the Finance and Administration Director/ Finance Director has approved for the increase. The Finance and Administration Director/ Finance Director is responsible to inform the Finance Director about the new salary after having received the approval.

Employees with unsatisfactory performance will attract no promotion or step increase but will continue to receive inflation compensations.

Salary increments are granted after consideration of the organization's ability to pay and other considerations that the Board /Directors may consider relevant.

The salaries of all employees are expressed in the local currency of the Kingdom of Swaziland.

3.7. The promotion

If an employee takes up another position in the organization, his/her salary will be according to the grading level of the new position, starting as if the employee was newly.

3.8. Acting allowance

Acting allowance is an additional allowance on top of the salary of an employee who acts on behalf of a higher grading position.

Acting period cannot exceed three month and its allowance may apply in the following situations:

- a) If the employee for which one is acting is temporary absent (for instance for a training course or due to illness);
- b) In anticipation of the employee being promoted into the position he/she is acting for;
- c) If the position is vacant and to be filled in the future by another person still to be recruited.

The granting of an acting allowance to an employee shall be decided on by the

Executive Director. The amount will be based on the grade of the position the employee will act on behalf of.

After acting is finalized and if the employee takes the full position, he/she will receive the payment suiting the post.

3.9. Gratuity or bonus

According to its financial capacity the Organization will save for each employee the equivalent of **ten percent** (10%) of the net salary every month. That money will be paid to the employee at the end of the annual budget (after 12 months of work). It is important to note that the gratuity is not an obligation for the Organization or a right for the employee.

The gratuity shall only be paid to employees who have completed a period of twelve (12) working months.

3.10. Medical care

All employees of **UNITED ESWATINI DIASPORA** are required to join and become members of a medical aid scheme to which the Organization is a contributing employer. The organization's contribution to this Scheme will be done according to the company which is providing the **services**, and this company must be agreed by the organization.

All employees are covered by the Workman's Compensation Act, which provides for compensation for injury suffered whilst on duty or travelling to and from work.

3.11. Insurances

The organization will have for each employee and probationer a liability and an accident insurance

All employees are insured for bodily or material damage they cause to a third party while being on duty. This means they can't be sued by a third party on personal level provided if the damage was not caused wilfully or by negligence.

All employees of **UNITED ESWATINI DIASPORA** are also insured for medical treatment as a result of an accident being on duty and income for a period of at least 1 year in case of full disability (based on their current income). All employees (except temporary workers) are insured for bodily or material damage they cause to a third party while being on duty. This means they can't be sued by a third party on personal level provided if the damage was not caused wilfully or by negligence.

To be covered by insurance, the employees must always use protection belt/helmet while driving, co-driving/motors while being on duty.

All these provisions depend on the insurance's assessment and are only paid if the insurance company decides to pay.

SECTION 4 STAFF DEVELOPMENT POLICY

4.1. Employee performance appraisal

4.1.1. Definition of performance appraisal

Performance management is an ongoing process of communication between a supervisor and an employee that occurs throughout the year, in support of accomplishing the strategic objectives of the organization. The communication process includes setting objectives, identifying goals, providing feedback, and evaluating results.

The performance of each employee shall be appraised at least annually in writing by the employee's immediate supervisor.

Every employee must sign a performance contract which will help to evaluate his performance.

The written performance appraisal is an opportunity for the supervisor and employee to review whether previously discussed performance expectations and goals have been met, to discuss professional development opportunities, and to identify options for acquisition of additional skills and knowledge to foster performance improvement and career growth.

The Finance & Administrative Officer is the Responsible for this policy and has the authority to implement the policy. He may apply appropriate interpretations to clarify the policy provided that the interpretations do not result in substantive changes to the underlying policy.

4.1.2. Objectives of performance appraisal

The employee's performance appraisal has following objectives:

- a) To satisfy the individual's needs for feedback on performance and to assist him/her in improving the performance in the current job;
- b) To strengthen supervisor - employee relationships;
- c) To get feedback on the level of employee motivation;
- d) To help the employee to perform better in order to strengthen the organization as a whole to perform better.

4.1.3. Performance appraisal process

After completion of the probation period and annually, each member of staff will undergo an appraisal exercise to review his/her performance and to agree on new targets, as well as identifying training and employee development needs.

Each employee is evaluated based on targets set, and then other new targets are set for the next year. The employee should be appraised over the whole period since it was last appraised.

It is the responsibility of employee and immediate supervisor to ensure that individually set targets are monitored on regular basis as specified in the completed performance appraisal report. Failure to comply with this will have an adverse implication on the part of the immediate supervisor and the concerned employee.

The report (a filled in performance appraisal form) is prepared in duplicate and should be endorsed by the employee and the Finance & Administrative Officer. One copy of the appraisal form is given to the employee in duplicate and the original copy of the form is filed in the employee's personal file. If the employee does not agree with the outcome of the appraisal, he/she can appeal with the executive director

4.2. Performance Development Management

The Organization supports both career-related and job-related professional development activities. It is expected that employees and supervisors meet at mutually agreeable intervals to discuss professional development issues. The Finance & Administrative Officer may support an employee's request to participate in a development program by approving flexible or alternate work schedules, leave without pay, leave at full or part pay, full or part payment of fees and expenses, and temporary or part-time reassignment in another department, provided that:

- The employee has completed the probationary period,
- The employee's performance is satisfactory or better.

When the Finance & Administrative Officer requires an employee to attend a training or development program, the time spent in attendance shall be counted as time worked, and the full fees and related costs (i.e., materials, travel, and per diem) shall be paid by the organization.

Continuing education courses for the maintenance of State licenses which are a requirement for employment in the employee's present position are not automatically considered professional development programs and do not necessarily qualify for fee reimbursement.

4.3. Training

The organization has a system of staff development in place for employees at all levels. This consists of performance appraisals of the employees and the possibility for employees to follow internal and external trainings when they are invited to do so. Employees are also free to apply for training courses that they would like to follow. The organization supports a policy of progressive development of employees. Training needs of employees at all levels will be assessed regularly and where required for the job, internal or external training will be organized at the organization's expense.

Employees who pursue courses sponsored by the organization are obliged to serve the organization for a minimum of 1 or 2 years (depending on the amount) after training before they can resign/retire from the organization. They will have to sign an agreement under this arrangement.

4.4. Transfers

The organization appoints the employee to a specific project location, and this may be subject to transfer at any time.

An employee may be given the opportunity to transfer because of:

- a) The organization may initiate the transfer. In this case the employee needs to be consulted on the possibilities for his/her to transfer.
- b) Transfer may be affected as a result of personal interest/request, and this may take place after request by the employee to be transferred to another office.
- c) An employee wishing to transfer from one Branch office to another has to apply for an existing vacancy. If the post is advertised externally, he/she would have to equally compete with external applicants.

Transfers need the approval of the Finance & Administrative Officer. Employees who are transferred may apply for coverage of incurred costs involved in the transfer. This will be looked into per each case.

4.5. Use of notice board

All important communication regarding vacant positions, the change in positions of employees (whether being promoted, acting on behalf of, transfers, new appointments, resignations, etc), training courses and other important issues regarding staff development should be announced on the notice board in the office for every employee's information.

SECTION 5 LEAVE POLICY

5.1. Planning of leave

A leave calendar shall be drawn at the beginning of the year by the Finance & Administrative Officer and approved by the Executive Director.

Amendment to the schedule will be at the discretion of the Finance & Administrative Officer in consultation with the employee concerned.

5.2. Requests and authorization procedures

For each scheduled leave period, the employee will submit a leave request form to Finance & Administrative Officer. This will be done at least two weeks in advance (except for sick leave and compassionate leave).

Depending on the circumstances, the Finance & Administrative Officer may reschedule the leave (in consultation with the concerned employee).

The executive Director will verify the leave record and sign the leave form and gives the final approval.

The Finance & Administrative Officer informs the employee about the approval or non-approval.

Employees taking leave are required to return according to the dates agreed in the leave forms. Otherwise, the normal disciplinary penalties will apply: a formal written warning and loss of pay for the days the employee was not present at work.

An employee serving on probation will not be allowed to take leave, only on the discretion of the Executive Director

5.3. Annual leave

After each twelve months of employment with the Organization, an employee shall be given fifteen (15) working days per year accrued at 1.25 working days per calendar month worked.

5.4. Paid leave

Employees who have successfully completed their probation are eligible for paid leave under the following conditions:

- a) Employee is not on temporary terms of service or on probation.
- b) Paid leave will start from the date of full-time engagement (at a monthly rate of 25 working days). The employee can never take more than the monthly leave entitlement.
- c) Employee must apply for leave at least two weeks in advance.

- d) The employee can get an advance to her/his salary for the leave covering two consecutive months up till a maximum of 30%.

Leave not taken within the contractual year shall automatically expire and cannot be transferred to the next contractual year.

5.5. Compassionate leave

In the event of death of biological mother/father, first degree sister/brother, father/mother in-law, spouse and children, compassionate leave of a maximum of two days will be granted.

This section applies to employees on permanent terms of employment but under discretion of the Executive Director, will employee on probation or temporary terms be granted this leave.

If the employee wishes a leave longer than two days, he/she shall propose the use of her/his annual leave entitlement or unpaid leave (if there are no paid leave days left). This needs to be agreed in advance following the procedures mentioned in the former paragraph.

5.6. Maternity leave

A female employee shall be entitled a maximum of 12 weeks maternity leave on full pay. During probation and under temporary terms of service, there are no provisions for maternity and paternity leave.

During the maternity leave period, the normal benefits and entitlements of the employee including her contractual rights and accumulation of seniority shall continue uninterrupted and her period of employment shall not be considered to have been interrupted, reduced or broken.

An employee who suffers any illness arising out of her confinement, shall be granted, in addition to the maternity leave to which she is entitled, an additional leave not exceeding six weeks, as a medical practitioner may recommend.

Employee is encouraged to announce her pregnancy to her immediate supervisor as early as possible, and on such grounds, she will be allowed time off for her antenatal visits. Similarly same way, the nursing mother will be allowed time off (1 hour per day) during working hours for breast-feeding.

5.7. Paternity leave

A maximum of four days will be given to the male employee for paternity leave. This leave will be taken within a period of four days after his spouse has delivered.

In order to qualify for Paternity Leave the employee must:

- a) have or expect to have responsibility for the child's upbringing;
- b) be the biological father of the child or the mother's husband or partner (a partner, in this case, is someone who lives with the mother of the baby in an enduring family relationship);

c) be taking the time off to support the mother or care for the new baby.

5.8. Sick leave

Sick leave will be authorized when the employee is unable to work because of sickness or injury, or when the employee needs medical examination or treatment, which can be obtained only during the time when employee would normally be on duty.

Sick leave is not used for care of family members or treatment for a family member. Absences of such nature are subjected to the normally applying disciplinary procedures.

Payment in respect of sick leave shall be subject to the employee producing a certificate of incapacity covering the period of sick leave claimed signed by a medical practitioner.

Application for sick leave should be evidenced by a doctor's certificate delivered on the second day of sickness latest, with a written request from the employee, also delivered on the second day latest.

Always a sick leave should be filled in. The executive director will make approval of sick leave then forward it to the Finance & Administrative Officer.

Employees are entitled to a maximum of 14 days sick leave days in year. This paid sick leave benefit may be extended at management's discretion by another 30 paid days if the employee is hospitalized. Cases of misused sick leave will be subject to disciplinary action. This entitlement applies only if employee is on permanent employment contract and not on probation or on temporary terms of service.

For any other absence, employee must have written permission, No absent will be acceptable without written document.

5.9. Public holidays

The organization respects the public holidays as defined by the national authorities of the Kingdom of Swaziland.

In the event of obligating employees to work on such holidays and other declared holidays, the organization will compensate these days in time or money. The Finance & Administrative Officer and the Executive Director will consult each other and amend the leave schedules of the involved employees in such cases.

A public holiday can only be taken after confirmation by the Executive Director that indeed the national authorities have officially denounced this day as public holiday.

Public holidays falling within an employee's leave are not counted as leave days and as such are not deducted from the employee's leave record.

5.10. Leave without pay

Leave without pay will only be granted in exceptional cases.

5.11. Study Leave

Study Leave is a period of release from normal duties to engage in research or to undertake a project related to teaching, which will benefit both the individual and the Organization in its activities.

The purpose of Study Leave is to provide staff members with the opportunity to carry out sustained research or teaching development in order to maintain and enhance their intellectual quality.

Participation in a Study Leave program is not an automatic entitlement but is based on the needs of the Organization, the nature of the proposed program and the capacity of the staff member to make effective use of the Study Leave period.

The granting of Study Leave will be competitive and based on successful completion of previous program(s), where applicable; and proven record of productivity or considerable demonstrated potential of the employee.

5.12. Study assistance scheme

Study Assistance Scheme is designed to encourage personal and professional development of staff. Financial assistance and leave to attend classes and examinations may be granted to eligible staff members enrolled in an approved course.

Where possible, staff member should arrange study schedules that will not adversely affect his/her work commitments and will be responsible for paying any student amenities/services fee and will be responsible for all other costs associated with the study program.

Staff members who have been granted study assistance under this policy will also be granted paid leave to attend final examinations as required. Examination leave may cover the time necessary to sit the final examination plus one half day for each unit undertaken, to be taken before the final examination.

An application for examination leave, including a copy of the examination timetable, must be submitted through the Finance & Administrative Officer at least two weeks before the final examination.

SECTION 6 ETHICS AND DISCIPLINARY PROCEDURES

6.0. Introduction

This policy sets out rules of Ethics and minimum standards of professional practice and conduct for members of UNITED ESWATINI DIASPORA. The Standards of Practice are meant to be applied to members' practice in conjunction with any applicable legislation and with their professional judgment and concerns many principles such as relationship with clients, competence and integrity, responsibility to clients and confidentiality.

The Finance & Administrative Officer will institute the disciplinary action procedures (examples of those are written out in the following paragraphs). Corrective action is intended to improve and/or correct the conduct or performance of regular status professional and support staff members. In the enforcement of discipline, the emphasis must rather be placed on guidance and correcting behaviour than on the imposition of punishment, but where necessary, punishment may also be used as a legitimate deterrent tool in the maintenance of discipline.

6.1. Ethics and conduct

The purpose of the ethics is to help the employees of UNITED ESWATINI DIASPORA to promote excellence in their practice.

6.1.1. Employees' Code of Conduct

A. Every employee is expected to:

- a) Execute duties and assignments conscientiously, diligently, with dedication and behave in a proper manner towards the organization, clients, fellow employees and the public;
- b) Comply with the Organization's policies, rules, procedures, established practices, any law; regulations or any conditions of employment;
- c) Perform work in accordance with reasonable and acceptable standards;
- d) Always act in good faith and in the best interests of the Company.

To attend the objective, every employee of UNITED ESWATINI DIASPORA accepts to respect the following rules of ethics and conduct:

To maintain the best interest of the clients as the primary professional obligation;

To respect the intrinsic worth of the persons she or he serves in her/his professional relationships with them;

To carry out her/his professional duties and obligations with integrity and objectivity;

To have and maintain competence in the provision of service to the clients of the organization;

To not exploit the relationship with clients for personal benefit, gain or gratification;

To protect the confidentiality of all professionally acquired information. He/she shall disclose such information only when required or allowed by law to do so, or when clients have consented to disclosure;

To not allow her/his outside interests to affect the interests of the organisation;

To not provide work or services in a manner that discredits organization or diminishes the public's trust in either organization;

To promote excellence in her/his respective profession;

To advocate for workplace conditions and policies that are consistent with this policy;

k) To advocate change in the best interest of the client, and for the overall benefit of the society, the environment and the global community.

6.1.2. Drug, Tobacco and alcohol

UNITED ESWATINI DIASPORA is committed to providing a safe and healthy work environment and seeks to promote the health and welfare of its employees. The Organization recognizes the importance of physical and emotional health as it pertains to job performance and overall quality of life. For these reasons, the Organization is committed to the prevention or elimination of drug, tobacco and/or alcohol use and abuse in the workplace.

With this in mind, the Organization has established the following rules:

- a) It is a violation of the policy for any employee or staff member to possess, sell, or offer for sale drugs or alcohol on the work place,
- b) It is a violation of the policy for anyone to report to the work under the influence of drugs or alcohol, i.e. with drugs or alcohol in his/her body,
- c) It is a violation of the policy for employees of the Organization to smoke inside offices at the work place,
- d) It is a violation of the policy for any employee or staff member to driver organization's vehicles under influence of alcohol or drugs.

6.2. Conflict of interest

6.2.1. Definition of the conflict of interest

A conflict of interest is present when a reasonable person would question if the involvement or actions of an employee are aligned with the best interests of the Organization. Although it is impossible to provide an exhaustive list of conflict of interest situations, in general as their conflict of interest exists when an employee uses his or her position, authority or influence to interfere with

or alter the policies, procedures, standards, services or decisions of UNITED ESWATINI DIASPORA in order to gain personal or financial benefits for himself or herself, his or her family or friends.

6.2.2 Obligation of employee

To avoid conflict of interest, an employee shall respect the following rules:

- a) Not to engage in any activities which create a conflict of interest between the employee's assigned functions and any other interest or obligation;
- b) No one in the service of the Organization shall devote to private purposes any portion of time due to the Organization nor shall any outside employment interfere with the performance of organization's duties;
- c) Employees are expected to act with integrity and good judgment and to recognize that the acceptance of personal gifts from those doing business or seeking to do business with the Organization, even when lawful, may give rise to legitimate concerns about favouritism depending on the circumstances;
- d) An employee may not make or participate in the making of a decision if there is a financial conflict of interest.

6.3. Gender and Equality

Gender equity refers to the organization's commitment to ensuring that both women and men have the maximum opportunity to achieve their potential at the organization.

UNITED ESWATINI DIASPORA's personnel actions and practices will not be based on stereotypical characterizations of men and women, or on the arbitrary preferences of co workers, management, clients or customers.

Personnel actions will not be influenced by an individual's sex or marital status. Wages and salaries will be based on job content and market factors, and not on the gender of the incumbent. Men and women will be given the same chance in access to employment and employee benefits will be provided without regard to sex, origin, colour, nationality.

Women will not be denied employment on the basis of pregnancy. Employment policies and practices will be applied to pregnant employees on the same basis as they are applied to all other employees, including policies and practices related to individuals with other temporary disabilities.

6.4. Sexual Harassment

UNITED ESWATINI DIASPORA is committed to creating and maintaining a community in which all persons who participate in its programs and activities can work together in an atmosphere free of all forms of harassment, exploitation, or intimidation, including sexual. Specifically, every employee of UNITED ESWATINI DIASPORA should be aware that the Organization is strongly opposed to sexual harassment and that such behaviour is prohibited both by law and by the Organization's policy. The organization shall take whatever action may be needed to prevent, correct, and, if necessary, discipline behaviour which violates this policy.

6.5. Harassment and Victimization

6.5.1 Harassment

6.5.1.1. Definition of harassment

Harassment is any behaviour that is unwelcome and affects the dignity of those subjected to it. For the purposes of this Policy, harassment is defined as ‘*unwanted conduct related to a protected characteristic which has the purpose or effect of: violating a person’s dignity; or creating an intimidating, hostile, degrading, humiliating or offensive environment for her/him*’.

6.5.1.2. Acts of harassment

Behaviour amounting to Harassment may include (but not limited to):

- a) Insults, name-calling and offensive language and gestures;
- b) Inappropriate jokes;
- c) Ridiculing and undermining behaviour;
- d) Inappropriate or unnecessary physical contact;
- e) Physical assault or threats of physical assault;
- f) Intimidating, coercive or threatening actions and behaviour;
- g) Unwelcome sexual advances;
- h) Isolation, non-cooperation or deliberate exclusion;
- i) Inappropriate comments about a person’s appearance, intrusive questions or comments about a person’s private life and malicious gossip;
- j) Offensive images and literature;
- k) Pestering, spying or stalking.

6.5.2. Victimization

Victimization is unfavourable treatment of a person (‘the victim’) because the victim has:

- a) brought harassment or discrimination proceedings against an alleged perpetrator or other person,
- b) given evidence or information in connection with such proceedings against an alleged perpetrator or other person,
- c) otherwise done anything by reference to harassment or discrimination in relation to the alleged perpetrator or other person,
- d) alleged that the alleged perpetrator or other person has committed an act of discrimination, harassment, inducement, aiding or abetting, victimization, or

- e) the victim intends to do any of these things or because it is suspected that the victim has done or intends to do any of these things.

Employees who feel they are being victimized have the responsibility to tell the harasser how they feel and that they do not want the behaviour to continue.

If the employees feel unable to communicate directly with the offending individual, the incident should be reported to the Finance & Administrative Officer or the Executive Director.

Once a complaint is received all parties will keep it in confidence, except as may be necessary to inquire into and respond to the concerns.

6.6. Retaliation

UNITED ESWATINI DIASPORA prohibit retaliation against any employee or person seeking employment for bringing a complaint of discrimination or harassment pursuant to this policy. This policy also prohibits retaliation against a person who assists someone with a complaint of discrimination or harassment, or participates in any manner in an investigation or resolution of a complaint of discrimination or harassment.

Retaliation includes threats, intimidation, reprisals, and/or adverse actions related to employment, unfavourable treatment of a complainant or a witness in relation to a harassment complaint is likely to be victimization. A perpetrator of retaliation is likely to be subject to disciplinary action up to and including dismissal or expulsion from UNITED ESWATINI DIASPORA.

6.7. Fraud and Corruption

The Organization recognizes its prominent role in the wider community and the need for accountability in decision making, particularly in the use of funds and donations.

This policy applies to all staff of UNITED ESWATINI DIASPORA regardless of the position held.

6.7.1. Definitions

a) Fraud: dishonest activity causing actual or potential financial loss to the organization including theft of moneys or other property by employees or persons external to the Organization and whether or not deception is used at the time, immediately before or immediately following the activity. This also includes the deliberate falsification, concealment, destruction or use of falsified documentation used or intended for use for a normal business purpose or the improper use of information or position.

b) Corruption: dishonest activity in which an employee acts contrary to the interests of the Organization and abuses his/her position of trust in order to achieve some personal gain or advantage for him or herself or for another person or entity.

6.7.2. Acts of Fraud and corruption

Fraud and corruption, though defined, generally involves behavior that is deliberately dishonest or deceitful and involves the abuse of trust which leads to a person gaining a benefit from these types of actions. Examples include, but are not limited to, unauthorized use of the Organization's property, undeclared conflicts of interest, falsifying or manipulating documents, misrepresenting the Organization, making false claims for expenses or failing to apply for leave taken.

All employees contribute to creating an honest, ethical, and professional workplace through the minimization and prevention of activities which may be considered as fraud or corrupt conduct. They have a duty to report any act or omission that may be suspected fraud or corruption as soon as they are aware or are made aware of the circumstances.

6.8. Child Protection

This policy is adopted to create and maintain protective environments for children in all activities and programs of UNITED ESWATINI DIASPORA.

The policy applies to all staff members and partners of the Organization, all contractors of UNITED ESWATINI DIASPORA.

The policy is guided by the following principles:

- a) Zero tolerance of child exploitation and abuse,
- b) Recognition of the best interest of the child,
- c) Sharing responsibility for child protection

UNITED ESWATINI DIASPORA expects staff to use common sense and avoid actions or behaviours that could be construed as child exploitation and abuse in the course of their activities.

Using the organization's systems to access child exploitation material or to engage in online grooming is unacceptable and is dealt with promptly, including, as appropriate, reporting to relevant law enforcement agencies.

6.9. Disciplinary procedures

6.9.1 Objectives of the policy

The objective of this disciplinary procedure is to regulate discipline in the workplace with the key principle that the employer and the employees should treat each other with mutual respect. The seriousness of the offence will determine the action to be taken and not necessarily, the number of occasions the transgressions was committed.

The maintenance of discipline is the responsibility and prerogative of management team. Every employee of UNITED ESWATINI DIASPORA is expected to:

Execute duties and assignments conscientiously, diligently, with dedication and to behave in a proper manner towards the organization, clients, fellow employees and the public;

Comply with the organization's policies, rules, procedures, established practices, any law, regulations or any conditions of employment;

Perform work in accordance with reasonable and acceptable standards;

Always act in good faith and in the best interests of the Organization.

6.9.2. Disciplinary measures

Disciplinary tools the organization can use are: Verbal warning, written warning, suspension and dismissal.

6.9.2.1. Verbal warning.

Verbal warnings will not apply in cases of serious misconduct. This will normally be the first formal action instituted against an employee for failure to meet performance requirements, breach of the terms of employment of the organisations or other work rules. Warnings of this nature must be given as soon as possible after the offence became known.

6.9.2.2. Written Warnings.

These written warnings may be used when the verbal warning(s) fail(s) to produce the required results or where stronger action than a verbal warning is required.

At least one written warning shall precede any other more serious corrective action except when corrective action is the result of performance or conduct which an employee knows or reasonably should have known was unsatisfactory. Such performance or conduct may include but is not limited to violations of law, dishonesty, theft or misappropriation of organisation's property, fighting on the job, insubordination, acts endangering others, or other serious misconduct.

Each warning letter is recorded in the personal file of the employee and has a particular level, depending on the offense. As long as the sum of the issued warning letter levels to an employee is less than 4 no further disciplinary actions will be undertaken against the employee. If the sum of the issued warning letter levels to an employee is 4 or more during the whole time of service of the employee, the Executive Director can decide to start the procedures for dismissal or suspension of the employee whenever he thinks this is necessary.

If a formal warning is written to the employee it should explain the level of the warning letter, and the nature and seriousness of the offense. A copy of this warning will be given to the Finance & Administrative Officer and placed on the employee's personal file. Following the delivery of the formal disciplinary action, he will always hold a formal interview with the employee during which contents of the letter will be discussed. Minutes will be taken and filed as well.

6.9.2.3. Suspension without pay

Suspension without pay means that an employee is sent off the job for a limited time without payment of salary.

Any case of suspension without pay must be ratified by the Finance & Administrative Officer. Suspension without pay may only be imposed if a serious offence warrants dismissal but management wishes to extenuate the punishment.

The following guiding principles are applicable:

- a) The employee must accept suspension in writing as a reduced punishment instead of dismissal.
- b) If the employee refuses to accept suspension, he/she must be dismissed.
- c) Suspension must be carried into effect as soon as possible after an offence has been committed.
- d) Employees may not be suspended on off days, paid holidays, or any other non-working days.

As a guideline it should be borne in mind that an employee should not, except in exceptional cases, be suspended for more than ten (10) working days.

6.9.2.4. Dismissal

Depending on the circumstances of the employee, the nature of the job, the seriousness, nature and circumstances of a particular offence, a first offence can result in a dismissal.

Dismissal can be with or without pay, depending on the offense and the Labour Laws of the Kingdom of Swaziland

6.9.3. Procedures to be followed

The Finance & Administrative Officer is primarily responsible for identifying offenses. He/ she communicates each offense to the Executive Director. In reaction to an offense, the immediate supervisor provides a verbal warning to the involved employee in case of small offenses.

In case of larger offenses, the Executive Director and the Finance & Administrative Officer coordinates the disciplinary action first and inform the Board Chairman. After the approval of the Board Chairman the agreed disciplinary action can then be imposed on the involved employee.

The following authorization levels can be distinguished with regards to disciplinary action:

Verbal warning	Immediate Supervisor
Written Warning	Finance & Admin Officer

Suspension without pay	Executive Director in consultation with the Finance and Admin Officer
Dismissal	Executive Director (always in consultation with the Board Chairman)

The disciplined employee must countersign all disciplinary letters or minutes of the proceedings of the disciplinary interviews. Failure to the employee to endorse the document should be reported to the Executive Director and noted on the employee’s personal file.

6.9.4. Fairness

Disciplinary action must always be both procedurally and substantively fair. With regard to procedural fairness, this disciplinary code must be followed as far as is reasonably possible and practicable.

With regard to substantive fairness, a fair and valid reason for disciplinary action must always exist and must be just and equitable, taking into consideration the circumstances of the specific offence, as well as the circumstances of the employee concerned.

6.9.5. Appeals

An employee has the right to appeal against the procedural or substantive fairness of any disciplinary measure taken against him/her.

At any stage in the above proceeding, the employee may appeal through the human resource for suspension or change of the disciplinary action. Finance & Administrative Officer who may ask advice from others within the organization and produces an advice in writing which is handed to the Executive Director who will make a final decision about the disciplinary action. No further appeals will be permitted.

Finance & Administrative Officer must define in detail the financial side of the different disciplinary actions

All disciplinary actions must comply fully with the Labour laws of the Kingdom of Swaziland. Especially for the more serious disciplinary actions (suspension and dismissal) it is important that these follow exactly the Labour Laws and are fully coordinated with the Board before imposing them on the involved employee(s).

6.9.6. Grievance handling procedures

An employee may have a legitimate grievance against a colleague, a Director or the organization. This for instance could be conditions of work, unreasonable instructions, poor co-ordination, poor or inappropriate communication or other matters. The employee is encouraged to feel free to seek settlement of problems, complaints and grievances without fear of interference or dismissal. In

such case the employee is, however, obliged to follow the procedure mentioned below. Always the person against whom the grievance is held shall be heard.

The employee will approach the Finance & Administrative Officer who shall investigate the matter and, if possible, solve the issue to the employee's satisfaction.

Grievance complaints are always taken very seriously and should be given full attention immediately! A good way to try and resolve the grievance is to invite the person against whom the grievance is held and the employee who expressed the grievance to come to terms with each other in a personal conversation in which the Finance & Administrative acts as a facilitator. Important is to lay down agreements made in such a conversation in writing and have both persons sign it for approval. The agreement is made up in three-fold: one copy for each of the two involved employees and one copy for the filing system.

In case in this way no solution is achieved the Finance & Administrative Officer will make a decision on what should be done. In case the grievance is against any employee of the management team (including grievances against the Finance & Administrative Officer or the Executive Director) members of the Board of the organization join the conversations and the final decision on the required action (especially if no agreement has mutually been achieved between the involved employees) is then taken by the Board Chairman.

SECTION 7 TEMPORARY APPOINTMENTS

7.1. Definition

Temporary appointments means employees on temporary contracts, casuals, trainees on graduate work experience program, and consultants.

Any extensions of temporary appointments will be effectuated on approval of the Executive Director after a performance appraisal exercise.

Temporary appointments can only be renewed twice and should not exceed a total period of one year.

An employee on temporary terms of employment shall observe the following conditions of employment:

- a) Probation
- b) Salaries and wages
- c) Conduct
- d) Notice of termination/resignation
- e) Leave

7.2. Temporary employment

The organization may occasionally recruit employees on temporary or task work basis. Depending on circumstances, this form of arrangement can be renewed daily or as to when the situation warrants.

The temporary employee is strictly entitled to her/his remuneration and no associated benefits which may be calculated on daily rate or at the completion of that specified task.

Taxes should be paid with regard to piecework employment in accordance with the laws of the country.

7.3. Trainee programs

The organization may have or develop experience programs for trainees. The engagement is substantially for a period of one year but reviewed on a six-month basis. Pay and benefits accruing to the appointee should not exceed an identified post to which he/she could be posted.

During, or at the completion of this program, the individual is free to apply for any job within the organization. Terms and Conditions for this engagement are specifically articulated in the contract.

7.4. Consultancy services

The organization may feel the need to hire some consultancy services in various areas of the organization's activities. This is usually a short-term arrangement and at piecework rate. The need for consultancy services should be reflected in both the plans and budgets of the organization.

7.5. Part-time employment

Part-time employment is defined as an employment where the employee is not working the normal amount of full-time hours per week. For part-time employees the same counts as for temporary appointments with regard to terms and conditions of service, if they are not on a permanent contract

7.6. Volunteers

A volunteer is anyone who chooses to perform services for the Organization without compensation or expectation of compensation, (beyond reimbursement for pre-approved specified expenses) and, who performs a task at the direction of and on behalf of Joyful Hearts Organization. He/she must be officially accepted and enrolled by the Organization prior to performance of the task. Volunteers are not employees of the institution.

Volunteers should have clear, complete, and current descriptions of the duties and responsibilities of the assignment. Before a volunteer is recruited or assigned, a description should be developed for the volunteer assignment. This volunteer description should be reviewed with and given to each accepted volunteer.

Volunteers represent a valuable resource for the Organization, its staff and its visitors. They should be given meaningful assignments and effective direction, and be recognized for work done. In return, they should actively perform their duties to the best of their abilities, volunteer at the assigned times, and remain loyal to the mission and procedures of the Organization.

Volunteers should receive training by their supervisor to provide them with the information on knowledge and skills necessary to perform their volunteer assignment, the operation of the program encompassing their volunteer activity, and the purpose and requirements of the assignment. The timing and methods for delivery of such training should be appropriate to the complexity and demands of the assignment and the capabilities of the volunteer.

Volunteers and staff are considered to be partners in implementing the mission and programs of the Joyful Hearts Organization, with each having a complementary role to play. Each partner should understand and respect the needs and abilities of the other.

Volunteers may be eligible for reimbursement of reasonable expenses incurred while undertaking business for the Organization. Examples of these expenses include mileage, meals, out of pocket expenses, travel and parking. This expense will be charged to the department budget where the volunteer is assigned. Prior approval must be sought for any reimbursable expenditure.

SECTION 8 EMPLOYEE WELFARE

8.1. Leisure

The senior management shall arrange a staff party together with all employees once a calendar year (usually as Christmas party).

8.2. Allowances / per diem

The Organization shall meet the following maximum expenses while staff is sent on official duty outside the place where the organization is working. These allowances are only paid against actual costs made.

If an employee is sent on a training course, the organization will determine the allowances needed. If for instance lunch is provided during the training course, the employee will not be given the lunch part of the allowance.

When a training course takes place within the town where the employee lives and the employee can eat and sleep at home, no allowance will be given at all. If third parties pay allowances, the employee is allowed to accept these but the organization will in such case not give an allowance to the employee.

8.3. Break time tea and coffee

Tea or coffee is served to staff during half an hour in the morning and half an hour in the afternoon five days a week. The exact times are defined by the organization. Tea and coffee items are provided by the organization. Snacks, meals and extra drinks have to be paid for by the employees themselves.

8.4. Work facilitation

Depending on the position and tasks of the employee, the organization will do as much as possible to facilitate the employee in his/her work. This means that the employee can use the organization's computers, transport, stationary, calculators, while on duty. These items are not taken home, but left in office.

SECTION 9 PERSONNEL POLICY GUIDLINES

9.1. Dress Code and Identity cards

9.1.1. Dress code

This policy sets out the expectations of the Organization in relation to the wearing for its staff.

The policy applies to all staff, including interns and volunteers.

The Organization considers the way employees dress and their appearance to be of significant importance in portraying a good image to all users of its service, whether visitors, clients or partners.

UNITED ESWATINI DIASPORA recognizes the diversity of cultures, religions and disabilities of its employees and will take a sensitive approach when this affects dress and uniform requirements.

The Dress code is necessary in order to present a smart and professional image, thereby increasing patient and public confidence; and have regard to health and safety considerations for the staff.

For staff not required to wear a uniform, examples of acceptable staff clothing include:

•**Female employees:** skirts, blouses, smart T-shirts, jumpers, jackets, dresses, culottes, suits, trousers, slacks.

•**Male employees:** business suits, sports jackets, blazers, trousers, smart T-shirts, shirts (with collars -long or short sleeve) jumpers.

For staff required to wear a uniform, the colour of their uniform will be determined in consultation with the Finance and Administration Director and the Executive Director

Staff in roles that require protective clothing are required to wear this whilst carrying out their duties in accordance with health and safety requirements

9.1.2. Identity Card

All employees of UNITED ESWATINI DIASPORA are provided with identity security badges, except piece workers. Those on temporary appointment get temporary documents, while those on permanent appointment will acquire sealed identity cards. These cards remain the property of the organization and must be returned on termination of appointment before terminal benefits are paid.

This UNITED ESWATINI DIASPORA identity security badge must be worn and visible when in workplace, and available at all times when on duty or acting in an official capacity representing the Organization.

9.2. Personal files

For each employee of UNITED ESWATINI DIASPORA (temporary or permanent), a personal file is prepared. The Finance and Administration Director/ Finance Director is responsible for

maintenance of the personal files. He/she will ensure that the employee files are kept up to date with maximum safety and confidentiality.

The partners of UNITED ESWATINI DIASPORA can access the personal files.

The employee will access his/her personal file if seeking for some specific document. This is done in the presence of the Finance and Administration Director/ Finance Director after permission of the Executive Director. If necessary parts of the file can be kept secret for the employee.

9.3.Politics and religion

The organization is a local non-governmental organization whose mission is to facilitate the empowerment of the socially and economically disadvantaged (regardless of tribe, religion or political colour), in order that they may access opportunities for sustained improvement in their lives. Therefore, the organization has no political/religious affiliation.

The properties and facilities of the organization shall not be used for any political or religious purpose. Employees should express their personal political or religious beliefs without, in any way, involving the organization directly or indirectly. If the organization feels that religious or political involvement is in conflict with the interests of the organization, the employee can be disciplined.

9.4.Loss or damage of organization's properties

Employees on permanent or temporary terms and conditions of service will be personally responsible for the organization's property, which is within her/his control either at work or home.

Loss of such property, which cannot be adequately accounted for or explained, shall be treated as theft and if such case occurs it could lead to summary dismissal.

If the employee loses organization's tools or equipments which are in his/her possession, he/she will have to pay the costs for replacement.

9.5.Expenses claim policy and procedure

Expenses incurred by employees in the course of duties on the behalf of the organization will be reimbursed only if the financial administrator has given prior approval. Expenses are not part of salary but direct reimbursement of expenditure.

Claims for reimbursement must be made on the appropriate form, signed by individual and authorized by the Financial Administrator prior to submission.

As a general rule all claims must be supported by receipts, if possible VAT receipts. However, it is recognized that certain items of expenditure (e.g. some public transport fares) cannot be supported by documentary evidence. In such cases the claim form must include details of the reason of expenditure.

Receipts or invoices that are not agreed on by the organization cannot be sent directly to the organization for payments and cannot be claimed afterwards.

9.6. Use of Electronic Systems / IT Policy

This policy applies to all persons accessing or using Organization's electronic system. This includes Organization Management team, employees, guests, and all persons authorized for access or use privileges by the Organization.

9.6.1 Resources covered

Resources covered by this policy include, without limitation:

All Organization owned, operated, leased or contracted computing, networking, telephone and information resources, whether they are individually controlled, shared, standalone or networked,

- a) All information maintained in any form and in any medium within the Organization's computer resources, and
- c) All Organization's voice and data networks, telephone systems, telecommunications infrastructure, communications systems and services, and physical facilities, including all hardware, software, applications, databases, and storage media.

9.6.2. Confidentiality

All users with access to confidential data are to utilize all appropriate precautions to maintain the accuracy, integrity, and confidentiality of the data and ensure that no unauthorized disclosures occur.

9.6.3. Expectation of Privacy

The Organization provides electronic resources to users to effectively perform their job duties, but will not routinely monitor an individual user's electronic data, software, or communication files.

ANNEXES

Annex 1. PROBATION MONITORING FORM

UNITED ESWATINI DIASPORA

Probation Monitoring Form

(to be filled in by the supervisor of the probationer)

Name probationer:

Function:

Date start probation period:

Month:

Name supervisor:

Training and supervision activities undertaken:

Performance of probationer:

Conduct of probationer:

Recommendations for additional training/support:

Other recommendations:

Names and signature of the Supervisor:

^{NB:} If there is not enough space on the form, continue on the back of the form or add separate papers.

² Fill in the month number (1st, 2nd, 3rd, 4th, 5th or 6th month).

³ At all places where you are asked to comment on the performance of the probationer distinguish between strong and weak points!

⁴ You may want to include comments on how suitable you feel the person is for the function, whether and how to continue with this person, etc.

UNITED ESWATINI DIASPORA

Probation Evaluation Report

Name of probationer:

Function:

Date:

Date start probation period:

Name of supervisor:

Names of panel members:

Recommendation

(Tick the possibility the panel finds most appropriate)

Employment in current position

Dismissal

Transfer to other position, namely:

Extension of probation period (only applicable after 4 months)

Arguments for the recommendation chosen

Annex4. EXAMPLE OF ID

UNITED ESWATINI DIASPORA

IDENTITY CARD

Full name:

Nationality:

Date of Birth:

ID no:

Employee Number:

Signature of holder:

The bearer of this card

Whose photo and details are on the reverse side is employed
as:

.....

Issued at :

Valid until:

UNITED ESWATINI DIASPORA

Request for a mid-month salary payment

Date:

Name:

Employee number:

Request for a mid-month salary payment for the month of:

Requested amount: cash/cheque Sign

Administration

Authorization signature:

Annex 5. Code of Conduct

ORGANISATION CODES OF CONDUCT

A. This is summary of the main UNITED ESWATINI DIASPORA rules

1. Work honestly and carefully at all times.
2. You must not be absent from work, arrive late or leave work early without permission.
3. Always use your safety belts/helmet whenever driving/riding organization's vehicle or motorbike.
4. Follow all organization health and safety rules.
5. Do not drink alcohol; consume narcotics during working hours or smoke in working place.
6. Do not fight assault or abuse a staff member or a visitor.
7. Do not use organization property in a careless or neglect way.
8. During working hours you must not do any business except that for which the organization pays you.

B. You will be disciplined for any of the following offences.

1. Willful failure to obey legitimate instructions.
2. Willful misuse of Organization property.
3. Improper publicity of information damaging to the organization reputation.
4. Desertion (absence from work without permission for 4 consecutive days or more).
5. Sleeping on duty.
6. Insubordination
7. Lateness or leaving work early without permission.
8. Failing to co-operate with other employees on ground of race, tribe, religion or sex of another person.
9. Acting in a prejudicial way against employee on grounds of race, tribe, religion or sex of another person.
10. Reporting on duty under influence of alcohol.

11. For each vehicle, a written permission needs to be given before you can ride or drive.

C. Any of the offences described above constitutes serious misconduct and immediate dismissal may occur.

1. Breach of safety rules endangering life, as stated below.
2. Careless or negligence of work.
3. Fighting at work.
4. Threatening behavior to another employee.
5. Having any private business deals with suppliers of the organization on organization's deals.

D. Health and Safety rules

These rules below establish responsibility for both the organisation and employees to provide safe conditions at work place. You will be expected to take reasonable care to ensure your own safety and of others who can be affected by what he/she does or does not do.

1. You must use your safety belt/helmet whenever driving/riding organization vehicle.
2. You must have under gone vehicle training course, this means that you must be in possession of a valid driving/riding License. All employees who use organization's vehicles must submit a copy of their driving license to organization Administrator for filing.
3. One can only ride a motor cycle with written permission from the management for that particular vehicle.
4. No carrying of community members in the Organization's areas
5. No carrying of passengers in the boot of the vehicle(s) (for pick-ups).
6. Repetition of the same offence after committing another within a period of 12 months of the first offence could lead to summary dismissal.

I have read understood and accept the above rules of conduct and agree these rules being a condition of employment by Joyful Heart Organisation.

Employee name:

Employee No-----

Employee Signature-----

Place and date-----

Annex 6. Leave Form

LEAVE OF ABSENCE FORM

Applicant Name:

Position Held:

Place of Work:

Reason for Leave of absence Request (Please tick ✓ the appropriate box)

Official Annual Leave Compassionate Leave Sick Leave Other

If you ticked other please explain:

.....

Number of Days:

Date Leave Commences: Date Applicant shall resume work:

Signature: Date:

FOR OFFICE USE ONLY

Application Approved Application Denied Conditional Leave Approval

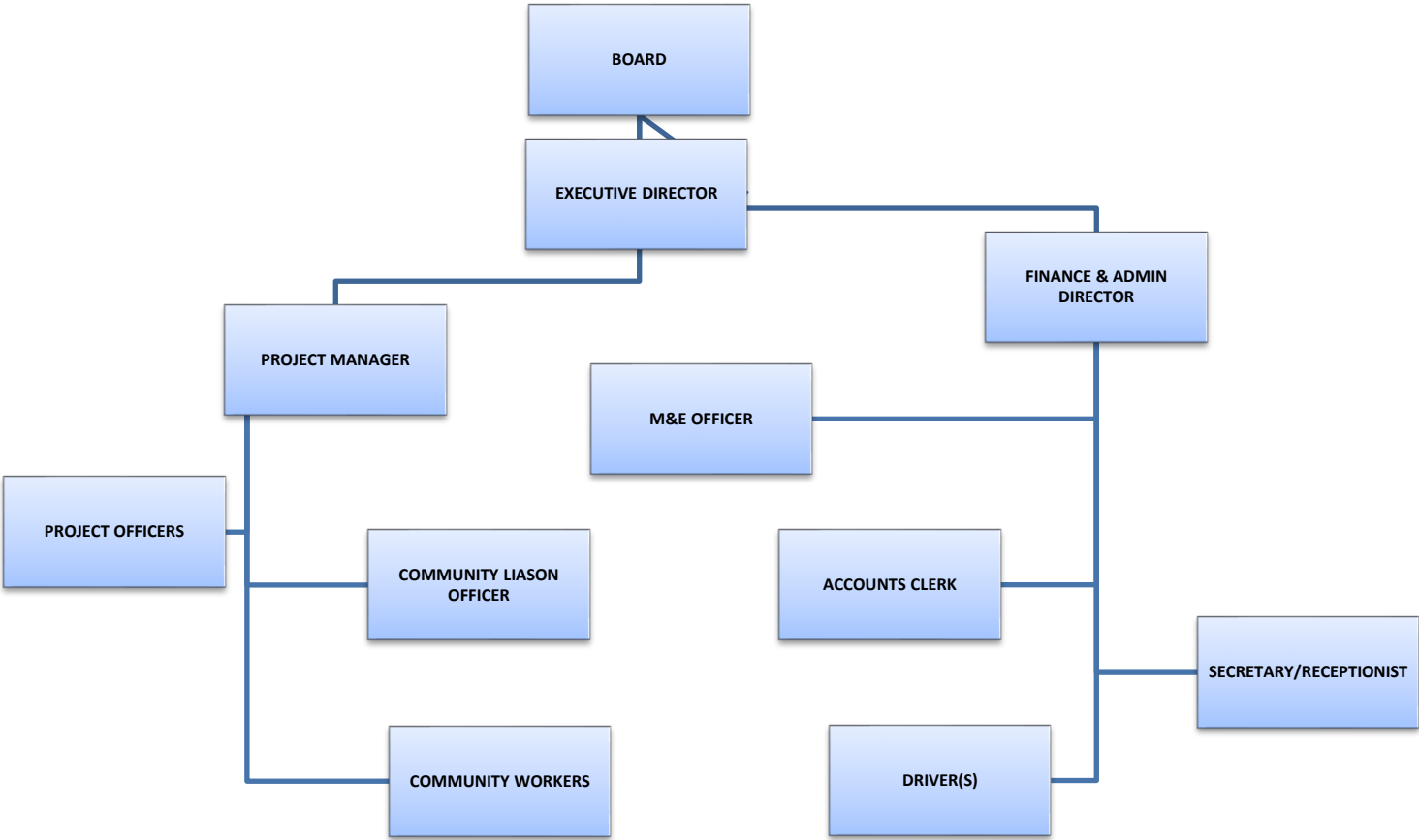
Alternative Suggested Leave Status Altered Other

Motivation:

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

Approving Official: Signature: Date:

Annex 7. ORGANOGRAM



Annex 8. STAFF JOB DESCRIPTIONS

No	Vacancy	Number	Qualification	Duties
01	Executive Director	1	Degree in Admin/equivalent	Overall supervision and management of programs
02	Finance & Admin Director	1	Degree in Accounting & Finance	Overall finance management and administration
3	Project Director	1	Degree in Management/equivalent	Implementation of specific project activities
04	Monitoring & Evaluation Officer	1	Degree in Social Sciences/equivalent	Establishing monitoring and evaluation systems
05	Community Liaison Officer	1	Diploma in anything	Creating linkages internally and externally
06	Project Officer	4	Diploma in Project Management/equivalent	Specific project activities implementation
07	Logistics Officer	1	Diploma in Logistics	Purchasing and stores management
08	Accounts Clerk	1	Diploma in Accounting	Routine accounting management
09	IT Specialist	1	Diploma in IT	Maintenance of IT and website including social media
10	Data Clerk	1	Certificate in Computer	Data capturing and cleaning
11	Secretary/Receptionist	1	Secretariat Certificate	Correspondence and telephonic communication management
12	Community Workers	20	Certificate in Community Work	Specific communities project activities implementation
13	Drivers	4	Heavy Duty Drivers License	Safely driving community teams to project sites
14	Security Guard	1	Security Training	Controlling traffic and people accessing office
15	Office Assistant/Cleaner	1	GCSE/equivalent	Cleaning of office space and equipment