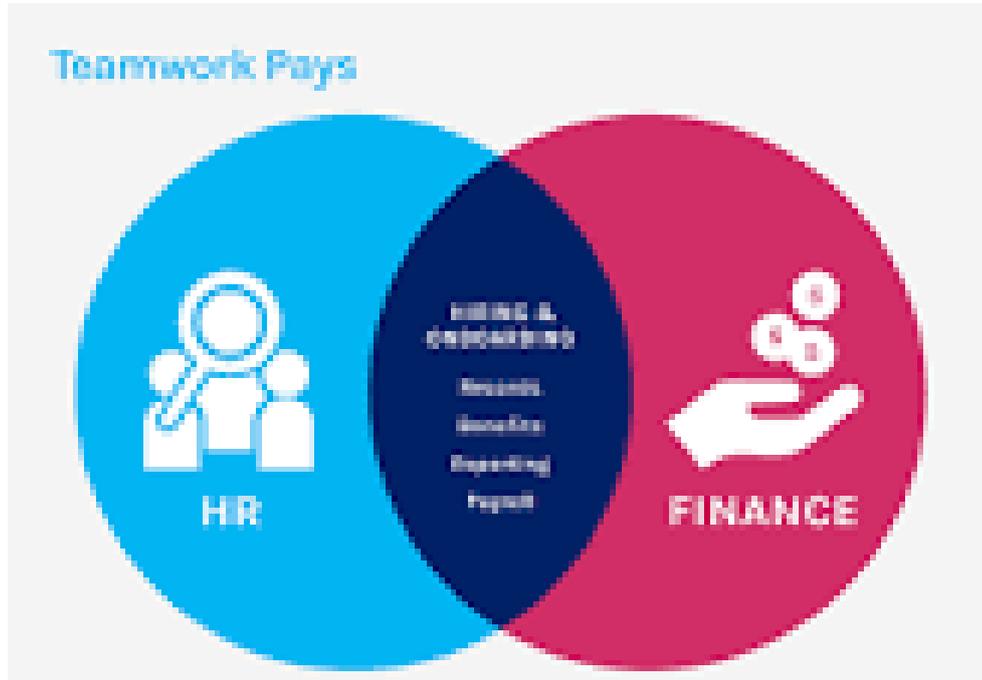




NETWORK AID AFRICA ADMINISTRATIVE, HUMAN RESOURCE & FINANCIAL POLICY 2026

**[Setting the Right Work Space and Financial
Ethics]**



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Network AID Africa Administrative, Human Resource Policy 2026

GENERAL ADMINISTRATIVE and HUMAN RESOURCES POLICY AND PROCEDURES

1.1 Purpose

The purpose of this policy is to set down the policies, conditions, rights and obligations of Network AID Africa employee/volunteers/volunteers subject to their performing of the duties and responsibilities in their respective job descriptions. From the time of hiring, each employee/volunteer will be briefed on this policy and have access to it, so that he/she can adhere to it provisions with full knowledge and understanding. The policy described below may at any time be subject to modification if management in accordance with the advice of Technical Advisory Team Members of Network AID Africa deems it necessary. In such cases, employee/volunteers will be fully informed of the changes made.

1.2 Categories of Personnel

All personnel working for Network AID Africa are classified into following types

1.2.1 Employee/volunteers

Employee/volunteers designate salary individuals who, after a probationary period, are given ongoing assignments, either part-time or full-time, and are paid on monthly basis. They will be contracted on fixed term basis subjected to periodic evaluations and performance assessments or appraisal. They will have the responsibility towards the day-to-day functioning and/or in any one of more ongoing/prospective programs and projects of the organization. All the employee/volunteers of the organization are classified into categories. These categories are as follows:

1. Management:

- i. National/Country Level
 - I. Country Coordinator
 - II. Programme Quality Coordinator
 - III. Finance Coordinator
 - IV. Monitoring, Evaluation and Learning Coordinator
 - V. Administrative Coordinator
 - VI. Internal Auditor
 - VII. Fundraising & Partnership Coordinator
 - VIII. Information, Education & Communication Coordinator
- ii. International Level
 - I. Chief Country Coordinator
 - II. Chief Programme Quality Coordinator
 - III. Chief Finance Coordinator
 - IV. Chief Monitoring, Evaluation and Learning Coordinator
 - V. Chief Administrative Coordinator
 - VI. Chief Internal Coordinator
 - VII. Chief Fundraising & Partnership Coordinator
 - VIII. Chief Information, Education & Communication Coordinator
 - IX. Regional Coordinator North, West, South, East, Central Africa

1.2.2 Consultants

Consultants are professional experts hired by NETWORK AID AFRICA on short-term basis only for the completion of specific tasks and assignments related to NETWORK AID AFRICA or one or more of its projects. Separate and limited contracts or terms of reference, defining their job description, timeline, deliverables, reporting procedures and payment details will be issued to consultants. They will be paid on either daily/weekly/monthly basis depending upon the nature of their assignment. They will not be considered as full-time or part-time employee/volunteers of the organization.



1.2.3 Volunteers and Intern Recruitment

Volunteers are individuals who work at NETWORK AID AFRICA out of their own choice or have been deployed by other organisation or institution or requested by the organisation to serve as such. They will be assigned tasks from time to time as deemed necessary by NETWORK AID AFRICA management. NETWORK AID AFRICA will work with volunteers and existing structures in areas activities are carried out; and will not provide any compensation except under special conditions. They will not be considered as full-time or part-time employee/volunteers of the organization.

1.2.4 Support Employee/volunteer

This are individual or group of individuals be it volunteer, intern assign to a particular project, programme, unit to provide the necessary support with term of reference provided on the supportive role to be perform.

1.3 Personnel Recruitment

NETWORK AID AFRICA believes in equal employment opportunity to each individual, regardless of race, colour, gender, educational, religion, age, creed, nationality, ethnic origin, disability, marital status, or any other occupationally irrelevant condition. This operating procedure applies to recruitment and advertising; hiring and job assignment; promotion, demotion and transfer; layoff or termination; rates of pay and benefits; selection for training; and the provision of any other human resources service. Recruitment can be done either internal or external as determined by management with advice from the technical advisory team members with approval from either the Country Coordinator or Chief Country Coordinator.

1.3.1 Notice of Vacant or New Position

It is the responsibility of the Chief Country Coordinator/Country Coordinator in consultation with Management and Technical Advisory Team Members to fill vacant positions as well as new regular positions and new temporary positions of a duration exceedingly more than six months. The Chief Country Coordinator/Country Coordinator must make sure that the positions can be filled under the organizational or project budget. For all new positions, a job description shall be established and include the following elements:

1. Brief of the Organisation
2. Position Summary
3. Description of Duties and Responsibilities Core
4. Location and Condition of Work
5. Qualifications if Needed or Experience in the related field

Notice of a new or vacant position must be endorsed by the Country Coordinator/Chief Country Coordinator before it is released publicly or internally. Recruitment for a new or vacant position can be opened to internal and/or external competition. For external recruitment, positions in the professional category can be advertised publicly through the media if they are regular positions, or if there is a limited tendering process for consultation.

1.3.2 Interview and Selection

As a general rule, a selection committee comprising of, at least three members shall be assembled for filling all positions. The committee will go through the applications received, retaining those that demonstrate skills, experience, passion for result, willingness to learn, commitment to contribute. It will evaluate each candidate's application with the help of an evaluation form created beforehand, containing well-defined criteria. A list of the candidates chosen to be interviewed will be shortlisted by the Selection Committee. However non-qualified or experienced applicant can be shortlisted and selected for an interview. The interview will serve to make a final choice or decision and also to establish a database of potential future candidates. Interview might take the form of oral, practical or writing through face-to-face, telephone, or social media handles (Google Meet, Zoom, WhatsApp, Skype, Facebook etc)

1.3.3 Appointment Letter

Any personnel, volunteer, interns working with NETWORK AID AFRICA will be issued an appointment, offer or acceptance letter prior to his/her employment, volunteerism or



internship with NETWORK AID AFRICA. The appointment, offer or acceptance letter will officially announce his/her position within the organization, the place of assignment and the effective date of employment, volunteerism or internship. The letter will carry annexes, specifying the employee/volunteer's, or intern's job description, terms of reference, salary, stipend, allowance and benefits and other relevant terms of employment (Refer 1.4 Remuneration).

1.3.4 Probationary Period

A probation period of three months shall apply to all new employee/volunteers from the date of recruitment. Exceptionally, the probation period may be extended to six months. In case, if a new employee/volunteer fails to perform in accordance to expectations of NETWORK AID AFRICA. He/She will be given a notice, terminating the contract at the end of the probationary period.

1.3.5 Employee/volunteer Orientation

All new employee/volunteers will get an orientation about the organization's mission, vision, philosophy, values, position and strategies, its structure and the employee/volunteer within it, the policies and conditions of employment, volunteerism, internship, the internal rules and regulations, etc.

1.4 Remuneration

NETWORK AID AFRICA believes in volunteerism and professionalism, but equally attracting and retaining a dedicated, experienced, productive, result oriented, added value, efficient and effective workforce through a system of payment/allowance that is both appealing and fair. All employee/volunteers of NETWORK AID AFRICA are entitled to a basic salary, volunteers and interns are entitled to basic stipend or allowance depending upon their skills, dedication, result, experience and added value. The basic salary will be mentioned in the appointment, offer or acceptance letter. Network AID Africa is looking through a rational global economic standard finding to fix remuneration, stipend, allowances and other benefit to ensure equitability.

1.4.1 Salary, Stipend, Allowance Increment

Salary increment will be based upon an employee/volunteer's position, added value and performance. Increment will be provided to employee/volunteers on either annual or biannual basis or as per the availability of resources after their performance evaluation or appraisal. Salary increment is calculated on the basis of basic salary, stipend or allowance of the person. Employee/volunteer salary, volunteer/intern stipend or allowances and benefits will base in compliance of the country scale and the global economic standard equitability finding.

1.4.2 Salary Benefits

(a) Annual Leave

All employee/volunteers shall receive an annual leave pay equal to one month's basic salary. Annual leave payment will be included in the monthly salary payment of the month proceeding on leave. However, new employee/volunteer will not receive any annual bonus until the completion of the three or six-month probationary period.

(b) Provident Fund

All regular employee/volunteers are expected to set aside 5% of monthly pay to his/her provident fund. NETWORK AID AFRICA will contribute 10% on monthly basis to the employee/volunteer NASSIT pension fund scheme. Both the employee/volunteer's and NETWORK AID AFRICA's contributions are deposited in the NASSIT savings account under the employee/volunteer's name. The provident fund can only be withdrawn upon the request of the employee/volunteer in accordance with NASSIT rules and regulations.

(c) Severance Pay

Employee are entitled to severance pay as calculated below for continuous service beyond twelve months and the service is terminated early. Employee terminated for wrong doing against the organisation statute, policies, under performance etc are not entitle to severance pay or contract not renewed after expiration. Severance pays cannot be paid if the organisation is undergoing a transition or adjustment. A monthly deduction from the annual basic salary paid at the employee severance fund. Severance Pay are eligible only



to employed core staff and not employed project, volunteers, interns or contractual staff or consultant. If severance is paid annually to employee at the organisation annual fiscal year the calculation below is not applied and the organisation determine the calculation base on identified factors by management and or technical advisory team members approved by the Country Coordinator or Chief Country Coordinator.

Severance Calculation

Year	Pay Attract
one year but less than two years:	Two Weeks
two years but less than three years:	Four Weeks
three years but less than four years:	Five Weeks
four years but less than five years:	Six Weeks
five years but less than six years:	Eight Weeks
six years but less than seven years:	Nine Weeks
seven years but less than eight years:	Ten Weeks
eight years but less than nine years:	Twelve Weeks
nine years but less than 10 years:	Thirteen Weeks
10 years plus :	Fifteen Weeks

1.4.3 Compensation against Accident of the Employee/volunteer during Service

In the event that the employee/volunteer succumbs to an accident while working for NETWORK AID AFRICA, i.e. during the office hours or during field trips, he/she is entitled to receive compensation amounting to a maximum of two-month salary of the individual to cover the medical expenses. However, if medical insurance scheme is solicited by Network AID Africa, then employee/volunteer is obliging to utilize such services and the compensation is not applied.

1.5 Working Days and Hours

1.5.1 Working Days

NETWORK AID AFRICA will follow 5 days a week-working schedule from Monday to Friday. Saturdays and Sundays are considered non-working days. Unless otherwise specified, NETWORK AID AFRICA will observe the same public holidays as those prescribed by the Government not exceeding one week a year. The Administrative Coordinator or person designate will prepare a calendar of public holidays of each fiscal year and circulate it to all employee/volunteer.

1.5.2 Office Hours

The office shall open from 08:00am in the morning till 04:30pm in the evening. All employee/volunteers are expected to complete 8 productive working hours daily. There will be one hour lunch-break daily.

1.5.3 Overtime

Various factors, such as workloads, operational efficiency, and employee/volunteering needs, may require variations in an employee/volunteer's total hours worked each day. In such circumstances, the employee/volunteer may have to work beyond the scheduled office hours. Under such circumstances, Employee/volunteer working on approved overtime is entitled to leave-in-lieu for working overtime and is authorized by its immediate line coordinator for the same. However, no overtime compensation will be provided for



employee/volunteer during field trips or not completing his/her task on the schedule daily hours of work time.

1.5.4 Remote Work

Through Network AID Africa remote work policy and flexibility employment, employee/volunteer are allowed to be recruited and work remotely- anywhere and everywhere. Employee/volunteer eligible or wish to work remotely must following the remote work policy conditions, rules, regulations and procedures outline strictly.

1.6 Travel Rules & Regulations

1.6.1 Travel

Employee/volunteer may be asked to travel away from their usual workplaces on authorized missions. The policy on payment of travel allowances applies to all employee/volunteers regardless of job category or status. It also applies to consultants, interns when mentioned in their agreement. After reimbursable expenses are made, the person making an expense claim shall use the appropriate forms available. The expenses will not be reimbursed if proper justifying documents (original receipts) are not attached except for per diem. Eligible expenses include: -

1.6.1 Per diem

All employee/volunteers and volunteers/interns/consultants are provided per diem of Nle_____ (Breakfast Nle_____, lunch Nle_____and dinner Nle_____) to cover the cost of food for each night spent outside the employee/volunteer duty station.

1.6.2 Accommodation

All employee/volunteers and volunteers/interns/consultants are entitled to claim expenses incurred for accommodation for official trips outside duty station. Maximum claims for accommodation shall not exceed Le_____. Claim for accommodation will be reimbursed upon submission of bills/receipts. Accommodation includes friends and family or hotels.

1.6.3 Mode of Transport

NETWORK AID AFRICA will pay only surface transport as far as possible, i.e. boat, vehicle, motor cycle. If any individual is using personal vehicle for NETWORK AID AFRICA related work, they can be reimbursed the actual fuel cost based upon the mileage. Some maintenance will also be awarded if required. However, the private transport must be shared by more than one person relevance to NETWORK AID AFRICA operations.

1.7 Leave and Holidays

1.7.1 Leave

All employee/volunteers are entitled to the following leave with pay: -

(1) Annual Leave

All employee/volunteers of NETWORK AID AFRICA are entitled to 18 working days off as paid leave per year. This leave is accrued monthly at the rate of 1.5 working days.

(2) Sick Leave

Employee/volunteers are entitled to 12 working days of sick leave with pay per calendar year. Sick leave is accumulated at the rate of 1 day for every full month worked. Employee/volunteers have to present a medical certificate to substantiate claims for sick leave with pay for absences exceeding three successive days.

(3) Maternity Leave

All female employee/volunteers are entitled to maternity leave of 90 calendar days twice.

(4) Paternity Leave

Male employee/volunteers are entitled to paternity leave of 60 calendar days twice.

(5) Mourning Leave

In case of death of a parent, child or spouse, employee/volunteers are given mourning leave of 14 days each.

(6) Emergency Leave



Emergency leave is granted to employee/volunteers for any serious illness of a parent, child or spouse and/or personal emergencies. A total of 14 days per year can be allowed for emergency leave.

(7) Sabbatical Leave

Sabbatical leave is granted to employee/volunteers, volunteers, interns for the reasonable amount of work relevant to Network AID Africa growth.

Holidays and Leave in NETWORK AID AFRICA

1.7.2 Holidays

All employee/volunteers are entitled to 16 days of paid leave due to public holidays. Public holidays are specified in advance by the Administrative Coordinator or person designate in consultation with employee/volunteer members.

Employee/volunteers who are required to work on public holidays are entitled to compensatory day off.

NETWORK AID AFRICA will keep records of number of hours/days worked by its employee/volunteers on public holidays. Request for compensatory leave shall be substantiated with this record and approved in advance by the Administrative Coordinator or line coordinator. In the event that a public holiday is declared by the Government on a certain day without prior notice, NETWORK AID AFRICA employee/volunteer cannot consider it a holiday until and unless notified by the Chief Country Coordinator/Country Coordinator. All public holidays are subject to the approval of the Chief Country Coordinator/Country Coordinator or Administrative/Human Resource Coordinator.

1.7.3 Leave without Pay

- (1) Leave without pay may be granted to employee/volunteers up to 36 days per year.
- (2) Leave without pay that is taken for a month or more shall not be counted as time worked, hence no benefits shall accrue to the employee/volunteers during such period.
- (3) Employee/volunteers on probation are not entitled to leave with or without pay but can accrue such leave during the probationary period.
- (4) Leave without pay is applicable when the employee/volunteer has exhausted all his annual and sick leave.

1.7.4 Absenteeism

- (1) An employee/volunteer who is unable to come to the office is required to notify the office of the reason for his/her absence.
- (2) Unauthorized absences are grounds for disciplinary action. The following procedures shall apply: -
 - i. An employee/volunteer that has been absent for two consecutive working days without notice or explanation shall be personally sought of by the line coordinator. He/she shall be asked to put in writing the reason(s) for his/her absence.
 - ii. If, after seven consecutive days of absence, the employee/volunteer continues to fail to give any explanation of the cause of his/her absence, the employee/volunteer will be considered to have resigned from his/her position.
 - iii. In cases where the employee/volunteer cannot give any satisfactory answer to the cause of his/her absences, in the judgment of the line coordinator, the employee/volunteer may be subjected to disciplinary action.

1.8 Employee/volunteer Movement

(1) Assignments and Transfers

According to project needs, any employee/volunteer can be transferred temporarily or permanently to any location where NETWORK AID AFRICA conducts its activities. The transfer may be the result of a promotion, a change in role due to service requirements or other reasons. A permanent transfer to a new place of work that includes a new job mandate shall result in a contract renewal. In addition, the employee/volunteer concerned shall be notified one month in advance of his change in situation.

(2) Interim Positions and Promotions



An employee/volunteer, volunteer or intern may be called on to temporarily perform a job in a higher category. That does not automatically give him/her the right to the salary and benefits of such position. However, after a reasonable amount of time, NETWORK AID AFRICA shall reclassify the employee/volunteer in the category of the new job or return him/her to his/her former duties. An employee/volunteer, intern who receives a promotion can be required to complete a trial period in the new position. If the trial period is successfully concluded, the employee/volunteer, volunteer or intern will be reclassified in the new job category and at a salary scale level higher than his/her former position. If the trial period is not satisfactorily completed, the employee/volunteer will be reinstated in a position at the same level as his former position.

Employee/volunteer Termination Rules:-

1.9 Prohibition on Outside Employment and/or Engagement

Full-time regular employee/volunteers of NETWORK AID AFRICA are not allowed to undertake permanent outside employment. However, volunteers, interns can.

1.10 Termination of Employment

1.10.1 Conditions for Termination

Employee/volunteers shall lose their jobs under any of the following conditions: -

(1) Voluntary Resignation

- i. Personnel wishing to resign from post may do so by giving a resignation letter to the Chief Country Coordinator/Country Coordinator or Line Coordinator stating the reasons for resignation and effective date of the same. One month of prior notice is required for such resignations. Failing to adhere attract no severance pay.
- ii. The date in which the resignation letter is received at the office is considered the date on which notice of resignation is given. Failure to provide sufficient notice may be ground for forfeiture of all accrued employee/volunteer benefits.

(2) Redundancy of the Position

Depending on the nature and volume of its operation, NETWORK AID AFRICA may declare certain positions redundant. Persons occupying those positions will therefore be forced to be separated from the organization with proper notice. While doing so, NETWORK AID AFRICA will give at least 2 months' notice in advance.

(3) Termination with Cause Grounds for employee/volunteer termination is the following:

- i. Continuing inefficiency and gross negligence of duty
- ii. Misuse of office equipment, and other properties
- iii. Fund embezzlement
- iv. Breach of contract and policies
- v. Repeated unauthorized absences and leaves
- vi. Intoxication while on official duties or within office premises
- vii. Unauthorized disclosure of official information
- viii. Personal or private act, attitude or life affect the operation and integrity of Network AID Africa
- ix. Criminal conviction
- x. Rape

(4) Retirement

When an employee/volunteer reaches the age of retirement, according to the country's law, the employment relationship comes to an end. NETWORK AID AFRICA shall notify the employee/volunteer by letter, stating the date the employment terminates. The retiring employee/volunteer shall receive salary/allowance up the date of departure and other allowances such as the Provident Fund, as specified in his/her agreement.

(5) Death

When an employee/volunteer dies, his/her salary and benefits will automatically be paid to his/her legal heirs.



1.10.2 Procedures for Termination and/or Disciplinary Action

- i. NETWORK AID AFRICA will ask the employee/volunteer for a written explanation on the offense deemed committed by the employee/volunteer concerned, identifying the charges against him/her and the particular of the facts relied upon to support it.
- ii. The employee/volunteer is given 3 working days to submit his/her explanations. Based on the written explanations submitted by the employee/volunteer concerned and the strength of evidence presented, NETWORK AID AFRICA may choose to decide on the charges or pursue further investigation of the case. NETWORK AID AFRICA can, shall it feel necessary to, suspend the employee/volunteer in question from duty during the period of investigation subject to the following conditions: -
 - a. Should the employee/volunteer be in a position to tamper with the evidence against him/her.
 - b. Should the employee/volunteer's continuing presence in the organization be deemed inimical to the interest of the organization.

Conflict Management Policy in NETWORK AID AFRICA

1.11 Conflict Management

Management of conflict can be dealt with the head of department within a division among his/her subordinate in a fair, transparent and professional manner. If conflict of interest arose, the head of department shall involve other management employee to manage the conflict and report to the Chief Country Coordinator/Country Coordinator with recommendations.

1.11.1 Conflict Resolution

Whenever a dispute arises among NETWORK AID AFRICA employee, volunteer or intern it shall be resolved in a constructive manner, i.e. the solutions shall lead to positive changes. Employee, volunteer, intern who feel unfairly treated or who have complaints about a situation or about working conditions should notify the Chief Country Coordinator/Country coordinator, Administrative/Human Resource Coordinator or employee/volunteer designated for such purpose immediately.

1.11.2 Employee, Volunteer, Intern Behavior

NETWORK AID AFRICA expects its employee, volunteers, or interns to adopt attitudes and behavior that maintain the good image of the organization. Employee, volunteers or interns shall display an exemplary level of professionalism and integrity. Furthermore, besides the usual rules every good employee, volunteers, interns need to follow (respect, courtesy, punctuality), there are particular procedures of conduct for personnel of the organization which must be observed.

(1) Political Activities

Since NETWORK AID AFRICA is a non-political organization, employee, volunteer, interns shall not participate in activities of a purely political nature on work premises or during working hours. It is also prohibited to use the organization's materials or equipment for these purposes.

(2) Discrimination and Harassment

Under the principles of UN human rights declaration, no employee (volunteer or interns, consultant) man or woman has the right to put pressure on another, make intimate advances, give preferential treatment or show sexual favoritism at work.

(3) Conflict of Interest

To avoid putting themselves in a conflict of interest with the objectives and operations pursued by the organization, employee, volunteers or interns shall respect the following guidelines: -

- i. It is prohibited for any employee/volunteer having confidential information to disclose it without express authorization beforehand.
- ii. It is prohibited to use office property for illegal or unauthorized purposes.
- iii. Employee/volunteers cannot at any time accept a job from another employer if this job interferes with their work schedule and their duties and responsibilities.



- iv. Employee/volunteers shall avoid putting themselves in situations where they may gain profit or derive direct or indirect interest by influencing a contract award.
- v. Employee/volunteers cannot solicit or accept tips, gifts, favors or other forms of gratuities for services rendered or required to be rendered in performing their duties within the organization.

Settling Grievance Policy

1.11.3 Grievances

If an employee/volunteer feels unfairly treated by circumstances that infringe on his/her rights or change his/her employment conditions, he/she should discuss the situation with his/her line coordinator. If, after the matter has been discussed and corrective measures taken, an employee/volunteer feels it has not been satisfactorily settled, he/she can submit a grievance to the Chief Country Coordinator/Country Coordinator, Administrative/Human Resource Coordinator or personnel designated who will discuss and provide appropriate solution. All grievances shall be handled internally because there is no recourse to external mediation or arbitration.

1.12 Performance Evaluation and Skill Training

1.12.1 Performance Evaluation System

The performance evaluation system is a means by which the organization can increase its efficiency and that of its employee/volunteers. The purpose of the system is for the organization to fulfill its mission and vision by attaining its objectives and for employee, volunteers or interns to grow and feel fulfilled through proactive performance supervision. The system enables, among other things, the harmonizing of individual employee, volunteer or intern objectives with those of the organization, the measuring of employee, volunteer or intern potential and work performance and the support of employee, volunteer or intern improvement by working with them on their development needs.

The annual performance evaluation seeks specifically to: -

- i. Promote communication between employee/volunteers and their line coordinator;
- ii. Clarify expectations concerning objectives and performance;
- iii. Improve employee/volunteer performance through on-going monitoring and feedback;
- iv. Assess and reward individual performance;
- v. Allow to express their career aspirations.

The performance evaluation focuses on the individual employee, volunteer or intern in relation to the tasks and responsibilities assigned to him/her. It is not necessarily a comparison of one employee/volunteer's performance with that of another. Thus, the employee/volunteer's work performance is to be assessed in relation to absolute procedures, that is, according to the evaluator's performance criteria and not according to relative procedures.

The performance evaluation also allows the office to assess the quality of human resources in their department or the organization, note important information concerning expectations and need and clarify decisions concerning transfers or work assignments.

Performance Evaluation System Policy for NGOs

1.12.2 Elements of the Performance Evaluation System

A performance evaluation system is composed of three main stages that generally take place over a period of a year: -

(1) Performance planning

The performance planning stage enables employee/volunteers and supervisors to come to an agreement on what is to be accomplished during the year and how it will be carried out. The following procedures and tools are used to facilitate this stage:

a) Job description or list of duties

Each employee/volunteer must have an up-to-date job description defining the purpose of the work and the responsibilities involved.

b) Setting of objectives

For each key responsibility associated with a position, at least one objective should be established for a particular period. The objectives should be clear and quantifiable, and the assessment criteria should be mentioned.



c) Individual action plan

The individual action plan is a planning tool used to specify the steps to be taken to achieve the objectives set beforehand. The action plan should be prepared jointly with the immediate supervisor/line coordinator. It may also involve new initiatives facilitating improved productivity or personal capacity development.

(2) Performance Monitoring and Management

Employee/volunteer performance and productivity should be managed on an on-going basis throughout the year. The following elements, among others, are involved:

a) On-going Supervision

This means taking the time to observe, examine sources of difficulty and seek solutions.

b) Regular Communication

This involves regular exchanges so that employee/volunteers can receive feedback about their performance and receive the necessary supervision.

c) Periodic Evaluation

This involves formal scheduled meetings between an employee/volunteer, volunteer or intern and supervisor to discuss activities carried out, end results and the adjustment of the action plan and objectives, if necessary. A minimum of two meetings every six months is suggested to ensure satisfactory results.

Policy for Annual Performance Evaluation

(3) Annual Performance Evaluation

The annual performance evaluation is the analysis, based on documentation from previous stages of the process, of an employee/volunteer's work record. The evaluation addresses two fundamental questions. The first relates to the past and involves verifying what was accomplished qualitatively and quantitatively during the year. The second relates to the future and consists of identifying means to be considered to ensure the employee/volunteer continues to grow and develop.

The performance evaluation form should include all the sections needed for the evaluation. This includes a section relating to performance evaluation in relation to the objectives established at the outset and in relation to the responsibilities of the position, a section that specifies or targets what is needed for the employee/volunteer's development and finally a section allowing the employee/volunteer and the evaluator to express their comments and affix their respective signatures. The form should also include a performance level classification and a definition of each of these levels.

The annual performance evaluation does not have any financial impact on salaries. It is first and foremost a tool to evaluate the employee/volunteer's performance and take remedial action if necessary.

1.12.3 Skill Training and Professional Development

Depending on available funds, the organization should foster the professional development of its employee/volunteers in order to be as effective as possible in its activities. The training programs chosen should address the actual needs identified and expressed during performance evaluation sessions.

1.13 Legal Bond

As part of the employee/volunteer and organizational development activities, office may at times decide to send a designated employee/volunteer person for trainings and/or further studies both abroad as well as at local level. The office will bear the full/partial costs of the trainings/studies for this. However, the designated employee/volunteer sponsored for the trainings/studies is required to sign a legal bond with the office to work with the organisation after completion of studies and transfer of knowledge.

1.14 Goodwill Ambassadors, Technical Advisory Members

Network AID Africa should maintain a non-administrative structure called the goodwill ambassador and technical advisory. This structure should bear names applicable to the country program i.e. national goodwill ambassador, national technical advisory team



member, however a global goodwill ambassador and global technical advisory team member can be setup as well.

1.14.1 Appointment/Selection: these personalities can be appointed/selected from people deem fit by the organisation by the Country Coordinator with the approval of the Chief Country Coordinator. For global, the appointment/selection is done by the Chief Country Coordinator with the approval of the founder Network AID Africa.

1.14.2 Remuneration: the appointment/selection attracted no salary. however, support cost can be provided to support their activities/functions of the organisation within and out of the country. This may include, transportation, refreshment, accommodation, per diem, travel risk allowance.

1.14.3 Tenure: The tenure of the appointment/selection is prerogative of the Country Coordinator and or the Chief Country Coordinator. However, it should not exceed five years in any given time. Member can be reappointment or not after their tenure elapse.

1.14.3 Termination: the appointment/selection can be terminated by the Country Coordinator and or Chief Country Coordinator when bridge any of the organisation policy, principles, vision, mission or his/her personal action is contrary to the organisation. Found guilty of any criminal activities.

1.15 Legal Representative

Network AID Africa as an institution should work towards ensuring having legal representatives for the organisation and its constituents representing or work with to defend, prosecute, advise, represent the organisation and or constituents within and or outside the country. The legal representatives can either be contractual, retention, or pro-bono.

1.15.1 Appointment/Selection: these personalities can be appointed/selected from people deem fit by the organisation by the Country Coordinator with the approval of the Chief Country Coordinator. For global, the appointment/selection is done by the Chief Country Coordinator with the approval of the founder Network AID Africa.

1.15.2 Remuneration: the pro-bono legal representatives attracted no salary. however, support cost can be provided to support their activities/functions of the organisation within and out of the country. This may include, transportation, refreshment, accommodation, per diem, travel risk allowance. For contractual or retention legal representative the organisation and the legal representative may sign an agreement outline the nature and the cost and other aspect deem necessary.

1.15.3 Tenure: The tenure of the legal representative is prerogative of the Country Coordinator and or the Chief Country Coordinator. However, it should not exceed five years in any given time. The legal representative can be reappointment or not after their tenure elapse.

1.15.3 Termination: the legal representative can be terminated by the Country Coordinator and or Chief Country Coordinator when bridge any of the organisation policy, principles, vision, mission or his/her personal action is contrary to the organisation. Found guilty of any criminal activities.

Approved

Chief Country Coordinator

Date

Signature

