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**HUMAN RESOURCES POLICY**

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# Note of the Founder/Director

At WATOTO VISION ON AFRICA, we recognize that our employees are the key to our success and nothing can be achieved without their engagement.

This document encompasses the guidelines which constitute a solid basis for effective Human Resources Management throughout WATOTO VISION ON AFRICA organization. It explains to all WATOTO VISION ON AFRICA employees the vision and mission of the Human Resources function and illustrates every aspect of WATOTO VISION ON AFRICA’s employee lifecycle.

The WATOTO VISION ON AFRICA Management and Leadership Principles inspire all the WATOTO VISION ON AFRICA’s employees in their actions and in their dealings with others.

The implementation of this policy will be inspired by sound judgement, compliance with local market laws and common sense, taking into account the specific context.

Its spirit should be respected under all circumstances and could be summarised in one sentence: At WATOTO VISION ON AFRICA we put people at the centre of everything we do.

**Rukabu Benson**

Founder/ Director of WATOTO VISION ON AFRICA

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# 1. INTRODUCTION

Watoto Vision on Africa a national NGO was founded in June 2013 in Kigali, by local Rwandan Nationals. The purpose is to provide sustainable livelihoods intervention opportunities to support the most vulnerable communities both in the urban and rural areas of the country consequently to have access to better education, adequate primary health care, self-reliance and economic empowerment, respect the ideals of human rights, peace, good governance and eventually improved sustainable community development.

WATOTO VISION ON AFRICA is registered under the Rwanda Governance Board (RGB)

Subsequent to series of consultative meetings in Kigali and outside of Rwanda, the founders responded to the urgent need of Rwanda people and contributed into the emergency humanitarian crisis and development of their country rehabilitation and reconstruction after years of destructive conflicts and successive droughts and famines which led to the total collapse of socio-economic and political institutions.

WATOTO VISION ON AFRICA’s humanitarian and development intervention programs are holistic, people-cent led community- based and sustainable. Therefore, sustainable livelihoods approaches are adopted for all WATOTO VISION ON AFRICA strategic and short-term program focus in Rwanda.

WATOTO VISION ON AFRICA sustainable livelihoods program interventions only add to the current humanitarian and developmental commitments in Rwanda, by utilizing principally home-ground solutions to vulnerable community challenges and needs. WATOTO VISION ON AFRICA corresponds to the existing international and national humanitarian and development strategies.

The organization puts into operation participatory approaches, strategic planning and community mobilization to find solutions to community problems. It offers a range of programming and support in;

Emergency Relief Response,

Human rights advocacy

Civic engagement

Budget allocation advocacy

Climate change mitigation and Adaption

Environment Protection

Water Sanitation and Health (WASH)

Youth Capacity Development Programs,

Micro-Enterprise Development (MED)

Since inception, the organization was successful to implement a number of emergency and development projects in cooperation with the locals, and international agencies. These projects benefited a large number of the most vulnerable communities in Rwanda; it created credibility, good-track- record and close collaboration with all stakeholders, local authorities, communities and donors. It has now transformed into well-established NGO competent of implementing multiple projects simultaneously.

WATOTO VISION ON AFRICA CORE VALUES AND PRINCIPLES

Equity and solidarity

Justice for all

Commitment to serve the vulnerable

Integrity, transparency and accountability

Equality and gender balance

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VISION

WATOTO VISION ON AFRICA strives to ultimately see a stable and economical strong Rwandan society living in harmony and people respect the ideals of peace, good governance, rule of law, human rights.

MISSION

Improved and sustaining livelihood of vulnerable communities in Rwanda through environmentally sound interventions while focusing on equity, good governance, justice, democracy and human rights.

 5. OBJECTIVES

Reduce malnutrition and food insecurity that cause irreparable damage to livelihoods, thereby reducing self-sufficiency through introducing sustainable food security and livelihoods improvement initiatives.

Climate change mitigation and adoption

Increase access to education for children from poor and vulnerable groups while strengthening the quality and capacity of teachers, teaching/learning environment and institutional structures.

Increased sustainable access to safe water and sanitation services for men, women and children in rural and peri-urban.

Increase access to primary health care services to vulnerable groups and locations.

Increase public environmental awareness and advocacy through trainings, meetings, media etc.

To enhance education and skills training access to youth and adults to promote employment opportunities.

Enhance peace building, human rights and democracy promotion.

Promote and advocate for gender sensitive approaches to enhance women’s rights and girl-child education and strengthen the participation and involvement of women and vulnerable groups in programs and organization.

Strengthen community capacity to cope with future shocks in disaster preparedness and management.

Improve the protection of and respect for the human rights and dignity of vulnerable populations – with a special focus on IDPs, women, children and marginalized groups – through effective advocacy and the application of a rights-based approach across all sectors;

Work with local communities and encourage management practices that conserve local natural resources.

# 2. OBJECTIVE OF THE POLICY

The objective of the human resource policy is that WATOTO VISION ON AFRICA should always have competent, motivated staff at its disposal, who can ensure that the necessary initiative will be shown in their work and provide good service. The human resource policy is intended to ensure employees certain working conditions, as well as the potential to grow and develop in their work

# 3. JOINING WATOTO VISION ON AFRICA

The long-term success of WATOTO VISION ON AFRICA depends on its capacity to attract, retain and develop employees able to ensure ongoing and sustainable growth. This is a primary responsibility of all managers.

The WATOTO VISION ON AFRICA must hire employees with personal attitudes and professional skills enabling them to develop a long-term relationship with the Organization.

Therefore, special attention will be paid to ensure there is a strong alignment between a candidate’s values and the Organization culture.

Only relevant skills and experience and adherence to the WATOTO VISION ON AFRICA’s principles will be considered in employing a person. No consideration will be given to a candidate’s origin, nationality, religion, race, gender, disability and sexual orientation.

# 4. COMPLIANCE WITH LAWS

This policy is not intended to contravene any applicable labour code. If any contradiction exists, the applicable labour code will supersede this policy.

# 5. A SHARED RESPONSIBILITY

# 5.1. Board Responsibility

The Board is responsible for the overall governing policies regarding Human Resources. Such policies are applicable to all paid employees, contractors, Board members, and volunteers.

The Founder/Director who act as head of staff has the responsibility for the oversight and application of this policy.

# 5.2. Senior Managers

The Founder/Director and line managers have the prime responsibility for building and sustaining an environment where people have a sense of personal commitment to their work and give their best to ensure WATOTO VISION ON AFRICA’s success.

Founder/Director and line managers decide on all people matters under their influence, within the boundaries set by the policies and principles, acting as the final decision makers.

The Human Resources (HR) structure enables and empowers them in establishing WATOTO VISION ON AFRICA’s needs and their corresponding people requirements.

Therefore, the mission of the Founder/Director is to provide professional guidance to line managers aiming to deliver superior Organization results by optimising the performance of the staff, while ensuring exemplary working conditions.

# 5.3. Working Interactions of Board and Staff

An open and cordial relationship between employees and the Board is in keeping with the culture of the Organization. However, only the Founder/Director shall give direction and assign work to the employees.

# 6. ORGANIZATIONAL CHART

The following organizational chart illustrates the lines of accountability in the organization:

General Assembly

Ass

embly

Board of Directors

Audit committee

Conflicts resolution Committee

Founder/Director

Administrative Assistant to the Founder/Director

Programs Manager

Director of Finance and Administration

Administrative Assistant to the PM

Accountant

Gender promotion program

Democracy and Accountable governance program

Citizen participation program

Human rights program

Chid rights program

Monitoring and Evaluation Officer

Project Coordinators

Field officers

Support staff

# 7. CATEGORIES OF EMPLOYMENT IN WATOTO VISION ON AFRICA

# 7.1. Employment Categories

Categories of employment are described as follows:

* **Part-Time Employees** are persons who are ordinarily required to work less than thirty-five (35) hours per week.
* **Full-Time Employees:** permanent full-time employees are not currently employed at WATOTO VISION ON AFRICA. In such cases where a part-time employee is required to work full time for any reason, his/her hours of work shall not exceed seven (7) hours in a day or thirty-five (35) hours in a week.
* **Temporary Employees** are persons who work on a full- or part-time basis for a specific length of time and/or for the purpose of performing specific work and whose employment may be terminated at the end of such period or on completion of such work.
* **Casual Employees** are persons who do not work either on an ongoing or a regular basis but rather to fill in for regular employees or to perform short-term work. The employment of casual staff members will be continued on an “as needed” basis. Such casual staff members shall not be entitled to health or other benefits,
* **Independent Contractors:** are self-employed persons providing services to the Organization under the terms of a written contract for a fixed fee to perform a specific task within a specified period of time. An independent contractor is not entitled to health or other benefits or compensation other than as set out in the contract between such contractor and the Organization.

# 8. RECRUITMENT AND SELECTION

WATOTO VISION ON AFRICA is committed to filling approved vacancies on the basis of merit and to employee career development. Appointments or promotion of staff shall be on the basis of qualifications, experience, and ability.

#### The recruitment of the staff is in the mandate of the Board or the Senior Managers of the Organization according to the nature of post to be fulfilled.

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# 8.1. Job Postings

When permanent position is vacant, a position may be advertised through newspaper or website. All posted notices shall include a summary of the qualifications, duties, and responsibilities of the position.

# 8.2. Recruitment

A team appointed by the Board of Directors shall conduct written exams, interviews of employment candidates.

The Management will notify the unsuccessful candidates either in writing or by telephone, and keep a written record of such notification(s).

The Management shall conduct a reference check following receipt of permission from the candidate. No employee will be hired for a permanent position without at least two (2) reference checks having been made.

The Management will keep a written record of the proceedings (files, job posting, applications, questions, notes) of each search for a minimum of five (5) years from the date of initial posting of a job.

# 8.3. Letter of Employment

The Founder/Director shall send a Letter of Employment, in duplicate, to the successful candidate with the position contingent upon the following:

* Receipt of a satisfactory criminal record check (if required); and
* Acceptance by the candidate of the terms of the offer.

The Letter of Employment shall set out the job title, duties, start date, salary, hours of work, benefits entitlement, and length of the probationary period along with the requirement for the successful candidate to sign the Letter of Employment. One (1) fully signed original copy of the Letter of Employment shall be filed in the employee’s personnel file.

# 8.4. Personnel Records

The HR office shall be responsible for securely maintaining personnel records at the offices of the Organization. The personnel records shall contain all employee records, including evaluations and other correspondence and documentation pursuant to this Policy. Such records shall be kept indefinitely.

# 9. PROBATIONARY PERIOD

Employees shall initially be hired for a three (3)-month probationary period. During these first three calendar months, running from the effective date of employment, either the employee or WATOTO VISION ON AFRICA may terminate the employment.

 During the probationary period, the Management shall solicit feedback from those who have had direct contact with the employee during the course of performing his or her duties. The employee shall be advised about progress and areas of performance that may need improvement to meet standards required for the position, and if necessary, be counselled regarding deficiencies.

At any time during the probationary period, if the Organization considers that the employee is not making satisfactory progress and is not likely to meet standards required, the Founder/Director shall give the employee a letter stating area(s) of concern, the change required, and a mutually agreed-upon time frame to achieve same along with the consequences of not meeting the expectations.

# 10. TRAINING AND LEARNING

Learning is part of the WATOTO VISION ON AFRICA’s culture.

WATOTO VISION ON AFRICA’s employees understand the importance of continuous improvement, as well as sharing knowledge and ideas freely with others. Practices such as lateral professional development, extension of responsibilities, and cross functional teams are encouraged to acquire additional skills, enrich job content and widen accountability.

Employees at all levels are systematically encouraged to consider how they upgrade their knowledge and skills.

The Organization determines training and development priorities. The responsibility for turning these into actions is shared between employees, line managers and the Human Resources.

Experience and on-the-job training are the primary source of learning. Managers are responsible for guiding and coaching employees to succeed in their current positions.

WATOTO VISION ON AFRICA also offers a comprehensive range of training activities and methodologies to support everyone’s learning and growth. Attending a programme should never be considered as a reward but as a component of on-going development.

Leaders have the opportunity to attend either international training courses.

# 12. ATTENDANCE AND OFFICE CLOSURES

# 12.1 Absence in the workplace

All employees shall attend work for the times and at either the offices of the Organization or another location

If an employee is unable to get to work due to illness, weather conditions or personal emergency, he or she must communicate it to his superior

# 12.2. Statutory Holidays

The following are general holidays and are recognized by the Organization:

* New Year’s Day
* Christmas Day
* Good Friday
* EID IL FITR
* Labour Day
* ……………………….

# 12.3. Vacation and paid leaves

Employees of WATOTO VISION ON AFRICA shall be entitled to paid vacation time as set out in the Administrative and financial procedures manual.

In addition to an employee’s annual vacation entitlement, the bereavement leave of absence with pay may be granted to employees but only for those days during the week that such employee would normally be scheduled to work as set out in their Letter of Employment, or, under exceptional circumstances, as otherwise approved by the Founder/Director.

# 12.4. Leave of Absence with Pay

The following paid leave shall be requested in advance from the HR and shall be subject to approval by the Founder/Director. No leave of absence with pay shall be granted to an employee who is on a leave of absence without pay.

* **Bereavement Leave**

An employee requiring bereavement leave for a death in the immediate family may be granted up to three (3) working days’ leave with pay. Immediate family for this purpose includes the following:

* The spouse, child, parent, guardian, sibling, grandchild or grandparents of an employee;
* Common-law spouses, mother-in-law, father-in-law, brother-in-law, sister-in-law, stepparents, stepchildren, foster children, and foster parents including same sex partners and their children; and
* Any person who lives with an employee as a member of the employee’s family.

# 12.5. Leave of absence without pay

Leaves of absence without pay may be granted to employees for the following reasons:

* Parental Leave
* Family Responsibility Leave
* Long-term Disability
* Compassionate Leave
* Leave of Absence.

None of the above leaves are cumulative from year to year.

# 13. COMPENSATION

Employee compensation shall be paid every month, no later than 25th when the budget is available. Employee compensation shall be reviewed annually, or more frequently as deemed appropriate by the Board. Employees shall be notified in writing of any changes to compensation.

# 13.1. Determination of Salaries

Salaries shall be determined in a manner that is transparent and objective. It is important that salaries take account of the demands made upon the employee by the job with respect to responsibility, (physical and mental) strain and specialisation. It is also important that salaries take account of employees’ skills and performance, and provide an incentive to give the optimum service.

# 13.1.1. Salary structure

TBD

# 14. CONFIDENTIALITY AND PERSONAL PRIVACY

WATOTO VISION ON AFRICA is committed to maintaining a high level of ethical conduct and protecting the confidentiality of information, and the privacy of employees, volunteers, members, and beneficiaries.

Employees and volunteers will treat as confidential all information acquired through the course of their work concerning members, beneficiaries, volunteers, employees, the Board, and donors. When such information is revealed for professional purposes, it shall be done with discretion and respect for the persons concerned.

Information obtained through interviews, or other means, shall be protected and held confidentially and released only to those persons who have a legitimate need to know.

This policy applies to the dissemination of information both internally and externally.

The Management may take corrective action in the case of an individual’s failure to maintain the appropriate confidentiality of information and privacy of the individual.

# 15. CODE OF CONDUCT

# 15.1. Principles

The Organization and all its personnel are responsible for monitoring and complying with the Organization’s Principles of Sustainability and Code of Conduct.

All employees, contractors, Board members, and volunteers, while engaging in WATOTO VISION ON AFRICA’s work, shall conduct themselves in a manner that will protect the integrity of the Organization. Those associated with the WATOTO VISION ON AFRICA shall maintain a level of professional conduct that will reflect positively on themselves and on WATOTO VISION ON AFRICA, which includes the following:

* Behaviour that is courteous and respectful,
* Working cooperatively with others to further WATOTO VISION ON AFRICA’s Mission,
* Use of appropriate language and conduct while at work and work-related functions, and when acting as a representative of WATOTO VISION ON AFRICA,
* A willingness and commitment to resolve interpersonal conflicts,
* Upholding a professional relationship, particularly with beneficiaries of WATOTO VISION ON AFRICA, while doing WATOTO VISION ON AFRICA’s work,
* Dressing appropriately for the role that they play in WATOTO VISION ON AFRICA.

# 15.2. Drugs and Alcohol

The use of recreational drugs and/or alcohol in the workplace and/or while on WATOTO VISION ON AFRICA-related work is strictly prohibited.

# 15.3. Non-Smoking Environment

Smoking is prohibited in the building or on the grounds of any WATOTO VISION ON AFRICA’s facility.

# 15.3. Dressing

WATOTO VISION ON AFRICA strives to be a professional working environment and to present a positive image to clients/Beneficiaries and the public. Accordingly, employees and volunteers are expected to reflect this environment in their choice of personal apparel, wearing attire suitable for the season and activity in which they engage.

Staff, volunteers, and contractors shall refrain from wearing fragrances when engaged in WATOTO VISION ON AFRICA’s business and particularly in the workplace.

# 15.4. Employee relations

Everyone working with and for WATOTO VISION ON AFRICA is a valuable asset, to be treated fairly and with respect, since its founding, WATOTO VISION ON AFRICA has built a culture based on values of trust, mutual respect and dialogue. WATOTO VISION ON AFRICA’s management and employees work daily to create and maintain positive individual and collective relationships, and are expected to do so as a core part of their job.

WATOTO VISION ON AFRICA ensures that direct and frequent communication is established in the workplace.

WATOTO VISION ON AFRICA is committed to a positive working environment in which all employees and volunteers are treated with dignity, and which enables everyone to pursue his/her respective responsibilities free from any form of discrimination or harassment.

WATOTO VISION ON AFRICA is committed to promoting equal opportunity, protecting integrity, and fostering personal and professional excellence. This policy is not restricted to the workplace, but extends to any location where WATOTO VISION ON AFRICA’s business is being conducted by or on behalf of the Organization, including but not limited to clients’ premises, community events, conferences, during the course of travel, and in all communication contexts.

WATOTO VISION ON AFRICA is committed to upholding all laws that protect against discrimination, whether based on race, religious beliefs, colour, gender, physical disability, mental disability, ancestry, place of origin, sexual orientation, marital status, source of income or family status.

# 15.5. Harassment

The Organization and employee representatives are expected to make all necessary efforts to develop fair and constructive dialogues, overcome the difficulties that they might encounter, reach sustainable agreements and implement them.

Harassment will not be tolerated and may result in disciplinary action up to, and including, termination of employment. All those in any way associated with WATOTO VISION ON AFRICA are expected to recognize and respond immediately to incidents of harassment, and to ensure that appropriate procedures are activated, subject to the consent of the person who is the focus of the harassment.

# 15.5.1. Definition of the harassment

Harassment generally means unwelcome conduct, comment, gesture, contact, or intimidating and offensive behaviour likely to cause offence or humiliation to any employee, contractor, Board member or volunteer. The most ones are:

* embarrassing, suggestive, antagonistic, coercive or threatening language, postures, or actions;
* unwelcome physical contact and or persistent invitations or requests;
* displays of pornographic, racist, sexist, or other derogatory materials;
* treating anyone differently, or making persistent and unwelcome remarks pertaining to a person’s body, attire, race, religious beliefs, colour, gender, physical disability, mental disability, ancestry, place of origin, sexual orientation, marital status, source of income or family status;
* taunting, teasing, name-calling, spreading false rumours, public battement, cyber-bullying, or using silent treatment or refusal to acknowledge another;
* physical violence against a person or object, whether sexual in nature or not.

# 15.5.2. Sexual Harassment

Sexual harassment generally means the following:

* unwanted sexual advances, unwanted requests for sexual favours, and other unwanted verbal or physical conduct of a sexual nature such as pinching, patting, rubbing or leering, “dirty” jokes or pornographic materials, or comments, suggestions, or innuendos of a sexual nature;
* when submission to such conduct is made a condition of employment, whether explicitly or implicitly;
* when submission to, or rejection of, such conduct affects that individual’s working environment;

# 15.5.3. Procedure if an employee is being harassed

If an employee is being harassed, he/she ca take the following action(s):

1. Advise the harasser, either verbally or preferably, in writing, in a reasonable and appropriate manner, that his/her behaviour is unwelcome and ask him/her to stop. If physical violence is involved, immediately report the incident instead, directly to the Human Resources Officer, or in his/her absence, to the Programs Manager, to the Founder/Director, any supervising employee, or to any other member of the Board
2. If possible, make a record of incidents (dates, times, locations, possible witnesses, what happened, and your response).
3. He/she also have the right to contact the Policy or other security organ according to the nature of harassment.

# 15.5.4. Complaint Procedure

Once a complaint is received, the following steps are taken:

1. The person receiving the complaint will open a confidential investigation immediately, and will keep written records of the process and findings,
2. Both the complainant and the alleged harasser will be individually interviewed, as will any individuals who may be able to provide relevant information. Confidential, mutually agreed-upon mediation may take place,
3. If the matter continues to be unresolved, the complainant may request a meeting with the Founder/Director or the President of the Board. This request must be made in writing, outlining the reasons for the meeting,
4. The Founder/Director or the President must act on the request within five (5) days of the request, and if necessary, may involve an external mediator to resolve the problem. (In the case of alleged physical violence, action shall be taken within 24 hours, and the complainant will be excused from any required contact with the alleged harasser)
5. If the harassment complaint is founded, the management shall determine the appropriate discipline, and convey this decision to the harasser in writing. The incident will be documented in the harasser’s file. No documentation will be placed in the complainant’s file where the complaint is filed in good faith, whether the complaint is upheld or not.
6. If the complaint is found to be unfounded, there will be no documentation placed in the alleged harasser’s file.

# 16. WORKPLACE HEALTH AND SAFETY

# 16.1. Safe Workplace Environment

WATOTO VISION ON AFRICA is committed to promoting a safe and healthy workplace and environment for its employees and associates and to establishing and maintaining safe working practices. Safety shall be everyone’s responsibility. It rests with all levels of management and each employee.

Employees in a supervisory capacity will be responsible for the general health and safety of workers under their supervision, including ensuring that equipment is safe, and that everyone follows safe-work practices and procedures. Employees shall receive adequate training in their work tasks to protect their health and safety. Any person shall have the right to report an unsafe work practice or to intervene or refuse work for safety reasons.

# 16.2. Reporting Unsafe Circumstances

If an employee or volunteer should choose to refuse work for safety reasons, or to intervene in an unsafe workplace practice, or to report an unsafe work situation, a written report should be given to the Human Resources Officer, or in his/her absence, to the Founder/Director, who shall open an investigation, and report back to the complainant in a timely fashion, with their findings and a specific solution.

# 17. CONFLICT OF INTEREST

#  17.1. Principles

The interests of the Organization shall be the primary focus of its employees and volunteers. Where there is a conflict between the best interests of the Organization and those held by individual employees, volunteers, and beneficiaries, the interests of the Organization shall take priority.

Employees and volunteers are not permitted to solicit or accept, directly or indirectly, any gifts, gratuities, payments, in-kind favours, or personal rewards from outside sources, on account of any of their activities associated with WATOTO VISION ON AFRICA. Employees and volunteers are not permitted to sell products or services independently to others involved with WATOTO VISION ON AFRICA, other than as may be guided by this policy.

Activities involving the representation of WATOTO VISION ON AFRICA by employees and volunteers shall be conducted openly, legally, and ethically, and be conducted in a manner to protect the reputation of the Organization and of others involved.

Employees and volunteers shall not disclose or use any information relating to WATOTO VISION ON AFRICA for their benefit, advantage, or profit, of either themselves, or a third party.

Employees and volunteers shall avoid any actions or personal relationships which may in any way compete with the organization’s activities, or compromise their ability to act in the best interests of the Organization.

# 17.2. PROCEDURE

1. Any person who becomes aware of a potential or real conflict-of-interest situation, including involving him or herself, shall immediately report this in writing to the HR or other Senior Manager,
2. Any person who has any beneficial relationship with an individual or organization that is, or may become, involved in a business transaction with, or in providing a professional service to WATOTO VISION ON AFRICA, shall immediately disclose the relationship to the Senior Managers, and refrain from participating in any way in any Organization’s decisions regarding that entity.
3. If any individual who is, or may become, an employee of WATOTO VISION ON AFRICA, is in any way related to any other employee or member of the Board, he/she shall report this to the Senior Managers.
4. If any individual is uncertain whether or not a specific situation presents a conflict of interest, he/she should present the details to the appropriate person, who will determine if a conflict of interest exists.

If an employee or volunteer is found to be in a conflict of interest, he or she may be given the opportunity to correct the situation. Failing approval by the Senior Managers or by the Board of the corrective action, the Board or Senior Managers will determine the consequences, which may range from providing written approval to proceed, to termination of employment.

# 18. CONFLICT RESOLUTION

WATOTO VISION ON AFRICA is committed to a healthy and productive working environment for everyone associated with the Organization, and recognizes the positive role that conflict can play. However, persistent conflict affecting employees’ and/or volunteers’ capacities to function effectively must be addressed. In the absence of resolution among those in conflict the following measures should be taken:

1. Persistent, unresolvable conflict shall be reported in writing to the Founder/Director. Such a report should include the nature of the conflict, the parties involved, and steps taken to resolve the conflict.
2. If the Founder/Director fails to resolve the conflict, will make a written report to the conflict resolution committee.
3. Within ten (10) working days, the Conflict resolution committee will outline a procedure for resolution, which may or may not include the use of a mediator, or an outside employee assistance expert.

With respect to persistent conflict involving a senior employee or the Founder/Director, or both, the Board shall receive the formal report directly.

# 19. PERFORMANCE AND EVALUATION

WATOTO VISION ON AFRICA shall provide appropriate supervision and performance evaluation for employees. The Organization is committed to supporting employees in fulfilling their job requirements.

When employee behaviour falls short of requirements and standards for his/her position, and the individual does not respond to supportive coaching and/or mentoring, action under Section 20 of this Policy may be initiated

# 20. TERMINATION OF EMPLOYMENT

The Organization shall have the right at any time to terminate employment with or without cause, or for reasons of redundancy of positions, budget constraint, or prolonged disability.

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In the event an employee fails to properly discharge his/her job duties, or breaches any provision of his/her Letter of Employment, persists in violating policy and procedures after reasonable support and supervision are given, or if there is any serious misconduct or actions adverse to the interests of the Organization on the part of such employee, the Management shall give the employee a letter stating the following:

* area(s) of concern;
* the changes that are required;
* a mutually agreed-upon time frame for change; and • the consequences of not meeting expectations

In the event that change does not occur or expectations are not met, employment may be terminated for cause, immediately upon WATOTO VISION ON AFRICA’s delivering written notice to the employee.

An employee who is absent from his/her place of employment, without prior approval, for more than three (3) consecutive scheduled working days is automatically terminated for cause.

Upon termination from WATOTO VISION ON AFRICA, the terminated employee shall turn in all WATOTO VISION ON AFRICA’s property. Terminated employees are not permitted to return to their work area after their last day of work without accompaniment by the HR Officer or other Senior Manager.

Employees who resign their employment relationship with the Organization are requested to provide written notice of intention to resign, in writing within 30 days, before their intended last day of work.

A terminated employee, shall receive only entitlements required by law.

# 21. CHANGES IN POLICY

WATOTO VISION ON AFRICA may reinterpret, change, suspend, or cancel all or any part of its policy at any time, with or without advance notice to employees and others. WATOTO VISION ON AFRICA shall notify employees and volunteers of these changes.

This Policy shall be reviewed periodically. Every reasonable effort will be made to keep this policy current; however, due to the ongoing evolution of Policies and Procedures, this policy may not always be current.

At any time, employees or volunteers may suggest revisions to this policy, in writing, to the Founder/Director who will forward them to the Board. Any changes to the policy will be communicated to those affected.

This policy shall be available online, and at the offices of WATOTO VISION ON AFRICA, to all Employees and Board members, and to other volunteers and members by request made to the respective Manager

**Adopted on ……./………….. ,2018, by:**

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| --- | --- | --- | --- |
|  **No** | **Names**  | **Position**  | **Signature**  |
| 1 |  | Chairperson of the Board of Director |  |
| 2 |  | Vice Chairperson |  |
| 3 |  | Secretary General |  |
| 4 |  | Treasurer  |  |
| 6 | Rukabu Benson | Founder/Director |  |