



**African Population and
Health Research Center**

HUMAN RESOURCES POLICIES AND PROCEDURES MANUAL

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I. INTRODUCTION

A. The African Population and Health Research Center

Established in 1995, the African Population and Health Research Center (hereinafter referred to as APHRC or the Center) was founded to become a center of excellence for conducting high quality and policy-relevant research on population and health issues affecting the African continent. The Center is committed to strengthening professional and institutional research capacity on the continent to enable African researchers to participate more fully in defining and implementing a research agenda that addresses these issues.

In accordance with its by-laws and Headquarters Agreement, APHRC possesses full juridical personality and enjoys such privileges and immunities as may be necessary for the exercise of its functions and the fulfillment of its purposes. It is operated as a non-profit autonomous organization, non-political in management, staffing and operations. The Center's headquarters are in Nairobi, Kenya, but it may undertake activities in, and under the terms of agreements with, a number of other countries. It has a West African Regional Office in Dakar, Senegal. Depending on its needs, the Center may also open offices in other countries.

APHRC recognizes its staff as its most valuable asset. It is the aim of the Board of Directors and the Senior Management team to employ the most experienced, innovative and energetic professional and support talent that can be found.

In order to attract such individuals, to retain them and to further develop their talent, the Board and Senior Management intend to establish conditions of employment that are fully competitive with comparable organizations and to provide a working environment that is intellectually stimulating and professionally rewarding.

B. Definitions

1. Base Salary

Base salary is that part of remuneration inclusive of housing allowance, paid in cash, exclusive of all other payments in cash or in kind for allowances, entitlements, benefits, etc. It is stipulated in the letter of appointment or extension and will be reviewed regularly and the staff members concerned informed by letter from the Executive Director or designated authority.

2. Recognized Home Base

The staff member's home base is generally the country that the staff member considers as his/her permanent domicile because of citizenship or permanent residency and that is officially recognized as such in the acceptance form of the letter of appointment.

3. Duty Station

The staff member's duty station is the location, i.e., city and country where the staff member is posted and ordinarily works.

4. Regular Staff

Staff members holding full-time appointments of one year or more are considered regular staff members.

5. Part-time/temporary Staff

Part-time staff members are persons employed for fewer hours than normally assigned to the position in question or for fixed terms of less than one year.

6. Internationally-recruited Positions (IRP)

Positions that require selection from worldwide competition are termed internationally-recruited positions. Regular staff members holding such positions are entitled to certain additional allowances as stipulated in this manual. Normally, these are professional staff at Post-doctoral level, Associate Research Scientist, Research Scientist, Senior Research Scientist and above or their equivalent.

7. Nationally-recruited Positions (NRP)

Positions for which selection results from local competition within the country of posting, following local custom and law, are termed nationally-recruited positions. This group includes both professional and support staff as outlined in the Center's position classification system.

8. Authorized Dependents

A staff member's authorized dependents include a legal spouse, and unmarried biological, adopted and step children. Eligibility under these policies is limited to only one legal spouse. Step children are included provided the said children are living with and dependent on the staff member, and the spouse of the staff member (parent of the children) has legal custody over them. Legally-adopted children will also be treated as authorized dependents. All children are considered dependents until their 21st birthday. Staff will be required to provide legal documents that show proof of dependents.

The total number of dependents covered by the benefits described in this manual, with the exception of the education allowance, shall be limited to five (four children and one spouse). The education allowance will be limited to four children. Staff members with more than four dependent children will communicate to the human resources office the names of the children they wish to enroll as their official dependents. These cannot be replaced. Replacement of spouse is permissible only in cases of remarriage following divorce or widowhood with full official documentation of the changes.

C. Purpose of this Manual

The human resources policies contained in this manual set out the conditions of service and basic rights, duties and obligations of staff members of APHRC as approved by the Board of Directors. They are designed to be fair to all those concerned and to encourage staff members to take a sincere interest and pride in the Center and its program of work. The Executive Director will issue such additional procedures consistent with these policies as may be required or considered necessary.

APHRC's policies and procedures are subject to the limitations of agreements with, as well as the laws, rules, decrees, legal notices and usage of the Republic of Kenya, Senegal and other countries within whose borders the Center operates. The Center is also subject to the contract provisions and funding decisions of its donors and the constraints of its 501(c)3 status in the USA. APHRC's Board reserves the right to act on such considerations and change its policies and procedures accordingly.

In proposing such changes for Board review, the Executive Director will consult with relevant staff members and give due consideration to their comments and advice. Changes approved by the Board will be reported promptly and the manual updated periodically.

Under extraordinary circumstances, such as a severe financial crisis, any of the policies in this manual, except those required by law, may be suspended at the discretion of the Executive Director with approval from the Board.

D. Effective Area

This manual is in effect throughout APHRC, both at its headquarters in Nairobi, Kenya, and at other locations in Africa subject to local law and custom.

E. Application to Staff

The provisions of this manual apply to regular staff members holding fixed-term appointments. Other personnel appointed on a temporary or part-time basis shall be subject only to the provisions of this manual that may be specified in their contract of employment.

Unless specifically permitted in a stipulated human resources policy, entitlements set forth in this manual may *not* be accumulated, transferred to another individual, converted to or added to another entitlement or paid in cash or kind. An entitlement not used as set forth in this manual is, therefore, lost and cannot be reclaimed. Under exceptional circumstances, the Executive Director may at his/her discretion make exceptions to this regulation. Such decisions once made shall be final and binding.

F. Employment Policy

It is the commitment of the APHRC to be fair and impartial in all its relations with its employees and applicants for employment.

In all matters affecting, but not limited to, recruitment, employment, upgrading, transfer, layoff, termination, rates of pay and other forms of compensation, promotion, training, salary administration, performance appraisal, and disciplinary action, the Center will take action to ensure that all employees, regardless of gender, nationality, ethnic origin, religion, disability status, political beliefs or any other form of personal identity will be afforded equal opportunity.

The commitment of the Board and Senior Management to these policies applies uniformly to all levels of employees at the Center and must be made clear to both employees and outsiders by the Center's practices as well as its policies.

II. RESPONSIBILITIES

A. APHRC Responsibilities

APHRC, its Board of Directors and Management, undertake to provide a working environment that will permit staff members to achieve the highest level of personal and institutional performance. APHRC seeks at all times to:

- provide fair and equitable treatment to all staff members within the Center, and comparable to that of similar institutions;
- encourage and provide opportunities for personal growth and advancement;
- discourage discrimination in every form in employment and in its programs;
- provide a healthy, safe and well-equipped working environment; and
- promote staff participation in decisions and actions that concern or affect them.

Staff at all levels are invited to consult with the Head of Human Resources on any questions, issues or concerns they may have about policies outlined in this manual as well as about any working conditions or personal concerns that may make it difficult for them to enjoy a pleasant and productive working environment.

B. Staff Conduct and Responsibilities

1. General

In accepting a Center appointment, staff members signify their intention to abide by APHRC's policies and procedures and to accept the responsibilities set forth in this manual, a copy of which will be provided to all staff members. All employees will be required to sign an undertaking to having read, understood and agreed to abide by the provisions contained in the manual. They shall at all times discharge their duties with efficiency, diligence and fidelity and work honestly and conscientiously for APHRC. These responsibilities and standards of conduct include but are not limited to:

- acknowledging a primary responsibility to the goals of the Center;

- being responsible to the Executive Director and other APHRC authority in the exercise of their functions and respecting lines of reporting;
- treating all colleagues and partners with personal and professional respect and courtesy;
- if involved in a dispute, being willing to discuss and manage conflict in an open, approachable and honest manner with a goal of reaching resolution;
- respecting the property of the Center, using it economically and only for official purposes;
- respecting the laws of the country in which they are posted;
- avoiding activities and making public announcements incompatible with their duties at APHRC or detrimental to the Center's interests; and
- respecting personal and professional confidentiality and exercising discretion in all matters of official business.

APHRC staff members shall at all times keep confidential and shall not make public any confidential information known to them by virtue of their APHRC position nor shall they use such information for personal advantage or gain. These obligations shall continue upon leaving the Center. Staff members should consult with the Executive Director (or his/her designate) before accepting professional speaking engagements so that potential personal and official conflicts in the release of APHRC perspectives on issues of concern are avoided.

In addition, staff members shall not engage in any political activity that is inconsistent with or might detract from the independence and impartiality required by their status as employees of the Center.

2. Abuse of Substance

The use, manufacture, distribution, dispensing or possession of illegal and/or controlled substances on its premises or at APHRC sponsored functions is strictly prohibited. If it is determined that an employee is abusing drugs, the Executive Director will advise the said staff member to seek medical help. In the event that such an employee does not heed this advice, the employee shall be liable to summary dismissal. Continued employment will be contingent upon verification that a treatment plan is being followed, including periodic substance abuse testing. Refusal to follow the treatment plan or submit to drug testing will result in termination of employment. Employees convicted on a drug related charge will be terminated from employment.

- a. **Alcohol:** No alcohol is to be consumed at the APHRC offices at any time unless it is served as part of an official function. In addition, employees shall not report to work under the influence of controlled substances or alcohol.
- b. **Tobacco:**
 - i. **Smoking:** - Smoking is not permitted within the office or while riding in a company vehicle. Smoking breaks are to be kept to a minimum and should be taken at the designated smoking area. The time used for such breaks shall be made up by the employee.

- ii. **Chewing:** Chewing tobacco or similar substances is prohibited in the office or while riding in a company vehicle.

Employees shall respect similar rules of places they visit while conducting APHRC business. This policy applies equally to all employees, consultants, volunteers and visitors.

3. Dressing and Personal Appearance

The public image and professionalism of any organization are often judged by the appearance of its staff. Whilst the Center does not have a defined/prescribed formal dress code, all employees are expected to present a neat, clean and professional appearance and to dress according to the requirements of their positions. Slippers, sweat pants, etc are not to be worn to the office except on weekends, holidays and after-office-hours.

All employees should make a decision about appearance and dress code based on the specific demands and meeting schedules for each day. If there are any questions as to what constitutes appropriate attire, they should be addressed to the supervisor.

4. Contact Information

Every employee must notify APHRC's Head of Human Resources of his/her correct residential address and telephone number on joining the company, and immediately notify the said officer of any change.

5. Emergency/Next-of-Kin Contact Information

All employees will be required to provide APHRC's Head of Human Resources with the names and contact information of at least two (2) people as his/her next of kin, and to notify the said officer of any changes whenever these occur.

C. Workplace HIV/AIDS Policy

The African Population & Health Research Center recognizes its responsibility to provide a safe and healthy work environment for all employees, to protect human rights and give moral support in the event of an employee becoming infected with Human Immunodeficiency Virus (HIV) or developing Acquired Immune Deficiency Syndrome (AIDS). Consequently, APHRC has developed policies regarding HIV/AIDS in the workplace (available as a separate document). In summary:

- The Center does not include HIV/AIDS testing as a component of pre-employment health screening.
- The Center treats all employees on an equal and non-discriminatory manner, including its procedures related to job application, hiring, advancement, and discharge, training and other privileges of employment.
- The Center encourages employees living with HIV/AIDS to continue working provided they comply with accepted work performance standards and recognized

medical authorities indicate that their condition and presence in the workplace does not threaten themselves or other employees.

- The Center keeps all medical information, insurance records, and related information in strict confidence. An employee living with HIV/AIDS is not required to inform the Center, except at his/her own discretion.
- The Center will support, as needed, efforts to educate, orient and train employees in order to provide them with adequate awareness and information concerning HIV/AIDS.
- When required, the Center will provide employees with information and referral to appropriate organizations that offer supportive services.

More details are contained in the Center's HIV/AIDS Policy Manual.

D. Harassment and Discrimination

It is the policy of APHRC's Board and Senior Management that all staff members should be able to enjoy a working environment free from all forms of harassment and discrimination, whether on the basis of gender, nationality, ethnic origin, religion, disability status, political beliefs or any other form of personal identity.

Accordingly, APHRC and its Board prohibits any action or conduct by any staff member, male or female, that reasonably could be viewed as harassment of any form including sexual. Sexual harassment is defined as unreciprocated and unwelcome comments, gestures or physical conduct of a sexual nature that are found personally offensive and that might create an intimidating working environment. It includes the transmittal or displaying of sexually offensive materials.

Any staff member who encounters any incidence of discrimination or harassment is encouraged to report this immediately to the Safeguarding Manager/ Focal Point, staff member's supervisor, the Head of Human Resources, Unit Head, the counsellors on the Employee Assistance Program or any other established reporting mechanism as outlined in the Safeguarding Policy. It will be the immediate responsibility of that individual to clarify the circumstances with the complainant and at the minimum report to the Safeguarding Manager who will set up an investigatory committee and proceed with resolution as outlined in the Policy on Safeguarding. .

All appropriate steps will be taken to ensure that no staff member suffers retribution for reporting an instance of harassment or discrimination to APHRC authority.

The Center's expectation of providing a workplace free of harassment extends to vendors, contractors and volunteers.

Any person who knowingly files a false allegation of sexual or other unlawful harassment will be subject to disciplinary action, up to and including termination of employment.

More details are contained in the Center's Safeguarding Policy

E. Outside Interests

APHRC staff members must avoid active association with the management of, or holding financial interest in, any business concern if it is possible for the staff member or a member of the immediate family to benefit from such association by reason of the staff member's official position with APHRC. The mere holding of minority shares in a public company does not constitute a conflict of interest in this context.

Staff members who feel that any of their outside interests may be potentially in conflict with those of the Center should disclose these outside interests to their immediate supervisor who will then bring the information to the attention of the Executive Director. The supervisor and the Executive Director will take the necessary action to shield the staff member from potential conflict.

F. Outside Employment

APHRC staff members may not engage in any consultancy or outside employment without the prior approval of the Executive Director. When an outside assignment is related to the work of the Center, and it is in APHRC's interest to have the staff member undertake the assignment, the Executive Director will establish the conditions under which the assignment may be accepted.

G. Honoraria, Gifts and Courtesies

Staff members are expected to declare to the Executive Director any honoraria, cash awards, honors, decorations, favors or gifts of an estimated value equal to or greater than US\$ 50 from any individual or organization related to APHRC and where it is impossible to decline the gift. Failure to declare may result in disciplinary action that may involve return of the value to the Center.

H. Center Publications

It is vital to the external image of APHRC that all material appearing in journals or other publications distributed to the public be of an appropriate standard and should not put the Center's image in disrepute. Accordingly, all material prepared for publication must be internally reviewed and approved before it is submitted. Reference is made here to the Research Governance Framework that also covers issues of authorship equity.

I. Copyrights, Patents and Royalties

All intellectual property rights, including title, copyright, royalties and patent rights accruing from a staff member's work at APHRC belong to the Center. Staff members must respect the conditions of agreements entered into by APHRC. Each staff member will sign an agreement upon appointment detailing these obligations. Staff members who believe that aspects of their work may be copyrighted or patented should discuss this with the Executive Director. The publication and patent policy of the Center is approved by the Board and is as follows:

“The Board of Directors of APHRC wishes to ensure that the findings accruing to the program of research of the Center, and of such other programs as the Center may be associated with as a grantor, grantee or collaborator, shall be of maximum public benefit. In furtherance of this interest, the Board has established the policy to retain for itself the proprietary rights to such discoveries, including the right to determine that the discovery shall be yielded into the public domain through disclosure, or to take out any copyright or patent in such work which enhances the possibility of achieving APHRC’s mandate either directly, or through provision of additional financial resources. In furtherance of this policy, all persons whose work is financed in part or whole by funds under the jurisdiction of the Board shall, as a condition of receiving such support, waive rights to such findings, without the prior requirement that such be determined to be patentable, by affixing their signature to one of the following agreements, whichever shall be most applicable:

- a. It is agreed that findings accruing to research funded in whole or in part by APHRC shall be utilized to maximum public benefit. Such research findings shall therefore be notified in writing to the Executive Director of APHRC. APHRC shall share property rights in the subject matter of such findings in the proportion equivalent to the amount which the APHRC investment bears to the total effort. This amount shall be determined by mutual agreement between APHRC and the collaborator. In the event of conflict, the determination shall be made by a mutually agreed expert in the subject area.
- b. Any data, research findings, information or discoveries made by any person whose partial or total salary is paid by APHRC and accruing in any way from the employment by APHRC or use of facilities or funds made available by APHRC become the sole property of APHRC, unless special exemption is obtained from the Executive Director. The obligation to obtain exemption does not cease upon separation from APHRC”.

Dependent upon the needs of the Center, and upon the advice of the Executive Director, the Board may institute a different, or make revisions to, the Center’s Policy on Intellectual Property Rights. All changes and/or revisions made would be communicated to the staff member(s) concerned. Until such time a revised standalone policy is formulated, the above basic rules will apply.

J. Discipline

Disciplinary measures may be imposed by the Executive Leadership Team (ELT) for unsatisfactory conduct of a staff member through any violation of the responsibilities stipulated in this manual, or the disregard of any obligation to APHRC. In such an event, the provisions of the section of this manual dealing with grievances and appeals shall apply.

In order of severity, disciplinary measures that may be imposed by ELT shall comprise verbal censure, written censure, suspension with or without pay, demotion or dismissal with or without a notice period at the sole discretion of APHRC. Any such measures shall be taken only with written advice to the staff member and shall be placed in the staff file at the time.

A full inquiry will be conducted on behalf of ELT before any disciplinary measure is imposed. Pending the inquiry, ELT may suspend a staff member from duty with pay, without prejudice

to the rights of the staff member. Suspension while investigations are going on will be for a maximum period of three months.

Amongst others, the following matters may amount to gross misconduct so as to justify the summary dismissal of an employee for lawful cause:

- If, without leave or other lawful cause, an employee is absent from the place proper and appointed for the performance of their work;
- If, during working hours, by reason of being intoxicated, an employee becomes unwilling or incapable of properly performing the assigned duties or work;
- If an employee willfully neglects to perform any work which it was his/her duty to have performed, or if he/she carelessly and improperly performs any work which from its nature was his/her duty, under his/her contract, to have performed carefully and properly;
- If an employee uses abusive or insulting language, or behaves in a manner insulting, to his/her employer or to a person placed in authority over him/her by his/her employer. This will include assault or intimidation of other staff members;
- If an employee knowingly fails or refuses to obey a lawful and proper command which it was within the scope of his/her duty to obey, issued by his/her superior;
- If, in the lawful exercise of any power of arrest given by or under any written law, an employee is arrested for a cognizable offense punishable by imprisonment and is not within fourteen (14) days either released on bail or bond or otherwise lawfully set at liberty;
- If an employee commits, or on reasonable and sufficient grounds is suspected of having committed, a criminal offense against or to the substantial detriment of his/her employer or his/her property. This includes fraud, dishonesty, theft, sabotage, willful damage to APHRC property, etc.;
- If an employee commits or is involved in actions that bring APHRC into disrepute;
- If an employee gives false information in respect of his/her educational qualifications or experience to obtain employment in APHRC;
- If an employee engineers, participates or incites other employees to participate in an unlawful strike;
- If an employee violates the provisions of any other APHRC policy.

III. OPERATIONAL ACTIVITIES

A. Hours of Work

1. Professional Staff

APHRC's headquarters and all duty stations elsewhere open and operate on published schedules that adhere to the customs and practices of the specific location. Normal hours of work at the Nairobi headquarters are 8.00 am to 5.00 pm Monday through Friday, i.e., 40 hours per week excluding a one-hour lunch break per day. With the approval of the staff member's supervisor, individuals may be granted the privilege of adjusting their work hours.

Such approved flexi-hours will be communicated to all Center staff members dependent on, or impacted by, the staff member's work by the immediate supervisor. To facilitate staff interaction, however, it is expected that staff will be available during a core period of 10 AM to 4 PM. It is also recognized that scientific research and other similar activities cannot be conducted according to a rigid schedule. Nursing mothers will be allowed one hour per day i.e to work 35 hours per week (excluding lunch hour) until the baby turns six months old.

All staff members are expected to devote the time and energy necessary to fulfill the requirements of their appointment. Although this may require work outside of normal hours, APHRC does not expect this of staff members routinely. Professional staff members, whether internationally or nationally-recruited, will not generally be compensated for work outside normal hours. However, at the discretion of the immediate supervisor, time-off may be granted in lieu, in cases when prolonged work outside of normal hours is required.

2. Support Staff

Normal office hours are 8.00 am to 5.00 pm Monday through Friday and Saturday 8.00 am – 1.00 pm, i.e., 45 hours per week plus a one-hour lunch break per day from Monday through Friday. However, those working in the field may work different hours spread over six days a week in line with viable working schedules and in particular reference to the availability of respondents for ongoing studies. Field staff will be expected to work odd hours including weekends. Field as well as part-time staff are expected to report to the field office or to their supervisor anytime they are not working during their normally assigned hours of work.

Support staff members who work for more than 52 hours in a week or more than five hours on a day that is not a working day may be given a compensatory day off by their supervisor. In some cases, and with prior approval, overtime pay may be authorized.

All staff are expected to observe punctuality and to avoid absenteeism. If for a reasonable cause a staff member is to come late, or be absent, adequate notice should be given and appropriate leave forms should be filled in and approved by their supervisor.

B. Time Sheets

Internationally- and nationally-recruited professional staff members are required to submit monthly time sheets which must show the actual number of hours worked each month as well as holidays, vacation, sick leaves and leaves of absence.

Time reported must be an accurate accounting of hours actually worked and the projects to which the hours are to be billed.

The staff member is responsible for the accuracy of the time sheets. The supervisor's signature verifies that the time recorded is approved.

For staff working in projects where timesheets are required, salary payments will be subject to timely submission of timesheets.

C. Human Resources Files

An official record of each APHRC employee will be maintained by the Head of Human Resources. At a minimum, the file will contain: the date of employment, initial salary, dates and amounts of changes in compensation, curriculum vitae, job descriptions, letters of appointment, employee contact information, references, emergency and next-of-kin information, etc.

All staff members should provide the Head of Human Resources with the following details within the first month of reporting:

- Copies of identity cards/passports;
- Two passport size photographs;
- Emergency and next of kin information;
- Copies of National Social Security Fund Cards;
- Copies of PIN certificates;
- Copies of National Hospital Insurance Fund cards/numbers;
- Copies of academic/professional certificates; and
- Copy of updated CVs.

Employees may submit letters of commendation, certificates of training or other acknowledgements of achievement for inclusion in their personnel files.

Human resources files are confidential documents belonging to the Center and are normally accessible only to the employee, (on request and approval), the immediate supervisor, Head of Human Resources and the Executive Director. Some documents therein are not accessible to the employee. Others who have access to personnel files are legal and governmental authorities who will be required to present subpoenas/court orders or summons or other appropriate documentation. In such instances, only the Senior Management may deal with such governmental authorities.

An employee may request to review his/her personnel file by making a written request to the Executive Director (who may require that the employee concerned specify reasons for the request). The request letter and the Executive Director's approval will also become part of the employee file records. Copies of records, forms or other documents may be made only with the approval of the Executive Director. Personnel files may only be reviewed in the office of the Head of Human Resources and may not be removed from the APHRC office.

D. Filing

The Director of Operation's or his/her designate will be responsible for all incoming mail, making and distributing necessary copies.

Each project is to have a file in the Director of Operation's office or the designated staff with all original materials (proposal, budget, communications with donors, partners, etc.). The

Director of Operations should keep in a central file all correspondence with donors. The Project Manager should also have personal files with copies.

Electronic copies of all such communications (proposals, budgets, letters, reports, etc) are to be posted into the network. Any amendments are to be posted by the Project Manager and copied to the Director of Operations.

E. Health, Safety and Security

While it is APHRC's intent to provide a safe and healthy environment, employees should use reasonable care and judgment in performing their jobs. Every case of employee illness or injury occurring on APHRC's premises is to be brought to the attention of the Head of Human Resources and the Executive Director so that proper treatment as well as insurance and benefits procedures can be promptly initiated.

APHRC shall also have on-site a first-aid kit.

Employees shall neither permit unauthorized persons to enter the office at any time, nor disclose office patterns, procedures or restricted information that would jeopardize the safety of co-workers or company resources. All visitors, including family members of the staff, should be accompanied at all times by the relevant staff member.

The Center shall have prominently displayed in its offices literature on fire drills, fire escape routes and other emergency office evacuation procedures. All employees will be encouraged to familiarize themselves with these procedures and to observe them in the event of such an emergency arising.

Employees shall support the security of the office by ensuring that all windows, desk drawers, cupboards, files and doors are locked when not occupying the office.

Sensitive documents are to be stored in lockable files/drawers.

Duplicate copies of all keys are to be given to the Facilities Manager. Such keys shall not be duplicated further (except with the authorization of the Head of Human Resources or the Executive Director) or made available for use by other individuals who are not in the current employment of the Center.

Employees are to promptly report, to the Head of Human Resources, any unsafe, or inappropriate conditions that may pose a danger to APHRC employees so that defects may be repaired/corrected in a timely fashion.

Employees are expected to exercise due diligence and to protect the Center's assets/resources, office interior and exterior, including the floors, walls, woodwork, common and other areas. This includes using the assets/resources properly and protecting them from potential hazards, including theft. Careless, negligent, or unsafe use of equipment, supplies or any other resource may result in disciplinary action, up to and including termination of employment.

APHRC's insurance shall not cover loss of or damage to personal property. While APHRC will provide space for the temporary storage of personal property/articles, it cannot assume responsibility for theft or loss.

APHRC purchases and licenses the use of various computer software for business purposes and does not own the copyrights to these software or the related documentation. Unless authorized by the software developer, APHRC does not have the right to reproduce such software for use on more than one computer. Employees may only use software on local area networks or on multiple machines according to the software license agreement. APHRC prohibits the illegal duplication of software and its related documentation.

F. Official Holidays

Staff members are entitled to the national holidays of the country in which they are posted and to those local holidays in the city or town in which the duty station is located.

These will be synchronized with the holiday schedule for government offices. Holidays falling on Saturday/Sunday will be brought forward only when government offices observe the same. The Head of Human Resources will issue, at the beginning of each year, a schedule of recognized holidays at headquarters for the whole year. Where there is a holiday falling on a weekend that needs to be brought forward, he/she will circulate a notice to all staff.

At another duty station, the officer-in-charge will issue the holiday schedule with the approval of the Executive Director.

Internationally-recruited staff members may substitute one or more of their traditional holidays for published local holidays, with the exception of the New Year and Christmas holidays, when the offices will be closed. There should be prior agreement of such substitution with the immediate supervisor.

National/religious holidays falling within the time that a staff member is on leave will not be counted as leave days for the employee.

G. Social Events

From time to time, Senior Management will organize social events to encourage staff members to interact on an informal basis.

H. Newcomers to APHRC Staff

All newly appointed APHRC staff members will be offered an orientation program by senior members of the staff and/or the Head of Human Resources. In addition, a "buddy" will be assigned (by the Head of Human Resources) to assist the newcomer to settle in and understand the APHRC culture and office procedures. In the case of internationally-recruited staff members, the buddy will, preferably, be a Kenyan who can also assist with language and the

special concerns of the staff member and his/her family that are associated with living and settling in an unfamiliar country and society.

I. Visitors to the Center

The Director of Operations or his/her designate should be advised of visitors expected and provided with relevant supporting documents (copies of passport, permanent home address, three passport size photographs), at least two months in advance to enable processing of visas on time.

Other arrangements needed with respect to visitors to be advised on time, especially for accommodation, transfers, etc.

IV. RECRUITMENT AND APPOINTMENT

A. Basis for Recruitment

As an international organization, APHRC is committed to maintaining the diversity of its staff in terms of both gender and nationality. The Center believes that such diversity contributes to its intellectual strength and problem-solving capabilities. Efforts to recruit qualified scientists, professionals and support staff members will pay particular attention to attracting women and applicants from diverse ethnic and national backgrounds, while keeping in mind the requirement to select the individual determined to be the best person for the position in question.

The paramount consideration in the appointment, transfer or promotion of staff members shall be the necessity for securing the highest standards of competence, efficiency and integrity. All APHRC positions shall be filled on the basis of merit, appropriate skills and proven performance.

All vacant regular positions will be made known to staff in advance. Announcements of open positions shall be posted on the APHRC website. The posting should last from the time the announcement is prepared for both inside and outside distribution until the closing date for applications. Current APHRC staff members are encouraged to apply for vacancies for which they are suitably qualified.

B. Selection

1. Regular Internationally-recruited Positions

Vacant regular internationally-recruited positions shall be advertised on a worldwide basis and selection made from among both internal and external candidates. The Executive Director or his designate will set the terms of reference and appoint the chair and members of an *ad hoc* search committee for each vacant position. The search committee will normally include the supervisor of the position being recruited and the Head of Human Resources. Nationals of any African country will be given preference for professional positions at APHRC.

2. Regular Nationally-recruited Positions

Vacant regular nationally-recruited positions will be advertised nationally. The Executive Director or his designee will set the terms of reference for the vacant position. A search committee will be appointed to review the qualifications of internal candidates and to make recommendations to the appropriate supervisors for promotions or transfers to vacant positions. The committee will also review the qualifications of external candidates in the event a broader search is required.

3. Temporary and Part-time Staff

The procedures for the selection of temporary and part-time staff members will vary depending on the nature of the proposed assignment.

C. Appointment

1. General

The Executive Director shall appoint all APHRC staff members but may delegate this authority in some cases. The Executive Director shall update the Board on recruitment for positions at the level of Director.

2. Appointment Offer and Acceptance

Offers of appointment to professional positions will be made in writing and signed by the Executive Director. Offers of appointment for support staff will be made in writing and signed by the Human Resources Manager. A copy of this manual will be included with such letters and shall be considered an integral part of the employment contract.

An appointment is not effective until signed by the appointee. Until the signed appointment letter is received by APHRC, it may be rescinded by written notification from the Executive Director.

3. Duration of Appointment

In order to maintain the operational flexibility required by changing budgetary and staffing conditions, appointment to regular positions will normally be for a fixed-term period of employment as set forth in the letter of appointment or extension of appointment.

Regular staff will normally be appointed on a one to three-year contract. Staff on fellowship programs will be appointed for up to two years. Thereafter, such staff members may only remain at APHRC if there is an appropriate vacancy and if they are selected for the position through the standard selection procedures.

Contracts of project specific staff will be tied to the project's life.

4. Probationary Period

All initial regular appointments to professional staff positions require a probationary period of at least six months, three months for appointments to support staff positions, or a period indicated in the letter of appointment. For Senegal, it's one and three months for support and professional staff respectively.

The period may be extended, with the employee's consent, if there were certain extenuating circumstances known to the staff and the supervisor that affected the staff member's ability to deliver. During the probationary period, the appointment may be terminated by either party giving one month or two weeks' notice in writing for professional and support staff positions respectively. Probation does not apply to fellowship positions. No staff will be on probation for more than 12 months.

5. Notice Period

APHRC will normally give regular staff members at least one month's notice of its decision not to renew or terminate an appointment, unless a longer period is specified in the letter of appointment, or is required by local custom. APHRC requires such staff members to give at least one month notice of their intention to leave the Center's employ or the requisite notice as specified in their appointment letters.

In lieu of the notice period, the Executive Director may authorize a non-pensionable payment calculated on the basis of the current base salary, which the staff member would have received had the date of termination been at the end of the notice period.

Failure of APHRC to give the required notice will guarantee payment of salary for one month in lieu of the notice. Staff members must work through the notice period or end of appointment, whichever comes first. If a resignation is submitted without such notice, a deduction will be made from accumulated benefits to cover the remainder of the required notice period. At the sole discretion, and with the approval, of the Executive Director, a staff member may use accumulated vacation leave as part of the notice period.

D. Pre-employment Medical Certification

APHRC is an equal opportunity employer. It does not discriminate on the basis of disability, gender, religion or nationality. All appointments are made on the understanding that the appointee is medically fit to meet in all ways the requirements of the position. All regular internationally and nationally-recruited professional staff appointments are conditional on the appointee providing medical certification as to the state of his/her health and physical capacity on their first day at work and APHRC's acceptance of such certification. New staff are required to obtain medical certification from an approved authority in the country in which s/he is staying. The certificate should be accompanied by print outs from a registered laboratory showing the medical test results. The cost will be borne by the employee.

E. Recruitment of Relatives of Existing Employees

No person shall be denied employment by APHRC by reason only of family relationship with a staff member. However, the appointment of a husband, wife, father, mother, son, daughter, brother or sister to a regular position shall be subject to the normal rules and procedures of employment, i.e., there must be an authorized position open, and the standard selection procedures must be followed. Such relationships must be declared by the existing staff if invited to participate in the recruitment process or as soon as they become aware.

In addition, staff members shall not supervise or be supervised by a related staff member. In the event of staff members marrying while in APHRC's employ, this policy may entail the need for transfer by either or both to another comparable position.

When both the staff member and spouse are employed at APHRC, salary and benefits will be provided under the following rules:

- full base salary to each;
- any allowances, except for additional duties allowances, if applicable, paid only to one staff member and based on the higher salary;
- full life and accidental death & dismemberment insurance for each;
- shared family medical insurance;
- shared home leave; and
- full pension plan contribution for each.

F. Promotion

APHRC seeks to provide its staff with opportunities for professional growth and advancement. At the same time, however, the nature of the Center's work requires that it hire the best qualified individual for each position.

All newly created or newly vacant positions will be announced internally and filled in accordance with the selection procedures described above. Staff members who feel that they are qualified for a higher position or any announced opening are encouraged to take the initiative and apply, especially if the open position represents an opportunity for career advancement. In some instances, high performing staff may be encouraged by their supervisor to apply for promotion.

In the event the terms of reference of a specific position are amended, an evaluation of the position will be conducted to determine if the amendment justifies an upgrade to the next salary level. The incumbent of such a position determined to be at a higher level will be considered for promotion only if his/her overall performance during the immediately preceding two appraisal periods was rated "meets in full the agreed standard set" or better.

The salary of a staff member promoted to a new or amended position will be adjusted to the minimum of the new grade or increased by an appropriate increment.

The Center promotes career development and staff members are encouraged to apply for higher positions in line with its guidelines on promotions, contract renewals and extensions. Staff can apply for promotion after serving for at least one year on their first contract or at least two years after a preceding promotion.

Promotion decisions are based on proven performance and fulfillment of the key requirements for the higher position, specifically academic and/or professional qualifications. Therefore, staff who wish to be promoted must demonstrate their ability to operate at the higher level to which they wish to be promoted. For the avoidance of doubt, APHRC does not promote staff based on the length of stay at the Center or in a particular position.

V. SALARY AND BENEFITS

A. Salary Policy

APHRC establishes and maintains staff salaries at levels designed to attract and retain highly creative and talented staff members at all levels of its operations. Therefore, the Center seeks to provide salaries and benefits that are fully competitive. To ensure this competitiveness, APHRC periodically conducts surveys, utilizing published salary studies and data collected from other research institutions comparable to the Center and reviews its staff salary scales and overall benefits package. Based on these reviews and with the approval of the Board of Directors, APHRC may revise its compensation program and adjust staff salaries accordingly. APHRC positions itself between the 50th and 75th percentile of its market comparators.

If Center funding permits, staff salaries may be adjusted annually to reflect changes in the cost of living indicators in their country of posting.

All staff positions are classified in accordance with the inherent authority and responsibility and of the educational and experience required. Appropriate salary scales are attached to each classification grade. Nationally recruited staff have two categories; that is professional and support staff.

If a staff member's salary reaches the top of the scale grade and the value of the job is stagnant, there will be a wage freeze for him/her until he/she has the requirements for the next level and is ready for more responsibilities.

B. Salary Payment

The salary, pension and allowances for education, hardship, and relocation provided for staff members based in Kenya are quoted and paid in US dollars or Kenya Shillings as decided by the staff on issuance of each contract. All other entitlements are paid in local currency unless specifically indicated otherwise.

The salary as well as all allowances provided for staff members based in other countries are quoted and paid in the currency of the country in which the staff member is posted unless indicated otherwise in the letter of appointment.

All salaries are paid monthly on the last business day of the month. For employees receiving payment by cheque, the Executive Director may authorize early disbursement of the cheque

to compensate for the waiting period imposed by the employees' banks so that funds are available as of the last business day of the month.

C. Cash Advances

Cash advances are normally available only for official travel purposes for all staff members.

No advances will be approved until all outstanding/previous advances have been accounted for. Staff members making several trips closely following one another are encouraged to apply for a single advance adequate to cater for all the trips.

It is critical that staff members collect vouchers for all official expenses incurred. This is important not only to effect reimbursements where applicable, but to have a clear and transparent audit trail. Staff members are advised to note that all advances will be treated as such in the Center's books, i.e., as monies due to the Center. Official expenses incurred will then be charged against such advances, or reimbursed as appropriate. Staff will be expected to have vouchers before they can be reimbursed or before charging of expenses to advances can be approved.

Under special circumstances, expenses may be reimbursed without vouchers. However, this can only be done for expenses not more than US\$15 each, and not exceeding \$100 in aggregate for any one trip.

Staff members are expected to account for travel advances within 72 hours of return and unused advances should be surrendered with the accounting. All monies not refunded after seven days will be deducted from the payroll for the month. The Finance Office will make every effort to reimburse staff members for expenditures beyond the travel advance within seven days.

D. Imprests

Imprests other than travel advances will need to be reviewed and approved by the Project Manager before being submitted to accounts. Unused imprests are to be surrendered with the accounting. No fresh imprests shall be approved before all outstanding ones are accounted for. Unsurrendered imprests are to be recovered from the subsequent payroll.

E. Salary Advances

Salary advances are generally discouraged but, at the discretion of the Head of Finance, will be granted in case of emergency. Maximum allowable advance will be one month's salary. Maximum repayment period is one month, where deductions are made at the end of the month.

Requests are to be submitted to the Head of Finance. No more than 20% of the staff may have outstanding advances at any one point in time.

F. Car Loans

The Center may organize with a bank for the provision of car loans to staff at favorable rates. Where such a facility has been organized, the Center will not make internal arrangements for staff loans but will instead work with the bank to provide loans to the staff. The Center will agree the terms with the bank. In most cases, the repayment period will be pegged to the remaining contract period. Additionally, the loan amount will be dependent on the bank credit assessment process. The car will be jointly owned with the bank until the loan is fully repaid.

G. Host Country Income Taxes

In accordance with APHRC's Headquarters Agreement with the Government of Kenya, all regular internationally-recruited staff members, who work in but are not nationals or permanent residents of Kenya, are normally exempt from the payment of host country income taxes on income derived from their employment with APHRC. The Center's agreements with other countries may provide the same exemption for internationally-recruited staff members.

All nationally-recruited staff members are subject to income tax, and APHRC will withhold such taxes from staff salaries and benefits as required by law. Income tax requirements related to countries where APHRC has staff will be published separately.

H. Home Country Taxes

Internationally-recruited staff members are individually responsible for compliance with the income tax laws of their home countries as they apply to all APHRC-derived income. However, in the event an assignment imposed by the Center obligates a staff member to taxation that would otherwise not be required, APHRC will reimburse the staff member the amount of such tax (but not the amount of any tax levied on the amount of the reimbursement).

I. Employee Insurance Benefit Program

1. General

The benefits described below apply to regular staff members. The benefit package for staff on fellowship positions are outlined in the fellowship appointment letters.

Although APHRC may contract with different firms to provide the following benefits to internationally- and nationally-recruited staff members, it is the policy of the Center to ensure the equity of benefits for all staff members to the extent possible. The details of the insurance coverage are described in the contractors' booklets. Locally managed policies will be provided for nationally-recruited staff members in other locations. APHRC currently covers 100% of the premiums, although the level of Center funding may make it necessary to share some portion of the premiums in the future with staff.

2. Medical Insurance

APHRC will provide medical insurance in the country of posting for the staff member, the spouse and authorized dependent children. The Center may require cost-sharing on premiums or limit level of cover and ask staff who wish to get a higher cover to pay the additional cost.

APHRC is not liable outside the provisions of the insurance carrier.

3. Life Insurance

APHRC will provide a life insurance benefit for each staff member equal to three times the annual salary.

4. Accidental Death and Dismemberment Insurance

APHRC will provide an accidental death and dismemberment policy for the staff member, providing eight times the annual salary in case of death. The details of the insurance coverage for loss of sight or two limbs, loss of one eye or one limb are described in the contractors' booklets.

5. Emergency Medical Evacuation

This coverage provides for emergency medical evacuation in the event that a staff member becomes critically ill or is seriously injured while on duty travel or at a duty station that is outside the staff member's home country or recognized home base. Details are described under the section on duty travel below.

J. Pension

APHRC will contract with an international investment firm to manage a US dollar-denominated pension fund for staff members holding internationally-recruited positions and with a local investment firm to manage a local currency pension fund for staff members holding nationally-recruited positions. Internationally-recruited position staff may also request the Center to contribute to an approved pension scheme.

APHRC will make a contribution to the respective pension fund equivalent to 10% of the staff member's salary. The staff member may make additional voluntary contributions to the fund to the limit stipulated in the law, if they so wish to do so.

All funds deposited by APHRC are invested as instructed by the trustees of the scheme and according to plan options.

The amount is held "in trust" for the staff member for the duration of his/her employment, and becomes the property of the staff member upon termination from the Center and subject

to the vesting rules and the law relating to retirement benefits. In the case of death, the account will become the property of the staff member's designated beneficiary.

APHRC will align the pension administration to the rules of the countries where it has staff. Full details of the pension plans are available in the contractors' booklets which can be obtained from the Head of Human Resources. Country specific details that align to regulatory requirements are provided separately in each office. APHRC does not provide pension benefits to staff on fellowship positions.

K. Additional Benefits Imposed by Law

APHRC benefits are in most cases more generous than the legal requirements in the countries it operates. APHRC will provide additional benefits not outlined in this manual or different methods of application as long as these have legally been imposed by the governments in the various countries it operates.

VI. ALLOWANCES AND OTHER BENEFITS FOR IRP AND NRP I-II STAFF MEMBERS

A. General

Internationally-recruited Positions (IRP) refers to Post-doctoral fellows, Associate Research Scientists, Research Scientists, Senior Research Scientists and above or their equivalents. IRP members are provided with several allowances in either US dollars or local currency to assist them in establishing themselves and their dependents and adjusting to living conditions in their country of posting.

Salaries of all staff members incorporate allowances for housing. Consequently, the Center does not provide housing allowances to staff whether internationally or nationally recruited.

B. Education Allowance

APHRC provides assistance to IRP Grades I-VI and NRP Grade I-II with the education of their dependent children enrolled in school from age four through secondary education. Staff members are eligible to receive this allowance for up to four children. The allowance is limited to reimbursement of authorized costs per child per calendar year of up to US\$7,500 for IRP grade I-V, US\$5,000 for IRP Grade VI and US\$2,500 for NRP Grade I-II. The authorized costs include admission fees, regular tuition, required books, laboratory fees, examination fees, school-provided local transportation, board and room charges, airfare to city of schooling (one round trip per year) from host country, and all normal non-optional curricular and other activities. For all categories the reimbursement will be 100% of actual expenses up to the set limits on submission of original receipts. Any costs not incurred through the school are not admissible. Receipts submitted more than two month after the past calendar year will not be honored. School fees will be paid per term. Education allowance for local staff will be subject to applicable taxes.

Where airfare is also provided, it is expected that one of these trips will be coordinated with the family's home leave.

In the case of children with special educational needs an additional entitlement may be approved by the Executive Director.

APHRC does not provide education assistance beyond secondary school, except that dependent children enrolled in a post-secondary educational institution for courses running for at least two years, and not residing at the duty station, are entitled to one round trip each year between duty station and city of schooling by the most direct routing. This entitlement is not in addition to home leave if the dependent also qualifies for home leave.

C. Home Leave Travel

If posted to a duty station outside their recognized home base, staff members holding contracts of three years are entitled to home leave travel once every two years. Those who have completed a minimum of eighteen months service since joining APHRC or one year since returning from a prior home leave are entitled to home leave travel for self and each authorized dependent provided that upon return they have at least six additional months of service on their appointment. In case the spouse of the staff is also employed at the Center, home leave will be given to only one spouse.

The home leave travel entitlement is a round trip economy air ticket between duty station and home base by the most direct routing, plus reimbursement for related ground transportation and 10kgs of excess baggage for each authorized traveler. The excess baggage allowance can be used to cover unaccompanied baggage, provided the total cost of the excess baggage allowance is not exceeded.

To claim this entitlement, staff members must spend seven days at their designated home base. Upon request, the Executive Director will authorize home leave travel to the established home of the staff member's spouse every second home leave trip.

Staff members may opt to make their own travel arrangements. In this case, a lump sum payment equivalent to the airfares only will be paid by APHRC. Staff members opting for this provision must still spend at least seven days at the designated home base.

In the event a staff member requests home leave vacation time while on duty travel to his/her home country, the duty travel substitutes for any separate entitlement to APHRC-paid home leave travel.

D. Hardship Allowance

A hardship allowance may be provided to staff members posted at specified locations deemed by Senior Management to present difficult living conditions. No such allowance will be payable at the headquarters in Nairobi. The United Nations system for determining hardship allowances may be used as a guide, and instructions for implementation of the allowance will be issued by the Executive Director.

E. Relocation Allowance

The relocation allowance is a payment made each time a staff member changes duty station, including first appointment as per Section XI. It is designed to cover the costs of shipping household goods and personal effects. A non-accountable amount is paid at the maximum allowable rate for the staff member and for each accompanying dependent. Allowable limits will be specified in the letter of appointment.

Staff members who resign before completing their first contracts will be required to reimburse in-relocation allowance. APHRC does not provide out-relocation allowance.

VII. LEAVE

A. Vacation Leave

Regular staff members accumulate paid vacation leave at the rate of two working days per month of service. Leave plans will be approved by the immediate supervisor, with due regard to work schedules and the individual staff member's requirements. One part of the annual leave should include at least two uninterrupted working weeks.

A maximum of 36 days may be accumulated. Days over 36 are lost as of 31 December of each year unless retention is approved by the Executive Director, when leave was not approved because of APHRC's work schedule.

Upon separation, any earned but unused days up to a maximum of 36 days will be paid in a lump sum.

B. Medical/Sick Leave

Regular staff members are entitled to up to 12 working days of paid medical/sick absence in any 12-month period. All medical/sick leaves of over one day must be supported by a physician's certification of illness.

Medical/sick leave may be accumulated without limitation; however, it is not convertible to cash or additional leave at separation.

A staff member unable to work because of an accident or illness accepted by APHRC as work-related, will be granted short-term disability paid leave at full pay to a total of six months, including use of all medical leave credits.

C. Maternity and Paternity Leave

Female staff members are entitled to paid maternity leave of three calendar months. The staff member will not forfeit her vacation leave entitlement for that year.

Female staff members are equally entitled to paid maternity leave of three calendar months in the event that they lose their baby after 28 weeks.

Male staff members are entitled to paid paternity leave of ten working days for each delivery by their spouse/partner, which must be taken within one month following delivery. Paternity leave is only applicable to staff whose APHRC-recognized wife delivers a baby.

Both male and female staff members are entitled to paid parental leave of one month for each instance of adoption of a child. The adoption leave may be taken once the parent receives foster papers.

Such parental leave will be granted up to four times during the tenure of each individual staff member.

A staff member who is granted maternity leave as set forth above, and who resumes her employment upon the expiration of maternity leave, shall be guaranteed reinstatement at the same level occupied at the time she commenced maternity leave.

A staff member wishing to stay away from work for longer than the stipulated period in order to care for the infant may apply for special leave without pay if no vacation leave credit is available, provided that upon return they have at least six additional months of service on their appointment. Provided the total absence does not exceed six months, APHRC will reinstate the staff member upon return from such extended leave in the same position occupied at the time she commenced maternity leave, or in a comparable position with salary and benefits equivalent to those to which she was entitled at the beginning of maternity leave.

D. Compassionate/Special Leave

All staff members are entitled to up to five working days of paid leave in the event of the death of an immediate member of the staff member's family (spouse, parents, parents-in-law, and child). All time over the five days must be charged to vacation leave or leave without pay.

Internationally-recruited staff members serving outside their home country will, in addition, be provided one round trip economy air ticket between the duty station and the stricken family member by the most direct routing, not to exceed the cost between duty station and home base. This entitlement may be used either by the staff member or the spouse.

E. Leave without Pay (LWOP)

Staff members may request leave without pay, generally not to exceed two months, in the event of a personal situation for which no other leave or leave credit is available, provided that upon return they have at least six additional months of service on their appointment.

When approved by the Executive Director in writing, base salary at the rate in effect at the time of leave will be deducted for each day away from work.

During the period of leave without pay, the pension contributions will cease, but the insurance plans will be continued for up to two months. Should the leave extend, with the approval of the Executive Director in writing, beyond two months, all other allowances will cease, and the staff member will be billed if the insurance plans are to be continued.

Staff on visiting scholar programs may be granted up to twelve months of leave without pay. Other conditions of LWOP apply to them.

APHRC will provide additional leave of any kind or of more days not outlined in this manual as long as these have legally been imposed by the governments in the various countries it operates.

VIII. STAFF DEVELOPMENT

A. Performance Management and Appraisal

Every staff member will have his/her work performance and contribution towards APHRC's objectives evaluated annually or when considered appropriate. Salary increases and promotion will be based primarily on an individual maintaining a high level of on-the-job performance and contribution to the Center's endeavors. Normal satisfactory performance will render a staff member eligible for a modest annual salary increment within the salary scale, with additional increments for performance that exceeds this requirement. Staff members may receive any across-the-board salary increase that is authorized by the Board for staff members in their category, pro-rated as per the number of months they have been in appointment during the previous year.

The first step of the performance management and appraisal process is the drafting of an annual work plan by the staff member and supervisor. The plan will include objective indicators of satisfactory performance that will be the basis for the staff member's subsequent evaluation. All evaluations will be reviewed by the next level of supervision and by the Head of Human Resources to ensure equitable balance across the Center. Staff members are encouraged to comment on their evaluations, to participate in identifying ways to improve their skills and performance and to evaluate their supervisors.

B. Skills Enhancement

APHRC wishes to encourage all staff members both to maintain and add to their ability to master the skills required in the position they currently hold or to which they might next be assigned. Therefore, the Division Director or his/her designate will entertain requests from staff members, supported by their supervisors, to attend work-related, short-term training courses, as well as conferences relevant to the staff member's profession.

Approval of such requests by the Executive Director or his designate will be based on the needs and priorities of APHRC as well as on the staff member's past performance.

C. Professional Associations

APHRC will reimburse internationally- and nationally-recruited professional staff members for dues for up to two professional associations that have direct relevance to the staff member's profession and assignment with APHRC. The Center will only meet the normal cost of membership. The staff member will meet any late renewal/registration charges, and any other charges levied on the member which are determined to be as a result of default by the member.

D. Conference Attendance

Professional staff wishing to attend a conference related to their professions should submit a form indicating the purpose of the meeting; whether or not they will be presenting a paper; the expected costs of travel, registration, accommodation and subsistence; and any external funding that is available. The Head of Finance in consultation with the Director of Programs, Research will review the application and will allocate the travel funds available each year in the overall best interests of the Center. Time away from the office for attendance will be as per schedule for different positions contained in the travel policy. Further details on conference attendance are provided in the travel policy.

IX. DUTY TRAVEL

A. Transportation

All duty travel must be authorized in advance by the Division Director or his/her designee. No travel will be approved without submission of a duly completed "Travel Authorization Form". Copies of this will be available on the network. The travel authorization must clearly indicate what leg(s) of the travel is/are official and private. The Center will not meet any costs or pay any allowances for the portion relating to private travel.

Duty travel will be by the most direct and economical routing at the lowest cost economy full fare. For flights over ten hours continuous flight time, excluding scheduled plane changes, business class may be authorized by the Executive Director. Staff members are expected to make as much use as is consistent with the time and routing required of other less expensive fares. In case of emergencies, when the authorized class of service is not then available and travel cannot be delayed, travelers may use the lowest available class other than first class. Unless another class of travel is authorized in advance by the Executive Director or his designate, upgrading shall be at the traveler's expense.

Reimbursement for transportation will be based on the actual cost of the travel used up to the cost of the travel authorized. Reductions due to changes in routing, use of lower fare classes, etc., must be returned to APHRC and may not be used to extend routing or to provide additional travel for the staff member or accompanying dependents.

More details are contained in the Center's "Travel Guidelines" issued from time to time by the Executive Director, which staff are encouraged to be familiar and up to date with.

APHRC authorizes use of airport dayrooms for waiting times in excess of six hours.

Nursing mothers are allowed to travel with babies up to one year old, if no other staff can make the trip. APHRC will pay for the cost of a nanny at the destination.

B. Accommodation and Subsistence

Accommodation (in those countries where the Center is not able to negotiate or arrange for Credit facilities) and subsistence costs during travel will be based on per diem rates issued by the WHO/UN. Accommodation and subsistence costs will need to be accounted for upon return. In addition to actual reimbursement for meals, an incidentals allowance will be paid to cover all other personal expenses that staff members incur e.g. laundry, drinks between meals, tips, personal calls, electricity adaptors etc. No incidental costs will therefore be allowed as part of accounted expenditure. The approved incidentals rates are available in the travel guidelines.

For in-country accommodation, payments will be made by the accounting and finance staff.

Only claims for justified official expenses (especially on phone calls, taxi cabs, e-mail access, etc) will be approved. The Center continues to discourage making calls from the hotel as it is unreasonably expensive. Where staff members are attending conferences, seminars, etc., and making presentations, all preparations should be made in the office. Any expenses incurred outside the office (photocopies, transparencies, printing, etc.) must be by prior approval. Reimbursement for such expenses incurred without prior approval will only be made when no other option was available.

Occasionally, staff members will be involved in travel where a third party is meeting all the accommodation and subsistence costs. The Center will not top up the allowances provided by the third party even where these allowances are lower than the APHRC approved rates. However, in cases where the Center has prioritized an activity and requested a staff member to represent the Center, a small allowance for incidentals can be provided if the third party only meets the full board cost. This allowance can only be provided for trips with a stay extending beyond one day.

C. Personal and Rented Automobiles

Staff members may be authorized to use their personal automobiles in the conduct of APHRC affairs. When so authorized, they will be reimbursed at a mileage rate (in line with the Automobile Association of Kenya guidelines in Kenya or equivalent in other countries) plus tolls and garaging as appropriate. The Director of Operations will establish and maintain the mileage reimbursement rate and provide information on the Center's liability.

The use of rented automobiles while on duty travel must also be specifically authorized.

D. Passports, Visas, Inoculations

It is the traveler's responsibility to ensure that he/she has an up-to-date passport, the necessary visas for the countries to be visited and the appropriate inoculations. APHRC will provide assistance in obtaining visas and will reimburse the traveler for the cost of visas as well as any inoculations and prophylactic medicines required or recommended by medical authorities.

More details (including those on authorized sponsored travel) are contained in the Center's "Travel Guidelines", which staff members are encouraged to be familiar and up to date with.

E. Medical Evacuation Travel

In the event that a staff member or authorized dependent becomes critically ill or injured while on authorized travel or at the duty station where medical facilities are inadequate or not available, the Executive Director, or his/her designee, on the advice of a medical doctor and in consultation with the family, shall authorize immediate evacuation by the fastest, most practical means to the nearest medical facility able to provide the necessary services.

In those situations where the medical practitioner determines that the staff member or dependent cannot travel alone, travel for a nurse or companion may be authorized by the Executive Director.

Insofar as possible, APHRC and staff members will take advantage of enrollment in the Center's medical insurance or medical evacuation plan.

F. Travel Insurance

APHRC will provide travel insurance for all duty and home leave travel. It is staff responsibility to ensure travel insurance is obtained alongside the plane ticket(s).

X. SEPARATION

A. General

Employees are responsible for all property, materials, or written information issued to them or in their possession or control. Employees must return all APHRC property, including copies of written materials, immediately upon request or upon termination of employment. Where permitted by applicable laws, APHRC may withhold from the employee's final pay cheque the cost of any items that are not returned when required. APHRC may also take all action deemed necessary and appropriate to recover and/or protect both its physical and intellectual property.

The supervisor will ensure that an exit interview is scheduled with the Head of Human Resources and/or Director of Operations. The purpose of the exit interview at the time of termination is to discuss such issues as employee benefits, return of APHRC property and

employee satisfaction with the policies, procedures, practices and employment opportunities at APHRC. Suggestions, complaints and questions may also be voiced.

APHRC's responsibilities to a staff member ending employment are set forth below for each of the possible circumstances that might have brought about the separation. Final payments by APHRC will not be made until all responsibilities have been met by the separating staff member.

A prorated deduction from separation payments will be made for home leave travel entitlements used by internationally-recruited staff members if separation occurs within six months after return from home leave, except in the case of termination of appointment because of redundancy, disability or death.

APHRC will provide the departing staff member with a statement of financial obligations prior to the staff member's departure.

B. Completion of Appointment

Upon completion of appointment in good standing, APHRC's responsibilities to regular staff members are as follows:

- payment of base salary to the last day worked;
- payment for unused and accrued vacation leave to a maximum of 36 days;
- meeting with the Head of Human Resources to discuss possible continuation of insurances, and
- payment of pension contribution on final salary and unused and accrued vacation leave and arrangements for staff to access pension funds in accordance with the vesting schedule and local law.

Final dues will be paid after the staff member's last working day so as to ensure that proper handover has been done and all the organization's assets returned. In all cases, APHRC will endeavor to pay the final dues within one month of submitting a duly completed clearance form after separation.

- Internationally-recruited staff work permits will no longer be valid.

Additional responsibilities to internationally-recruited staff members are as follows. If APHRC does not wish to renew the contract or the position has been made redundant:

- economy air ticket between duty station and home base for staff member and each authorized dependent by the most direct and economical route within one month of separation. Any exceptions will be addressed by the Director of Operations.

C. Retirement

Normal retirement from APHRC is mandatory at age 65, and all appointments, therefore, terminate at the end of the month in which the 65th birthday occurs. In exceptional situations and with the approval of the Board of Directors, the Executive Director may request a staff member reaching age 65 to continue for an additional period of employment. APHRC's base

salary, benefits, allowances and entitlements will continue for those taking delayed retirement, with the exception that contribution to the pension plan ceases at age 65.

In the case of staff members who reach retirement age and whose appointments are not extended, APHRC will handle the separation as set forth in the section on completion of appointment above.

The operation of the Pension Plan will be subject to the rules governing the plan in the country in which it is set up. Individual staff members will be personally responsible for penalties and taxes provided for in those rules (for example, if a staff member wishes to receive payments from the pension plan before reaching the stipulated retirement age, he/she will be liable for all penalties, fees and taxes imposed thereon).

D. Resignation

APHRC requires that staff members give notice of their intention to leave the Center's employ as per the period stated in their letters of appointment and to work during the notice period. A staff member who resigns with the requisite months of notice is entitled to have his/her separation handled as set forth in the section on completion of appointment above. A staff member resigning without giving the requisite months of notice will pay APHRC for the required notice period and will only be entitled to related pension as per vesting rules.

E. Redundancy

In the event the position of a regular staff member is declared redundant before the appointment of the staff member has expired, APHRC will handle the separation as set forth in the section on completion of appointment above.

In addition:

- (a) any leave due, up to a maximum of 36 days, shall be paid off;
- (b) the employee shall be entitled to one month's notice or one month's salary in lieu of notice;
- (c) the employee shall be entitled to severance pay at the rate of not less than 15 days' pay for each year completed.

F. Disability

If, in the course of an appointment, it is determined that a staff member can no longer carry out his/her assigned duties and responsibilities because of a serious physical or medical disability, the Executive Director, on professional medical advice, will place the staff member on medical leave in line with the Employment Act provisions in the employees host country.

The Executive Director, on professional medical advice, may arrange for the transfer of an internationally-recruited staff member and dependents to their home base prior to termination of appointment.

G. Termination for Unsatisfactory Performance or Conduct

The Executive Director, after careful consideration and review with appropriate staff members of a staff member's unsatisfactory performance, will give written notification to the staff member of a decision to terminate his/her appointment unless significant improvement can be achieved within a stated period of time. A second review will be held towards the end of that period and a final decision communicated to the staff member concerning his/her continuance or termination.

A staff member's employment may also be terminated without notice for gross misconduct, abandonment of post (continuous absence from the duty post for one week with failure to communicate with the office during the period will be considered 'abandonment of post') or involvement in situations detrimental to APHRC's status in the international, national and professional community in which the Center works. If it involves staff at Director level positions, the Executive Director shall consult the Executive Committee of the Board.

H. Death

If a staff member should die during his/her appointment, the designated beneficiaries will receive all the entitlements as set forth in the section on completion of appointment above, calculated as of the last day of the month in which death occurred. The Center will facilitate the repatriation of the body. The Executive Director will determine APHRC's other responsibilities to the family and provide any further assistance to help alleviate the difficulties they may experience in coping with the situation and returning to their home city or country.

XI. GRIEVANCES AND APPEALS

A. General

It is of primary concern to APHRC that all staff members should be treated fairly and equitably. Nonetheless, the Board of Directors and Senior Management recognize that from time to time occasions may arise when a staff member feels that he/she has not received the treatment or obtained the satisfaction expected, either from APHRC or from a supervisor or manager within the organization. In such situations, it is important that the staff member have the opportunity to voice his/her dissatisfaction and to seek redress.

It is the Board and Management's belief that all employees should be given a fair hearing by their immediate supervisor or manager concerning any grievance that may arise from conditions related to work or administrative decisions. There should also be an appeals process and a right of access to the Executive Director and/or to the Chair of the Board, if workplace procedures do not provide an acceptable solution.

At all hearings and meetings between the aggrieved staff member and members of APHRC's Management, the staff member should be accompanied by a fellow employee when presenting his/her case unless the staff member waives the right to be accompanied by a fellow staff in writing.

Any person who knowingly files a false/malicious claim will be subject to disciplinary action, up to and including termination of employment.

B. Grievance Process

The Executive Director will issue the detailed procedures for the handling of grievances and appeals that conform insofar as possible with local custom and practice in each of APHRC's operational locations.

Basic to these procedures will be the following:

Initial steps to resolve the grievance will be at the level of the staff member and the immediate supervisor. If not resolved, a review of the staff member's grievance will proceed from there in an orderly and timely fashion through supervision channels to the level of the Executive Director.

Depending on the complexity and seriousness of the grievance, the Executive Director may convene an in-house committee to review the case, conduct whatever additional hearings the members believe are required, seek outside counsel if appropriate, interview all parties and take whatever other action they deem necessary to present a report and recommendation. The Executive Director will make a final decision and give the staff member a written report of the decision and the action to be taken.

The internal process can terminate whenever the staff member's concerns have been resolved. A written report of the agreement will be signed by the appropriate Senior Management representative and the staff member and forwarded to the Executive Director for approval.

C. Appeals Process

At this juncture, when all internal procedures have been followed and not before, the appeals process will become operable and the Board of Directors will become involved. If the staff member believes that his/her grievance has still not been resolved satisfactorily, the Executive Director will submit a written report on the case to the Chair of the Board. The Chair, in turn, will assure review of the case by the Board and a response in writing to the individual staff member making the appeal.

All steps described above must be documented and made part of the employee's personnel file.

APPENDIX 1

AFRICAN POPULATION AND HEALTH RESEARCH CENTER (APHRC)

Nairobi, Kenya

HUMAN RESOURCES POLICIES & PROCEDURES MANUAL

TERMS AND CONDITIONS OF EMPLOYMENT

The terms and conditions of employment with the African Population and Health Research Center (APHRC) shall be governed by these policies and procedures in conformity with *the Laws of Kenya* and any other subsequent and relevant legislation related to employment in Kenya (or the laws of the country in which the employee is stationed).

This Human Resources Policies & Procedures Manual represents the rules established by the Board of Directors of APHRC. As a condition of employment, employees are asked to adhere strictly to these rules. Any request for variance or exception must be brought to the attention, and will require the approval, of the Executive Director, or his/her appointed designee prior to an employee's intended action. These rules may be changed from time to time (only the Executive Director, with the approval of the Board of Directors, has the authority to approve any revisions, deletions or additions to the policies in this manual) and such changes shall apply to all APHRC employees. A copy of such changes shall be given to each employee.

I, _____ (*Print Employee's Name*), have received a copy of the Human Resources Policies & Procedures Manual dated November 2022, and agree to adhere, at all times, to the stipulated terms. I acknowledge that this manual is a contract of employment. I also understand that I shall be subjected to the stipulated consequences, if I fail to adhere to the terms.

I agree to return this manual to APHRC if required or upon termination of employment.

Signed: _____
(*Employee Signature*)

Date: _____

Employee's Copy

AFRICAN POPULATION AND HEALTH RESEARCH CENTER (APHRC)

Nairobi, Kenya

HUMAN RESOURCES POLICIES & PROCEDURES MANUAL

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(*Employee Signature*)

Date: _____

Employer's Copy