

INTERNATIONAL RESCUE COMMITTEE SUDAN  
NATIONAL STAFF ADMINISTRATIVE MANUAL  
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Statement of Purpose :

The International Rescue Committee – Sudan Country Program has prepared the policies in this manual as a guide for staff in carrying out and following – up THE administrative procedures at the country level

The policies contained in this manual pay respect to provisions of the labour Act (1997) which was issued by the Sudanese Ministry of Justice , to the maximum..

**THIS DOCUMENT SUPERCEEDS ANY PREVIOUSLY DISTRIBUTED ADMINISTRATIVE MANUAL FOR NATIONAL STAFF.**

Any disputes regarding the interpretation of the contents of this document should first be directed to the Human Resources Department and as a last resort , to the Country Director .

## Hiring Procedures:

THE IRC IS AN EQUAL OPPORTUNITY EMPLOYER AND CONSIDERS ALL JOB APPLICANTS ON THE BASIS OF MERIT , WITHOUT REGARD TO RACE , NATIONAL OR TRIBAL , ORIGIN , RELIGIOUS BELIEF ,SEX A LOCATION FROM WHICH A PERSON IS HIRED .

## Recruitment Procedure

In order for the recruitment process to begin, the supervisor of the position must submit a Vacancy Request from (see Annex 1) the requester , the Human Resources representative , the senior sector head , and a finance representative must sign this form . A job Description (see Annex 2) , including salary and the range , and both forms must be submitted to the Human Resources Department .

The position's supervisor is responsible for ensuring that the job description is updated and relevant ,A soft copy of the job description will assist the Human resources to fill the position more quickly .

Once the Human Resources Department receives the hiring documents , a quality check is done to ensure compliance with the IRC's policies special attention is paid to the following .

Appropriate title

Confirmation of updated job description

Confirmation that qualification and experience match the job requirements and the corresponding job and salary level .

The document are then submitted to the Country Director for review and approval .Following this , if the position is categorized at grade 4 or above , the documents are submitted to the Government of Sudan's Humanitarian Aid Commission (HAC) for approval and authorization to advertise the position .

## Vacancy Posting :

The content of the vacancy announcement must be based on the approved job description. When appropriate , the IRC seeks to first fill vacant positions with internal candidates .Job vacancies are advertised internally at both the country office and field office levels .and externally through the appropriate media .

### Methods of Recruitment:

Internal recruitment by IRC : When a suitable candidate is available from IRC Sudan's existing staff, the Country Director may appoint him/her to fill a vacancy , on the condition that he/she has a positive evaluation record in his / her existing position.

External direct recruitment by IRC : Vacancies for positions in Salary scale grades 1,2 and 3 may be filled directly IRC , without prior authorization from the HAC Office /Labor Office of external advertisement .

In addition , in the event that a suitable external candidate who is known to IRC is available to fill a vacancy , the IRC country Director has the authority to employ that individual on a consultancy basis for up to six months . Upon the completion of the consultancy contract plus a minimum of a one – week break , as period of time (Second Define Contract ) .

Other External Recruitment by IRC for a vacancy of salary scale grade 4 and above , IRC Sudan will use a variety of means to advertise the a vacancy, including but not limited to :

Media: advertising an abbreviated from of the job description in at least one national newspaper .HAC Office approval must be obtained prior to advertising vacancies in the newspaper and the advertisement must state that the vacancy has been presented to the HAC Office . Individuals responding to a newspaper advertisement must submit their applications to the HAC Office with a copy to IRC .

Collage Agencies : posting the job description on the notice boards of other NGOs , UN agencies and in other public areas

Government of Sudan Labor Resources: posting job descriptions on the HAC Office's vacancy announcement board . In addition , when appropriate IRC will search from candidates from the Government's centralized pool of job seekers from which all potential employers may draw .

IRC Notice Boards : posting the job description on the notice boards of all IRC offices in Sudan in order to attract both internal and external candidates Universities and Schools : posting the job description on the notice boards.

For positions that are Officer Level and above , the Human Resources Department will inform the HAC Office of the direct appointment of an external candidate .

Screening Applications :

All applications are received by the Human Resources Department and forwarded to the position's supervisor for short-listing . Together, the supervisor and the Human Resources Department identify the criteria for short – listing .

The Human Resources Department calls the short-listed candidates for a screening interview, before arranging an in-person interview with the candidate. The phone call screening covers questions such as timeline of availability, salary range, whether he/she is able to relocate, and whether he/she is content with unaccompanied status. Responses to these questions guide decisions for calling short-listed for an in-person interview.

All short-listed applicants' applications are kept on file for future reference.

#### Interview Process:

All candidates for IRC vacancies will be given fair consideration and will be selected based on the following factors:

The extent to which they meet the job requirements: This will be determined by the resume submitted by the application, as well as a personal interview.

Their professional history and experience: This will be determined by the applicant's resume and a personal interview. In the case of internal candidates, his/her track record and performance evaluations within IRC will be considered. Their references: These will be taken by IRC Sudan's Human Resources Department.

Practical testing: Some positions (e.g. driver) require specific tests to ensure that candidates possess the requisite technical skills needed to do the job.

All recruitment is based on an interview process to ascertain whether a candidate fulfills the qualifications and experience required of the post. In collaboration with the Human Resources Department, the position's supervisor organizes the interview process.

The position's supervisor is responsible for developing an interview format. The interview format should consist of a set of formal questions, as well as a rationale for scoring that allows for comparison of candidates and justifies the hiring decision.

Interviews must be conducted by a panel of at least three employees, comprised of the position's supervisor, a representative of the Human Resources Department, and a third person of mutual choice to the other panelists. As described above, the process and composition of the interview panel varies according to grade level of the position and whether or not it is open to external candidates.

Internal recruitment by IRC: The hiring committee will be made up of a representative from IRC's Human Resources Department, the individual

who will supervise the employee that fills the vacancy and at least one other senior staff member. The Committee may use its discretion to decide whether the employee's track record indicates that s/ he is suitable for the position in the event that his/her actual experience does not fully meet the job requirements.

External direct recruitment by IRC : Candidates for positions in Salary scale grades 1,2 and 3 in addition to consultants , can be selected directly by their supervisor with approval of Human Resources Department and the country Director , salary grads of four and above must have HAC/Labor Office approval.

A committee comprised of an HAC Office representative , an IRC Human Resources representative and the individual within IRC who will be the supervisor of the individual hired , will review the applications and narrow down to a short list , If the position is salary scale grade 6 and above , a representative of IRC's senior management team will also participate in the committee ,the committee will interview all short-listed candidates ,using the same set of questions for each candidate , to candidate to enable the committee to fairly compare all candidate.

Prior to the interview, the interviewee will be given the job description for familiarization purposes .Depending on the position , the interview may include aptitude tests to assess skills pertinent to the job (e.g. analytical and writing skills , computer proficiency, language proficiency ,etc)

The selection of a candidate is based on the results (score) of the interview and on the interview panel's discussions about the candidate. If the highest scoring candidate is not selected , a written justification must be make by the panel and forwarded to the Human Resources Department for review and approval.

References' Check:

Once a decision is made on a particular candidate, references are checked in order to verify a candidate's qualifications , and to obtain additional information about candidates . Three professional references should be checked , of whom at least two are / were current / former supervisors. References can be verbal or written but must always by documented in writing. References will be asked to answer questions on the candidate's performance and suitability for the position (see Annex 3 for sample Reference Questions form ).

Final Approval of Candidate

If the candidate references are acceptable , then the interview panel submits its recommendation to the Human Resources Department for final approval .Once received , a job offer is made to the successful candidate by telephone or e-mail If it is not accepted , an offer is made to the next most suitable candidate .

Employment Contract:

After the candidate accepts IRC's offer the Human Resources Department extends an employment contract to him /her .The Country Director is the only one authorized to sign employment contracts on behalf of the IRC .The employee's signature on the contract indicates that he/she has accepted the terms and conditions of service. The employee must also sign the job description .

Copies of these document are kept in the employee's personal file .the type of contract offered varies as described below .

Define period contract : an employment contract that clearly identifies beginning and completion dates for a specific job A first Definite period contract (see Annex 4a) may be renewed only once and , if the renewal is done without any break in service , the period of employment is considered to be continuous .The period of employment in this type of contract is for one year or less.

Renewal of the Definite period contract : an employment contract that the first Definite contract and clearly identifies beginning and completion dates for a specific job the second Definite period contract (see Annex 4b) will follow the second Definite period of contract as long as the period of employment is continuous and there is no break in service.

Consultancy : are for the performance of specific tasks over a clearly identified period of time .Consultancy contract (see annex 4d ) must not exceed six months and must specify a clear list of tasks to be accomplished in a Terms of reference (see Annex 28) .Continuous work without a break in service beyond six months reverts into a second Definite period contract . Any taxes or Local fees in association with a consultancy are not considered permanent employees of IRC ,There fore , they are not eligible for transport allowances , per diem , medical benefits , or any IRC peripherals.

IRC Sudan employees must understand that the nature of its work and its dependence on donor funding , IRC's presence in Sudan is temporary .All employment contract , regardless of how they are defined under Sudanese law are temporary .

Employ of Relative:

In an equitable and non – discriminatory manner , the IRC , makes reasonable efforts to accommodate relatives of family members to work in

the Organization Relatives may be only period into separate departments with separate supervisor .

Orientation and Probationary period :

On the first day of reporting to the IRC , all employees receive a copy of the IRC's Administration Manual for the National staff .The IRC requires all new employees to thoroughly review the manual within this document and if need be raise questions during the orientation .

As soon as possible during the orientation period , a new employee is issued equipment and materials needed to do his/her job .The employee will acknowledge receipt of these items on the equipment Issue / Receipt form (see annex 5 ) for any items that are considered IRC assets .

Within the first month of employees, each newly hired employee receive an orientation to the IRC Sudan Country Program .This includes a review of the support functions of each department within the IRC Sudan IRC on a global and national scale .

The employee's direct supervisor is responsible for providing a technical introduction relevant to the employee's job .This introduction serves as an opportunity for the new employee to understand his /her job responsibilities the context of the position within the program or department as well as within the country program's objectives and the IRC's Mission

It is the responsibility og the human Resources Department to ensure that each employee receives an orientation using outline from (see Annex 6) After his / her orientation is completed , the employee should sign the Orientation Outline form and return it to Human Resources for his / her personal file .

Every new employee is also asked to provide the following document foe personal records so that the Human Resources Department can facilitate the process for salary payments as well as travel if and when necessary :

8 passport size photographs

Photocopy of national ID card and passport

Copy of bank card .

Failure to provide the above , may result in a delay of travel arrangement and processing salaries that are directly deposited into bank accounts .

#### Signing of Documents :

IRC Sudan employee are required to sign the Certification of Understanding and agreement to Comply statement (see Annex 7 ) upon accepting employment with the IRC . This document confirms that employee have read the Administration policy ; particularly the section dealing with IRC's mandatory reporting policies and the employee standards of conduct and signifies their agreement to abide by the policies .

Employee also are required to sign : (a) the Conflict of Interest Statement ( see Annex 08) which signifies their agreement to conduct themselves ethically and with integrity in the selection of Vendors and or in the handling or processing of information pertaining to procurement activities and (b) the Appropriate Computer , E-mail and Internet use statement (see Annex 09 ) , which confirms their agreement to use these resources in a professional , responsible and appropriate manner .

#### Probationary Period

A newly hired employee serves a probation period of three full months during which time the employee has an opportunity to demonstrate his/her ability, skills , interest and commitment to the job, as well as overall suitability for the job .

A probationary period must not exceed three months .The contract shall be considered as an indefinite period contract , if its period is indefinite and the probationary period had ended without terminating the contract by either party .

One Month before the end of the probationary period , the Supervisor must evaluate the new employee to either confirm or terminate the contract .The evaluation must be document in writing using the probation Evaluation form ( see Annex 10 ) and forwarded to the Country Director .The contract can only be confirmed following the approval of the Country Director . With the Country Director's approval , the employee receive a letter of employment confirmation from the Human Resources Department (also signed by the country director ).

During the problem period , employees will receive full salary as well as the standard non-taxable benefits included in the salary . Benefits based on length of service (such as annual leave and bonus ) are suspended during any probationary period ,Employees begin to accrue benefits based on length of services from the date of hire but are not eligible to request or receive them until they have successfully completed the probation. All staff who receive appositive probationary evaluation will qualify for 5 % increase in their gross salary upon approval from the country Director .

#### Personal Files :

The IRC consider the information contained in personal files to be confidential and entrusts the depositing , maintenance and security of these records to the Human Resources Department .To ensure the highest level of confidentiality . the IRC maintains two sets of personnel file as follows  
Confidential Personnel File : The IRC Consider the following document as any other staff member .On the cover page of the confidential file , three must be a checklist indicating the contact of the file .

Pre – employment references

Medical information

Criminal investigation

Breaches of Mandatory Reporting Policies or allegations / investigations of having done so

Information regarding an employee's future , planned salary increases promotion or job changes

Any other information the IRC deems inappropriate for inspection .

These document are kept in a locked filing cabinet , in the Human Resources Office . The files can only be inspected by auditors and for legal purposes as required by law , and subject to the approval of the country Director .

#### General personnel file :

The IRC also maintains a general personnel file .On the cover of the personnel ,there must be a checklist indicating the documents in the file .To allow easy access to information , the checklist and the contents within the file are organized according to the following categories :

Recruitment documents employment contract CV, job description Justification / Request for Salary Increase .(see Annex 19 forms )

Signed Certification of Understanding and Agreement to Comply Statement ( see Annex 7)

Signed Conflict of Interest Statement (see Annex 8)

Signed Appropriate Computer E-mail and Internet Use statement (see Annex 9)

Suntory document national ID cards , driving license , work permits , document ( i,e copies of passports , visas , re-entry pass)

Personnel forms : personnel data sheet (see Annex 11) beneficiary designation form (see Annex 12 )

Level Request Forms (see Annex 14)

Medical Licenses / certifications

Insurance documents

Performance evaluations , commendation and warning letters Payroll and Benefits documents

Miscellaneous : memos , correspondence

Access to Information in Personnel file

Unless required by law , the IRC will not release to outside parties information from an employee's personnel file without the employee's written consent

Time and Effort Reporting

Working Hours:

According to the Sudan Labor Act of (1997) the normal work schedule for employee is six days per week (Saturday through Thursday) for a total of forty –eight (48) hours per week . The IRC Sudan will observe a five-day , 40 – hour workweek in all offices (this does not apply to staff on shift / roster ) and six days (48 hours) in the field offices IRC Sudan's weekend holiday varies depending on the location of office ,Breaks for prayer are at the discretion of the employee and will not be deducted from the number of worked hours.

Hours for staff in Khartoum .The standard workweek for full time IRC employees in Khartoum is 7 and half hour per day , five days per week from Sunday through Thursday , from 08:00 a.m until 04:00 p.m. with 30 minutes for lunch

Hours for staff in field.The standard workweek for full time IRC employees in field is 7 and half hour per day , six days per week from the day off vary depending on the location of the field office but working

hours are a standard , from 08:00 a.m until 04:00 p.m. with 30 minutes for lunch

Hours for staff working on a shift Basic .The standard work hours for full time IRC employees working on a shift basis , including drivers and guards, is 48 hours per week .The day off varies depending on the monthly roster /schedule .

Hour of staff visiting field , All staff stations are expected to adhere to the standard working hours for that field office .

Hours for field staff visiting Khartoum field staff on business in Khartoum are expected to adhere to the Khartoum standard working hours .

## Working hours during Ramadan

During the month of Ramadan . IRC Sudan's official hours change the office opens 30 minutes later than normal and closes 30 minutes earlier than normal

Absence and delay : to be treated according to the approved penalty regulations timesheets

Each employee's time and Effort Reporting sheet ( see Annex 13 ) known as a timesheet , is located at the office gate .Staff must note their entry and exit times on their timesheet each day . The Security Guards will maintain a separate staff entry and exit roster for checks and balances on staff working hours and for security reasons .

Employees are required to complete , sign and submit timesheets to their supervisors for approval on a monthly basis ,The timesheet must accurately record employee's time worked and leave taken against the grants that fund their positions . Timesheets are due on the 25<sup>th</sup> of the each month .Failure to submit a timesheet is ground for disciplinary action .

## Categories of leave :

Leave cannot be taken in advance and is not available to employee still in their probationary period All absences due to leave and holidays must be support by a signed leave request from (see Annex 14) Employees must submit their leave requests with adequate advance notice to their supervisor .

There are 7 categories of leave available to regular , full time employees

Annual leave : the purpose of annual leave is to give employees the opportunity to rest and have a break from work , with this in mind , the IRC expects staff to use their annual leave .It is not possible to receive cash for unused annual leave .

Annual leave is accrued at a rate determined by an employee's length of service with IRC .It is calculated as of January 1<sup>st</sup> every calendar year regardless of an employee's hire date and is pro rated for partial year regardless of an employees receive . The a mount of Annual leave that employees receive is determined by The length of time they have been employed by IRC .

Employment	Annual leave per year	Day Accrued per Month
0-3 uninterrupted years	20 working days per year	1,66
4-7 uninterrupted years	23 working days per year	1.91
8-15 uninterrupted years	25 working days per year	2.08
15 + uninterrupted years	Days per year	2.50

Employees are able to utilize their annual leave as soon as it is accumulated except during their probationary period . They also are able to carry over any unused annual leave from one calendar year into the next . In case of an employee not enjoying his annual leave , the management should set leaves programmes , because they are right which cannot lapse by the passing of year .

Employees must submit their annual leave requests to their super visors at least two week before the leave begins . The supervisor wishes to refuse the request , s/he must garner the approval of a senior manager . Annual leave must be taken in period of at least ??? day and cannot be during the last two weeks of employment .

Sick leave : ( To be recorded in the penalties ' Regulation ) .

Sudanese governmental regulations require that employers offer additional support to staff who suffer from an injury or illness that results in a long-term absence from work treated according to the provisions of at least three months and (b) have exhausted all of their normal leave . In accordance with the regulations if a staff member is unable to come to place of his work because of a certified illness / injury not due to misconduct or negligence , IRC Sudan offers the following .

- 1<sup>st</sup> three months full wages paid
- 2<sup>nd</sup> three months : half wages paid
- 3<sup>rd</sup> three months quarter wages paid

After nine months : the worker will remain employed will be on sick leave without pay pending a decision from the medical Commission . Within one month , the medical Commission must decide whether the individual is fit for work or the staff member will be taken off payroll .

Maternity Leave : After six months of uninterrupted employment a female staff wishing to take full advantage of their maternity leave must report their pregnancy to their supervisor no later than the 5<sup>th</sup> month so that plans to cover the employee's absence may be made in advance .

It is the responsibility of the employee to determine the schedule for her maternity leave .The employee must provide her supervisor with a certificate from a recognized to take leave prior to delivery .IRC will contribute an additional 2 weeks leave as long as it is applied prior to delivery .IRC will contribute an additional 2 weeks leave as long as it is applied prior to the delivery date

Maternity leave may be combined with sick leave to add (annual leave if any is available ).

Compassionate Leave: Staff are entitled to Compassionate Leave as follows:

Reason for Leave	Length of Leave
Employee's marriage	3 working days
Family death (parent , child , brother /sister of same parents )	3 working days
Marriage of employee's legal child	2 working days
Birth of child (father only) Mothers receive maternity leave	2 working days
Death of close relative (Known by employee for the majority of his life )	1 working days

Compassionate Leave is applicable only for the day(s) of the event and not before or after .In addition ,Compassionate Leave is always connected to an Occasion or event .If the event does not occur there is no leave entitlement.

Compassionate Leave must be approved by the employee's direct supervisor and the human Resource Department .In order to receive Compassionate Leave the employee must provide proper document either before (in the case of marriage ) or after ( in the case of birth or death) the event . If the Employee fails to provide proper documentation, the days missed will be assigned to annual leave. If sufficient annual leave is not available , the country Director may decide to consider the absence as leave without pay.

If the employee has to travel in order to attend the event , any extra days of absence as leave without pay.

If the employee has to travel in order to attend the event , any extra days of absence may be covered using annual leave. If annual leave not available , the country director may decide to consider the absence as leave without pay.

Idda (Widow Leave) Sudanese labor regulations require employers to offer a working women whose husband dies leave with full pay commencing from the date of his death .The length of the leave period shall be.

If the woman is not pregnant four months and days commencing from the date of husband's death .

If the woman is pregnant : from the date of husband's death until the date of delivery (at which points maternity leave begins)

Pilgrimage leave Sudan labor regulations employers to offer staff who have three continuous years of service to 15 days of leave with full pay .This leave is available to staff one time during his/her service .the staff member must provide IRC Sudan with appropriate documentation to prove that s/her has completed this religious rite.

Holidays : The IRC Sudan observes a combination of IRC and Official Sudanese holidays (See Annex 16 ) ( for a current holiday schedule).Many Sudanese holidays observe Muslim festivals, which are timed according to local sightings of various phases of the moon. with this in mind, the dates given in Italics are approximations .National Staff wishing to observe other holidays not indicated may do so by using their accumulated annual leave upon approval of their supervisor .Unplanned holidays announced by the government will be observed.

Tracking and Approval of leave:

The Human Resources Department maintains a record of each employee's eligible leave .When an employee wishes to take leave, he /she should request the Human Resources Department to prepare a leave Request from (see Annex 14)detailed the employee should discuss his /her leave plans in advance with his /her supervisor.

Before the employee departs from the workstation , he /she must have all leave forms approved by his /her supervisor.

Overtime :

Employees in Grades 1-3 may submit for overtime pay when , with the clear approval of their supervisor or senior management , they exceed their normal daily working hours by 30 minutes or more or when they work on a national Public Holiday or government's official weekend day .Provided that an approval of the Sudan Labor Act 1997 will be subject to overtime the overtime hour will be calculated at time and a half .In the case of a National Public Holiday or the government's official weekend holiday , the overtime hour will be calculated at double time .All overtime is calculated based on the Gross Salary .In order to collect overtime payment , employees must submit an Overtime Calculation from (see Annex 17) signed by their supervisor or senior

management Overtime will be paid as followed :gross salary multiplied by the number of calculated overtime hours divided by 240.

Employee is Grades 4 and above are not eligible for monthly overtime allowance as a part of their salary .The overtime allowance is given in recognition that is necessary .It is understood That staff at this level have more responsibility and will occasionally have to work additional hours in order to meet the demands of their job (If better Situation is achieved)

Staff on roster or rotation schedule are not eligible for overtime on national holidays, or officially recognized weekends unless they exceed their 8 hour shift If a staff member exceeds their eight hour shift .each additional hour will be calculated at either time and a half for regular working days or double time for approved National Public Holidays will be compensated at double time for their regularly scheduled eight hour shift.

#### Compensation Time:

The IRC Sudan , in principle , does not offer its employees unpaid leave due to planning for staffing and the fact that positions are financed with limited donor funds .

#### Gross Salary:

Each position within IRC Sudan is assigned a grade within the salary based on responsibilities and qualifications required for the position .Within each grade there are three levels and unlimited steps. It is the responsibility of the supervisor to recommend the appropriate grade. Level and step for his /her potential employees to the Human Resource Department's responsibility to determine if the grade allocation is accurate and if it fits with the salaries of staff members in similar positions. The selection is based on a number of considerations , including but not limited to previous experience ,performance ,educational qualifications , duty station and salary history .

The salary scale is reviewed periodically:

#### Pay Schedule:

All the IRC employees are paid monthly in arrears by direct bank deposit cheques of in cash. If an employee choose to be paid by direct deposit, it is his /her responsibility to provide the Finance Department with a completed salary or withheld by the IRC.

#### Salary Increase :

Any salary increases and bonuses are awarded only under circumstances outlined below.

**Merit Increase :** based on performance Based on the employee's comprehensive Annual Performance Evaluation covering his/her performance for an entire year, his/her supervisor can recommend to senior management a salary increase of no more than 10% of the gross Salary. All Merit Increase must be approved by the country Director. Merit Increases are not automatic.

**Promotion :** based on being selected for a new position with a new grade within IRC Sudan. Note : not all job transfers result in a promotion or salary increase.

**Salary Scale Adjustment :** based on an employment market. If warranted, the IRC Sudan's entire salary scale is adjusted to be more competitive with colleague agencies.

For salary increases to be processed to be a justification / Request for salary Increase form (See Annex 19 ) must be completed and submitted with appropriate supporting documentation. A concrete justification must be included in the change of Status /Salary from such as standard 5% increase, a clear and substantial increase in job duties and responsibilities of the current position change in function involving an increase in responsibility, salary scale adjustment etc. Current and proposed Job descriptions also determining the level of salary increase.

#### Acting Allowance:

If an employee is in an Acting Capacity for his /her supervisor for a period longer than two months, he/she received the same basic salary as the national staff member on whose behalf they are acting, retroactive to the first day of his / her acting assignment. If the employee hands over this responsibilities or is absent from the duty station for any reason, the employee is not eligible for compensation with the acting allowance for those days. The employee's supervisor must issue a formal written handover establishing the acting assignment. Upon the end of the acting assignment, the individual will return to his / her normal salary.

#### Taxes and Payroll Deduction :

All statutory deductions and income tax on assessable salary ,benefits allowances , ect are deducted monthly from the employees pay and are remitted by the IRC Sudan to the appropriate authority .Employees are responsible for submitting their own tax return and other documentation to the tax authorities if applicable to their financial situation ,Aside from the taxes related to income and allowances mentioned above ,the IRC Sudan accepts no responsibility for its Employee's Taxes .

By definition , consultants are not IRC employees Therefore , IRC has no responsibility for deducting and transferring taxes for consultant's fees Consultants are responsible for paying their own Taxes .

**Salary Advances and Loans :**

Salary advances are not permitted , except in emergency situation and only with the approval of the Program / Field Coordinator or Country Director .Under no circumstance can the amount eligible for any advances is calculated at half the net monthly salary .The maximum amount eligible for any advance exceed an employees monthly salary .The Maximum amount eligible for any advances is calculated at half the net advance was given .IRC is not a position to give employees loans of any kind .

**Severance Pay:**

Some departing IRC employees are entitled to severance pay please see Termination / Resignation Entitlements in Employment Status Change section below .see (Annex 20) for the IRC Sudan severance pay schedule .

**Benefits and Allowances:**

It is the goal of the IRC Sudan to attract Staff Available in order to deliver the highest quality results Possible to those served by our programs ,In addition to a providing a positive , Supportive working environment ,the IRC endeavors to offer competitive salaries and an attractive benefits package ,The benefits described in this manual represent the maximum offered by the IRC Sudan of this writing .

**Allowances :**The Monthly allowance : the IRC pays the following allowances as a part of the net monthly salary for the employees , for improving the quality of their life and meeting some of their daily and emergency expenses .The IRC pays the transport , housing , medical , cost of living , meal , clothes , social grant and overtime allowances All these allowances are officially exempted from Taxes .

**Gratuity or Bonus :**

If funds are available and if approved by the country Director , the IRC Sudan may provide an annual year – end gratuity or bonus to its currently – employed

, regular , National employees .The amount of the bonus will be determined each year and could range from zero to an amount equal to the

Employee's salary for the month of December .December Bonuses are subject to 10% income tax .

Employee's who have not been employed the IRC for the entire Calendar year will receive a prorated bonus according to the rate of their monthly service Employees who are still in their probation period. At the end of the Calendar year are not eligible for the bonus.

Festival Allowance :

If funds are available and if approved by the country Director , the IRC Sudan may provide an annual festival Allowance to its currently – employed , regular, national employees . The festival Allowance is not tied to any particular festival but , if paid is usually given before Eid El fitr Using a flat rate , the amount of the bonus will be determined by the CD each year . The allowance is not subject to taxes .

Transfer Assistance : National staff , which have been with the IRC for at least one year who are transfer assistance of SD. 100.000 to offset the cost of moving their household and family .National Staff are not automatically eligible for this benefit staff must have been with the IRC for at least one year , demonstrated reasonable commitment , and be in good standing.

Annual Leave Transport Allowance :

National Staff who are hired to work in Khartoum but are later transferred to a field –based duty station are entitled to receive one round – trip ticket every six months from their duty station to Khartoum using the most common and economical means of transportation available .This is not a taxable benefit and is paid as needed to eligible employees .

Transport Allowance :

All National Staff are eligible for a monthly allowance of SD 10.000 to offset the cost of transport to and from the IRC office .

IRC Health Care Assistance Account :

On an annual basis if sufficient funds are available , the Country Director has the authority to activate a Health care Assistance Account . If the Account is active full – time regular staff have the opportunity to access up to SD 20.000 per year to offset 100% Of the cost of certified medical intervention for themselves , their legal spouse and children 16 years of

age and younger. The IRC reserves the right to pay the benefit directly to the medical care provider.

All medical costs up to 20,000 SD per year is reimbursable upon receipt and verification from IRC Health Department .All receipts submitted to the Human .

Resources Department must be accompanied by a Medical Reimbursement Request from (see Annex 21) Any certified medical procedure is eligible except for dental set and spectacles .

Accident Benefit : In the event that an employee is injured the course of duty , the IRC Sudan will abide by the Sudanese Labor and Social Insurance Laws .

Death or Disability compensation :

In the Course of Duty

Death : If a regular , full –time employee is passed away in the course of duty the IRC Sudan will pay his /her legal heirs the sun of six months gross salary plus the normal entitlements that would result from the normal termination of that employee's contract .

Disability : if an employee is disabled as the result of a work – related accident in the course of duty , the employee will be put on sick leave while a certified medical professional and / or the government's Medical Commission determines whether the individual will be able to resume his /her original job or another job with the IRC Sudan , s/he will receive either .(a) the normal contract termination benefits plus an extra six month's salary or (b) his /her compensation according to the Sudanese Government's Injuries Act of 1981 , whichever is higher .

Outside the Course of duty :

If a regular full –time IRC employee a killed in an event unrelated to work whether the event is a natural death at work of home , an accident outside of work , etc , the IRC Sudan will pay the employee's legal heirs a minimum of two month's gross salary .The specific amount will be determined by the country Director .

Performance Management :

Performance management system – Evaluations

The Performance management system is an opportunity for the employee and his /her supervisor to meet and discuss job expectation , work performance change in job responsibilities , training needs , and any other issues related to the position . The key to the performance management

Systems success is ongoing communication between supervisor and employees, Employees should regularly address their work-related concern with their supervisor .A timely comment on a recent activity or behavior is helpful ,

whereas the same comment made several days or weeks later may be less useful. The performance management system also includes performance evaluations. Discussions are guided by one of three standard evaluation forms (according to the employee's grade level) and will take place in a constructive manner with a focus on the employee's professional performance, areas for improvement and the future prospects for the individual within the agency. Below is an outline of the frequency and content of performance evaluations.

**Performance Expectations:** At the start of the employment contract, the employee and supervisor meet to review the employee's job description and set performance expectations. These expectations are recorded on the employee's performance evaluation form (see Annex 20) and are used to guide subsequent evaluations during the contract period.

**Probation Evaluation :**

Within ten days prior to the end of an employee's probationary period, the supervisor conducts an evaluation of the employee to determine whether he/she is suited for the position. The Probation Evaluation form (see Annex 10) is placed in the employee's personnel file.

**Performance Evaluation :**

Each employee will be evaluated twice per year, the first evaluation covering the January – July period and the second covering the entire year. In addition to evaluating performance based on the employee's job description and pre-set performance expectations, the Performance Evaluation (see Annex 22) includes a review of the employee's job description and requires the employee to contribute his / her own self – evaluation, as well as ideas for staff development. The Performance Evaluation is entered into the employee's personal file.

## Performance Evaluation Assessment :

At the end of the evaluation , the supervisor rates the employee according to the numerical assessment scale detailed below , All rating scores must be supported by at least three examples of how the employee performed at the level indicted .

Level 1	Level 2	Level three	Level four	Level five
Perform substantially Below the supervisor's Expectations	Performs Below The Supervisor's Expectation	The supervisor's Expectations	The Supervisor's Expectations	Substantially Exceeds The Supervisor's Expectation
The employee is performing at an exceptionally high level of effectiveness	The employee is performing at an exceptionally high level of effectiveness	The employee is performing at an expectable level of effectiveness	The employee is performing at a minimal or below of minimal level of effectiveness	The employee is consistently performing at an insufficient level of effectiveness

### Evaluation conducted by Incoming / Outgoing Supervisors

If an incoming supervisor has supervised an employee for less than 90 days prior to the evaluation due date , he / she will not be expected to evaluate his/her supervisees , Those supervises most recent evaluation will be considered legitimate . At the discretion of the new supervisor ,he/she can conduct a verbal review of supervisees and document the discussion as a note to the personnel file .

All outgoing supervisor are expected to conduct exit evaluation with staff this is to ensure that all supervisor have a current evaluation at the time of their annual evaluations. In the event that a supervisor is terminated or resigns without notice , the most recent evaluation will be legitimate .

### Completed Performance Evaluations :

Probation Evaluation must be received by the Human Resources Department within two working weeks of being conducted .Performance Evaluation must be received by the end of December each year of conducting the evaluation any supervisor who fails to conduct or submit evaluation on time is subject to disciplinary action if an evaluation is not completed and submitted through no fault of the employee , then the most recent evaluation will be considered legitimate

The Human Resource Department review all evaluations for quality check and control before submitting them to the Country Director for final approval .If an employee's evaluation categories (Positive or negative ) from the previous evaluation .the Human Resources Department will investigate the case and provide a separate report with the evaluation .

Every outstanding and every unsatisfactory evaluation will be reviewed by senior management to determine the best course of action (possibly promotion in case of outstanding or ways to improve for unsatisfactory evaluation).

#### Staff Training :

The IRC is committed to producing the highest quality results in work .One way to accomplish this is to enable staff to broaden and develop their own professional skills through training opportunities – both internal and external formal and informal .Staff training is linked to the performance Management System , given that during evaluations ,an employee and his/her supervisor identifies professional development goals that are often achieved through training .

#### In House Training :

The IRC Sudan Endeavour's to provide regular in house training opportunities for all staff , Examples of in – house training include but are not limited to:

#### Orientation to the IRC and the IRC Sudan :

Orientation and refresher training about the IRC's financial , logistics administrative and other procedures and systems

Security

Language

Computer

#### External Training :

The IRC is not specifically a training organization and , because it is dependent upon donor funding ,the availability of resources for external training is limited it is not possible to provide access to this type of training for everyone equally and with the goal of maximizing quality

results in programming .The following basic conditions must be met for employees to be considered for training .

Must be a full-time , regular employee

Must be fluent in the language in which the training is provided

The training must be professionally relevant to the employee and to the IRC Sudan .

The employee must agree to submit a written , detailed report about the training event and conduct a training workshop for his /her colleagues within 14 days of returning

s/he must agree in writing not be leave the IRC Sudan for at least one year after the training .(Note : If an employee terminates his /her employment before the agreed upon employment period , the IRC can require that the employee reimburse the IRC for the costs of the training ).

Decision – Making About External Training :

A training Plan for the IRC Sudan Country Program is prepared on an annual basis based on the trining Needs and skills Needs Forecasts identified in staff Performance Evaluations Individuals are selected for external training opportunities based on the Annual Training Plan and the extent to which they and the training opportunity meet the following criteria

Will the training enhance the quality of the programs and inputs given to IRC's beneficiaries?

Will the training be used immediately and effectively by the employee to achieve quality results in programming ?

Will the training have a strategic impact on the program as a whole and not just on the employee ?

Employees must submit a training Request from (see Annex 23 ) signed by his/her supervisor .Training Request forms must clearly articulate how the training is relevant to the employee's professional development plan outlined in his/her performance evaluation ,The request will be reviewed by a committee consisting of a representative from the Human Resource Department ,the employee's Head of Department and another senior supervisor .The committee will make a recommendation about the training request to the country Director who will make the final decision

Financial Support for Training :

In – House Training : for any training or workshop within the duty station the employee will receive no additional benefits . The employee shall pay the cost of transport to the place of training .

External Training : funds for training can be sought through the country program and also through the regional fund .The amount of financial

support provided by the IRC Sudan for external training opportunities will depend on the type of course , the extent to which the course fees meet the needs of the trainees and the funding available for external training opportunities .At times , staff may be asked to contribute partially or fully to the cost of their own .

External training opportunity ,The amount of the contribution will be determined by the country director on a case by case basis .

Special topical courses :

Specific topic (e.g, PRA , etc) , the IRC Sudan will consider providing reasonable financial support for transportation needs , meals and accommodation related to the training opportunity if such support is not provided by the training provider . If the course will take place outside of Sudan . only employees in grades 4 and above will be eligible consideration .

Regular , Interval Training : for on going training courses (e.g) English language , computer operation , etc) the IRC Sudan normally will provide support .staff are expected to undertake these types of courses on their own outside of normal working hours , However . if the course is essential For job performance , it is considered extremely urgent and there is grant money available for it the country Director will consider covering the cost if : The course is requested by full time regular employee .

The employees performance evaluation history id positive and identifies a strong need for such ,

The course does not last longer than 3 – 6 months .

Regular education, academic studies: it is difficult for IRC Sudan to provide financial support for this type of external training. However, it may be possible to serve as reference , provide a letter of support , etc . in an employees efforts to obtain support or scholarship form other entities .

Employment Stauts Changes :

Promotion

Promotions may be result of a significant increase in an employee's responsibility within the same salary grade or an employees assumption of anew positions within a higher salary grade .The types of promotions that result in an increase in salary are outline in future detail in Salary Increase remuneration / compensation section of this manual.

The supervisor shall recommended on the justification / Request for salary increase from (see Annx 19) to be eligible for promotion , and employee must have been in his or her present position for minimum of three months and be qualified to perform the duties and responsibilities of the New position.

### Transfers :

A transfer is reassignment for an employee one duty station to another duty station in which the employee retains the same or different position while remaining on the same salary grade .A direct supervisor may initiate a transfer request of an employee or an employee may also apply for a transfer . transfers must be deemed in the interest of the IRC and are subject to agreement and approval by the Human Resources Department and the Country Director .

### Resignation :

Resignation is defined as Voluntary termination by the employee. The employee is obliged to provide written notification to his or her supervisor with a copy a Country Director , thirty days prior to his / her planned departure from work while still legally employee by the IRC , the agency has right to deduct one month's gross salary from the employee's final pay (labor Act ,section /50/3)

### Suspension :

The IRC Sudan reserves the right to suspend any employee without pay if she /he willfully or intentionally violates the IRC policy , procedure , regulation or standers of conduct. Suspension without pay usually follows written warnings but may, in the case of egregious disregard of The IRC policy and procedures, behavior that endangers the IRC personnel staff or violation to the Sudanese labor Act (section 53) imposed without piror written or verbal warning such as disciplinary measure must to be approved by the Country Director .see the section to disciplinary Action in this manuals for more information .

### Termination:

Only the director of the Sudan labor office can terminate and employee contract , in the cases which are treated by the labor office required by the labor Act (section 50/1) the IRC Sudan will endeavor to give employee 30 days notice of their termination .

### Summary Dismissal:

To be treated according to the provision of section 53 of the labor Act .

### Disciplinary reasons :

An employee who is being summarily dismissed will be informed by the Country Director or the most senior employee present that s / he is

suspended from work (Labor Act Section 55/2) until the dismissal as approved by the labor Office .The employee will be escorted from the IRC premises and will no longer have access to it (guards will be informed accordingly) .

As soon as possible , the employee will receive a written change and dismissal letter composed in consultation with the IRC legal advisor , including specific allegations and specifying the penalty of dismissal .If appropriate , such as in the case will be filed .All necessary further steps to immediately terminate the contract and employment will be taken and both the Khartoum Labor Office and HAC Labor Office will be informed .

Exit Procedures :

All individuals leaving IRC's employ must report to the Human Resource Department in order to complete and sign all exit documentation and complete a no Claim from (see Annex 24 ) prior to leaving all IRC issued identification card Failure to do so could delay the disbursement of the employee's final pay and entitlement , if any .

All individuals employed at Grade 4 and above leaving IRC's employ must provide detailed handover notes to assist their replacement and supervisor to take over their responsibilities .Employees must use the Handover Notes formal ( see Annex 25) developed by IRC /

Termination / Resignation Entitlements :

If an employee fails to report to work during the required period of time after receiving notice of termination of submitting his/her resignation , the days for which s/he is absent will be treated as leave without pay.

The Country Director has the option of paying a regular or probationary employee who has been terminated his/her salary in lieu of giving 30 days notice

Ordinary / Regular , Termination : IRC staff members who have not completed at least one year of service are not entitled to severance pay .Those who have completed at least one year of service salary through the contract termination date and receive severance pay if his/her length of service with the IRC is one uninterrupted satisfactory year or more .

Termination due to gross misconduct : -

Upon receiving termination notice , the employee will receive his/her salary through the last day of employment and cash –pay – out for unused annual leave No other benefits or allowances will be given ,No severance pay shall be paid for termination of service because of gross misconduct .

#### Recommendation Letters :

Upon termination / resignation , employees receive a work Certificate (see Annex 27) from the IRC indicating his / her job title and length of service ,Supervisors may write personal letter of recommendation but they are not authorized to use IRC

IRC letterhead and the must write them as individuals , not as IRC representatives

#### Logistics Procedures :

Prior to traveling IRC Staff are expected to develop a term of reference (see Annex 28) for their visit ,The term of Reference must be shared with the head of the field site to be visited within two weeks of their return , staff are expected to submit a through trip report (see Annex 29) .

#### Travel :

Prior to undertaking business travel an employee's supervisor must sign a travel Authorization and booking form (see Annex 30) the signed form must be submitted to the Human Resources Department .Travel Desk .In the interest of time , It is acceptable to e-mail the completed form to the travel desk at [irctravel@sudan.their.org](mailto:irctravel@sudan.their.org) as long as the signed form to be provided as soon as possible .Travel Authorization and Booking form without the appropriate grant coding will not be accepted .

All in – country and regional travel should be planned and approved at least one week before departure .Other international travel must be planned and approved as far in advance as possible (minimum 2-4 weeks ) and comply with the IRC Headquarters travel policy ( available from the Human Recourses Department

Travel Expense for In-Country Travel : In general IRC staff traveling on official business should utilize the most cost effective public transport .If travel using another means a uthorized by the employee 's supervisor , it will be paid/ reimbursed based on actual costs.

It is IRC's policy to use transport for all staff that provides the best combination of the following economy in cost , safety and travel schedule .Employee must provide proper documentation (official invoice) valid used tickets , etc) to the finance Department of the cost of non – IRC transport.

Travel Expense for International travel : International travel International travel for all staff will be made based on the most economic route based on economy class fares .if additional costs are incurred as a result of additional stopovers or rerouting due to the negligence of the employee or for personal reasons , the extra charge will be paid by the employee .Any further travel in the country of destination will be compensated for on second class basis.

Transport & Accommodation in Khartoum :

Transit through Khartoum .Employee transiting Khartoum on authorized business or leave are collected at the airport or bus station by the IRC or an IRC arranged taxi and taken to the office or another central location . All onward travel from these location is by the employee's own means and at their own expense .For employees departing Khartoum on authorized business or to return to their duty station , an IRC vehicle will be available at the office or another central location to take passengers to the airport or bus station .

Accommodation in Khartoum :

Employees traveling on business to Khartoum are required to stay at an IRC – approved accommodation .The Human Resources Department will make all arrangements for visiting employees . including booking , as long as sufficient advance notice is given .If advance notice is not given , the IRC is under no obligation to provide accommodation in Khartoum for visiting a staff .Should an employee choose not to stay in the accommodation arranged by the Human Resource Department . he/she must pay for all accommodation costs associated with sufficient notice to cancel the booking any and all costs associated with cancellation or no-show will be charged to the employee's personal account (17)

Transport within Khartoum :

The IRC provides transport for visiting employee in Khartoum on business between the IRC – approved accommodation and the IRC office of visiting employee between the IRC office and Khartoum –area meeting sites ,In

the event that an IRC vehicle is unavailable for this purpose the IRC will arrange a taxi or other form of transport .Any use of taxis for visiting employees on business must be arranged through and approved by the logistics Coordinator and will only be approved when IRC transport is not available

Daily Allowances :

The Daily Allowance is made up of per Diem ( for meals) and Accommodation (for hotel and or other lodging ) to cover – out of pocket expenses incurred for meals and incidentals when an employee travels outside his /her duty station on official business for a period of least 12 hours A Daily Allowance is given only when an employee is undertaking official travel at the request and with authorization of his / her supervisor. Per Diems are not available during leave no receipts are required to claim a per diem. One may not claim a per diem for any meal provided by the IRC or another party or for meal cost not actually incurred .

Travel Advances and travel Expense Reimbursement :

Staff may request a daily allowance prior to traveling by submitting a travel advance Request form (see Annex 31 ) All daily allowance advances must be cleared within 48 hours of return to one's duty station using the travel Expense Reimbursement (ETR) form (see Annex 32 ) Expenses will be reimbursed up to the exceptional basis and only with the Country Director's approval .Any advance not settled through submission of a TER within the given time frame . will be deducted from the employee's pay .

Daily Allowance Rates for Travel inside Sudan

Daily Allowance Rates	Per Diem	Accommodation
Location	3000	n/a
Khartoum	3000	n/a
Kassala	3000	n/a
Port Sudan	3000	n/a
Wau	3000	n/a
Aweil	3000	n/a
Raga	3000	n/a
Gogrial	3000	n/a
Malakal	3000	n/a
Dilling	3000	n/a
Julud	3000	n/a
Lagawa	3000	n/a

Tima	3000	n/a
Juba	3000	n/a
Kass	3000	n/a
Zilenge	3000	n/a
Mukjar	3000	n/a
Kutum	3000	n/a
Malha/millet	3000	n/a
Kabkabiya	3000	n/a
Other maior cities	3000	n/a

Roving staff (those whose position require that they spend more than 50% of their time outside of their duty station ) will receive an additional 30.000 SD per month as part of their gross salary in lieu of per diem for staff that spend less than 50% of their time outside of their duty station ,the IRC will offer 100 % of the daily rate for the first 10 consecutive days spent in the field and 50% thereafter per trip .

The Daily Allowance is broken down into the following eligible allocations Breakfast 500 SD

Lunch 1000 SD

Dinner 1500 SD

Daily Allowance Rates for travel outside of sudan :

International travel and per diems are covered by the IRC Headquarters travel policy A copy of this is available with Human Resources Department Employees traveling outside Sudan on official IRC business should consult with the Human Resources Department to familiarize themselves with these procedures and regulations

Visas , Passports , and Licenses :

The IRC pays for the acquisition or renewal of passports visas and driving licenses for those authorized to drive IRC vehicles , only if these document are needed for the employee to perform his or her duties or are needed to attend international workshops or conferences

Vehicle Use :

The IRC vehicles are assigned to drivers and pooled for programs/ departments during working hours. Staff requiring a vehicles Request from (see Annex 33) no later than the day before than the vehicle is needed.

IRC Staff are required to use safety belts at all times in IRC vehicles staff involved in an accident must report the incident to Logistics immediately and complete a Vehicle Incident Report (see Annex 34 ) as soon as possible .The cost of repairing the vehicle , including any insurance excess , is the responsibility of the driver if he/she is found to be at fault .

Employee standards of Conduct :  
IRC Mandatory Reporting Policies

## Introduction

In accordance with the mission and practice of the International Rescue Committee , Inc (IRC) and principles of international law and codes of conduct all IRC staff , including both international and national , regular full and part time staff , interns, contractors , consultants , and volunteers (IRC staff) are responsible for promoting fundamental human right , social justice , human dignity , and respect for the equal rights of men .women and children .While dignity respecting the dignity and worth of every individual , IRC staff must treat all

Person without distinction on the basis of an individual's race , gender , religion color , national or ethnic origin , marital status , sexual orientation, age or disability .

IRC staff recognize that certain international standards of behavior must be upheld and that these standards take precedence over local and national cultural practices . IRC staff commit that will: (1) always strive to treat all persons with respect and courtesy in standards of behavior ; (2) never intentionally commit any act or

Omission that could result in physical , sexual or psychological harm to the beneficiaries we serve , or to their fellow workers ; (3) not condone or intentionally participate in corrupt activities or illegal activities .While respecting and adhering to these broader frameworks of behavior IRC specifically requires that IRC staff adhere to the following policies.

The IRC staff are prohibited from engaging in sexual relationships with beneficiaries .sexual activity with children (defined according to the Convention on the Right of the child (CRC) as all persons under the age of 18 ) is strictly prohibited regardless of the age of majority or age of consent locally .Mistaken belief in the age of a child is not a defense .

This strict prohibition does not apply where the staff member is legally married to someone under the age of 18 .

Given the inherently unequal power dynamic , IRC staff should avoid recruiting beneficiaries to work for them in a personal capacity (e.g as domestic workers ) whenever possible , because of the potential and /or perception of abuse or exploitation .This should be strictly adhered to in employing younger children .

An IRC staff member must never abuse his /her power or position in the delivery of humanitarian assistance , neither through withholding assistance nor by giving preferential treatment .Requests / demands for payment , privilege or any other benefit , including sexual favors or acts , are strictly prohibited .

IRC staff are prohibited from engaging in any forms of intimidating , humiliating degrading or aggressive behavior toward beneficiaries

#### Policy Against Harassment of IRC Staff :

The IRC has a long – standing policy of ensuring a work environment that is free from all forms of harassment bases upon a staff member's race ,gender , religion color , national or ethnic origin , marital status , sexual orientation age , disability or any other characteristic protected by law .Unlawful harassment ,including sexual harassment , will not be tolerated

For the purposes of this policy prohibited harassment include verbal , non verbal or physical conduct , perpetrated by a supervisor co-worker or third party with whom IRC does business that, discriminates against an IRC staff member because of his/her race gender , religion , color ,national or ethnic origin, marital status , sexual orientation , age ,disability or any other characteristic protected by law. Examples of such discrimination can generally be separated into two categories : sexual harassment and other

#### Sexual Harassment :

Sexual harassment includes , but is not limited to unwelcome sexual advances , request for sexual favos , and other verbal , non-verbal or physical conduct of a sexual nature when:

A staff member's submission to such conduct is either explicitly or implicitly made a term or condition of that staff member's employment.

A staff member's submission to or rejection of such conduct is used as a basis for employment decisions affecting the individual

Such conduct has the purpose or effect of unreasonably interfering with a staff member's work performance or creating an intimidating , hostile or offensive working environment .

Some example of what may constitute sexual harassment are :  
threatening or taking adverse employment actions if sexual for favorable or preferential treatment

unwanted physical touching of any kind

open displays or unsolicited showings of nude or sexually explicit photographs , open displays or unsolicited showings of nude or sexually explicit photographs derogatory or demeaning e-mail s , screen saves , posters , cartoons , cards or writing on walls.

Other prohibited Harassment: Other prohibited harassment

Verbal , non – verbal or physical conduct when such conduct is based upon a staff member's race , gender , religion , color , national or ethnic origin marital status sexual orientation , age disability or any other characteristic protected by law, and has the purpose or effect of unreasonably interfering with that staff member's work performance and / or creating an intimidating ,hostile or offensive working environment .

Examples include :

Offensive work environment

Employee decisions that have the purpose or effect of unreasonably interfering with a staff member's work performance .

Policy Against Fiscal Improprieties :

The IRC expects its entire staff to maintain the highest standards of ethical conduct and to ensure their and IRC's compliance with all applicable laws and accounting principals ,Any accounting fraud or other fiscal impropriety is strictly prohibited some examples of fiscal improprieties include :

Unauthorized or unethical use of IRC funds

Fraudulent accounting or reporting of expenditures

illegal or unethical fiscal activity (e.g, theft , embezzlement , etc )

improperly gaining or potentially gaining financial benefit from beneficiaries aiding and another's fiscal impropriety.

A willful to report a fiscal impropriety may be construed as aiding and abetting the wrongdoer (See Reporting Violation of these policies) . In addition to disciplinary action and / or termination of employment ,fisal impropriety may result in personal liabilities to the wrongdoer and criminal prosecution .

#### Reporting Violations of These Policies :

These policies prohibit the above – mentioned abuses occurring in any IRC work environment and apply to all IRC staff , all outside contractors contracted by the IRC and all third parties directly doing business with the IRC, IRC staff have the responsibility to report any know , reported or suspected cases of alleged violation of these policies by IRC staff , any other humanitarian or development workers, representatives of local or national government , police military personal , outside contractors who are associated with the IRC , and / or all third parties doing business with the IRC, IRC staff must report alleged violation immediately to their supervisor , the Regional / Country Director , IRC's Vice President for Human Resources, or IRC's Vice President for the area in which he / she works .Under no circumstances is any IRC staff member required to report the alleged violation to a supervisor whom he/she believed to be involved in the violation .

It is not the responsibility of the reporting member of staff to ascertain whether or not complaint is true .it is his /her responsibility to report any concern in good faith , via the process outlined herein .

#### When a report of an alleged violation is made :

IRC senior management will conduct a full , fair , prompt and through investigation as appropriate under the circumstances .Step taken will depend upon the nature of the allegation .All IRC staff must cooperate fully in the course of any investigation .Confidentially will be maintained throughout the investigation subject to the need to conduct full and fair investigation .

If the IRC determines that a violation of these policies has occurred , prompt remedial action will be taken against the offending person (s) , up to and including his/her termination from employment (to add: and according to the labor law ) .Additionally , if appropriate , IRC management will alert the proper legal authorities as to the violation .

Individuals who report alleged violations of these policies or who are involved in the investigation of a violation of these policies , will not be subject to reprisal or retaliation in any form .Retaliation is regarded as a

very serious violation of these policies and should be reported immediately .Retaliation against a complaining party by anyone will result in immediate dismissal , after the approval of the competent authorities (the Labor Office).

All IRC staff are expected to report instance of violations truthfully and responsibly .IRC staff who fail to report allegations that have been brought to their attention or to act on information that they know or should know , will be subject to disciplinary measures .Internationally false report of violations of these policies will result in termination from employment .

## Other IRC Sudan Country Program Employee Standards of Conduct

### Standard of Conduct Regarding Ethics and Integrity

The IRC expects its staff to perform their work with the highest levels of ethics and integrity .IRC employees are expected to be honest and forthcoming beginning with their application through their employment period and termination .In addition , employees who use their IRC position , privileges or property for (a) personal or commercial gain or (b) directly or indirectly soliciting any gift , favor , entertainment , loan , commission or any thing of monetary value from a person or entity who has ( or is seeking to obtain ) business or financial relations with the IRC will be subject to immediate disciplinary action, including summary dismissal .

### Standard of Conduct Regarding Drugs in the Workplace:

In order for the IRC to achieve its mission .its staff must efficiently and effectively carry out their responsibilities .The IRC recognizes that the use of drugs , alcohol or any other intoxicating substances can impair a staff member's ability to carry out his duties . The use of intoxicating substances can adversely affect one's judgment, concentration and attention . It can result in poor work habits , unreliability , poor attendance and punctuality , unmet professional obligations and diminished productivity .

Consequences of using illegal substance on the job : The use of such illegal substances during work hours or at an IRC workplace is strictly prohibited .Any employee who is unable to satisfactorily perform his or her duties as a result of the use drugs , alcohol or other intoxicating substances is a subject to immediate dismissal after the approval of the competent authorities ( the Labor Office ) Alternatively , the IRC may require such an employee to participate of continue in such a program is ground for further disciplinary action ,including immediate dismissal .

Professional Assistance in Drug Cases .Management and other supervisory staff are encouraged to seek professional assistance , notify supervisors and document an individual's deteriorating performance , erratic behavior or prohibitive conduct when it appears that the use of drugs or alcohol are the cause of such behavior .

Standard of Conduct Regarding Private Trade and / or Employment:

IRC Sudan employment contract prohibit IRC Sudan staff from engaging in work (with or without pay) with another agency .To do so will be considered a violation of the contract and will result in disciplinary measures .

Standard of Conduct Regarding Publications and Unpublished information  
IRC Sudan staff who wish to share IRC – related work , data ,research or experiences through publications ,public speeches ,etc ,must first obtain the approval of the Country Director .

All individuals employed by the IRC Sudan (regardless of the type of employment contract ) will handle official and / or confidential information related to IRC and its Sudan country program with the utmost discretion .Official communicated in any form to any person , institution or authority unless of this manual will be subject to disciplinary measures .

Commitment to IRC's Mandatory Reporting policies and Employee Standards of Conduct

An IRC humanitarian worker will always treat all persons with respect and courtesy in accordance with applicable international and national conventions and standards of behavior .

An IRC humanitarian worker recognize the inherent unequal power dynamic and the opportunities it offers for exploitation. Individuals who take advantage of such opportunities for exploitation undermine the credibility of humanitarian work and do sever damage to the victims .their families and communities , An IRC humanitarian worker must never abuse his /her power or position in the delivery of humanitarian assistance including withholding assistance , giving preferential treatment , requesting / demanding sexual favors .etc.

IRC humanitarian workers are expected to uphold the highest standard of ethics , integrity accountability and transparency in the delivery of goods and services while executing the responsibilities of their position.

An IRC humanitarian worker has the responsibility to report immediately any known or suspected cases of alleged misconduct against beneficiaries to senior management as outlined in the reporting pathway). Strict confidentiality must be maintained to protect the individuals involved

Initial Reporting Procedure of Violations to IRC Sudan Employee Standards of Conduct :

At the field level, all complaints and grievances will be made to the Program Coordinator. In Khartoum all complaints and grievances will be made to the Country Director .This direct link to senior management is intended to ensure confidentiality, Complaints and grievances must be made in writing and delivered in a sealed envelope marked " confidential".

If a staff that fail to act on any information provided will be subject to disciplinary measures Disciplinary action will also be taken against any member of staff that knowingly provides false accusations or false information violating the code of Conduct is considered gross misconduct and subject to immediate termination of employment .

All reports of violations to the of Conduct will be investigated thoroughly immediately and with the highest level of confidentiality for all concerned individuals.

Disciplinary Action :

Supervisor are responsible for overseeing and document the conduct and performance of their staff as follows.

Verbal Warning :

At the first indication of serious disciplinary or job performance problem , the Program Manager /Coordinator to establish immediate areas for improvement within specified time frames.

Written Warning :

To add : it will be according to the IRC.

Grievance Procedure :

The IRC encourages feedback from employees regarding any work – related difficulties. In order to resolve such grievance in a constructive manner , it is recommended that the employee confirm facts to avoid complaints based on rumors or gossip.

The grievance procedure is a four – step process that starts within the department of the employee.

Step 1 : If an employee has a problem with another staff member, his /her supervisor or has other problems related to the job or working conditions ,s/he is expected first to undertake serious attempts to resolve the problem directly in any further steps the employee will be requested to provide evidence of these attempts . If resolution cannot be reached within a reasonable time frame despite the above attempts then the employee moves to step 2

Step 2 : the employee should file a written complaint with his /her supervisor .The complaint should be dated , state the basis of the grievance or problem and attempts undertaken to resolve it .The employee and the supervisor shall attempt to resolve the matter within five working days .if the employee's grievance is with the supervisor him / herself .the employee may skip this step 1 or (b) the employee feels that it is possible ,If step 2 fails to produce satisfactory result , the employee moves to step 3 .

Step 3 : The employee should forward the written complaint with a written update on steps taken to resolve it to the next supervisor up the chain of up command according to the IRC Sudan's organigram. The relevant supervisor will discuss the matter with the employee and attempt to resolve the problem within five working days .If step 3 fails to produce satisfactory results , the employee moves to Step 4 .

Step 4 : the employee should forward the written complaint with a written update on steps taken to resolve it to the Country director within 2 working days of the end of step 3 .The country director will take a final decision on the matter within five working days following receipt of the grievance . If the employee is still dissatisfied with the outcome s/he is free to present his / her resignation.

If an employee has a complaint regarding discrimination , harassment , equal employment opportunity , exploitation or abuse beneficiaries or

fiscal impropriety , the matter should immediately be reported in accordance with the IRC's Mandatory Reporting Policies .

## Communication policy

### General :

To ensure effective communication within IRC, Sudan , free and informal discussions are encouraged among staff of all levels . Supervisors should maintain an "open door " policy and regular staff meetings .

English is the official language of IRC ,globally and in Sudan .All written communication , i,e e-mails , memos ,report, faxes, ect, must be written in English .While some document may be written in they are accessible to relevant non- English speaker , the English language version will take priority over the translated one in the event of the a disagreement .

Communication with Donors , the medical and other Significant External Entities The Country Director (or individuals approved by him/her)is the only individual in the IRC Sudan Country Program that is authorized to del with and provide information to the news media , donors and other external entities .This avoids confusion and the potential for conflicting answers.

Specifically regarding the media ,every staff member should know that all calls from journalists must be routed to the country Director (or his / her designee) if that person is unavailable , calls from a reporter should still be taken . Note the name of the journalist , the organization , contact information , the interview topic the format and the deadline ,You should tell a reporter the Country Director is the best person to answer questions on the given topic and that s /he will return the call right away . pass on the message as soon as possible and contact the IRC's headquarters communication department.

Should the designated media liaison be unable to respond to the query in timely manner , please contact the communications department and we will handle the request.

Country Director , information officers or others designated to deal with media should notify the communication department of all media queries before an interview if possible – so that there is time to prepare and discuss appropriate responses .All staff should send to the IRC's headquarters

communication department contact information for all reporters seeking information so that they can be included in the IRC's media database .

Official IRC Correspondence through letters and faxes :

Only the following staff are allowed to sign official IRC letter or faxes.

Country Director

Darfur Director

Deputy Director

Finance Controller

(Area ) program Coordinator (s)

Senior Program Coordinator (s)

Field Coordinator (s) Field / Station Head (s)

All letters and faxes on IRC letterhead paper need to be registered and issued an outgoing correspondence reference number .Failure to comply with this procedure is considered serious misconduct and may lead to an official warning all outgoing letters and faxes will be filed in the outgoing correspondence file and in the proper file by the department that issued the letter or fax .

The IRC Sudan does not consider itself bound or obliged to any party by any commitment made on or through unofficial communication unofficial communication is defined as that which is not on letterhead paper and or that which is signed by an unauthorized individual.

Computer ,E-mail and Internet Use :

Network Policy : every IRC computer user is responsible for safeguarding IRC information and physical assets that store this information every IRC user is also responsible for using computing resources in an effective , ethical and lawful manner.

All user on the IRC network must select a secure password .The user should not divulge this password to anyone .User are required to stay within their user rights and shall not attempt to use another user's account password or user information without express permission.

The IRC has the unilateral right to restrict or terminate your access (or anyone else's access) to its electronic equipment at any time .the IRC also may take appropriate disciplinary action , up to and including termination , in the event that you use electronic equipment in violation of the policy or other IRC policies .

Commercial software must be used in accordance with licensing agreements and copyright law .Noncommercial and personal software should not be installed on IRC computers unless approved by the IT department .In addition , employees should not download software from the Internet without prior permission from the IT department .

You may not violate any copyright , patent ,trademark or other intellectual property law , including restrictive software laws ,Accordingly ,unless permission has been given explicitly and officially in writing , you may

not post or download any data , including but not limited to e-mail files , documents , graphic files news-group messages , bulletin – board messages web pages applications software , operating system software or any other intellectual property protected by the law.

#### File Security / Confidential Information:

Every file on the system is owned by the IRC. No one ,without the express permission of the owner will access ,modify or delete a file that they do not own if a user finds a file in an inappropriate place or condition the user must immediately report this to IT department .

The IT department will provide updates virus patterns for all of IRC's computers To safeguard the IRC Network ,employees must follow IT staff's Instruction on virus protection .

All IRC information not maintained on the IRC fileserver, hard drives , or which require special backup routines must be backed up once a week or after every major transaction .All mission critical information must be backed – up daily .

#### Internet and E-mail use:

The IRC encourage the use of the internet and e-mail to facilitate IRC business However , irresponsible use reduces the availability for critical business operations , compromises corporate security and network integrity leaves the IRC open to potentially damaging litigation and if therefore prohibited.

#### Tracking Internet usage :

The IRC is responsible for preventing inappropriate and illegal conduct in the work place ,This includes inappropriate use the internet environment and email communication .please be aware that the IRC maintains the right to monitor the contents of all internet transaction and the content of communication are private and should transmit highly confidential data in other ways .

#### Acceptable uses of IRC E-Mail and Internet Access :

Only the following individuals are allowed to send official email on behalf of the IRC Director

Country Director

Darfur Director

Deputy Director (s)  
Finance Controller  
(Area) Program Coordinator(s)  
Field Coordinator (s) / Field Station Head(s)

Individuals other than above may email to communicate with colleagues or supervisors but it is not considered to be official communication as a standard operating procedure ,employees using email communicate are expected to copy their supervisor on any and all work – related e- mails IRC email accounts should not be used for personal communication . In addition , IRC staff using IRC e-mail account are expected to comply with the country rules of normal letter communication.

Filename: منظمة دارفور للتنمية وإعادة التعمير  
Directory: C:\Users\DELL\Desktop  
Template: C:\Users\DELL\AppData\Roaming\Microsoft\Templ  
s\Normal.dot  
Title: INTERNATIONAL RESCUE COMMITTEE SUDAN  
Subject:  
Author: DELL  
Keywords:  
Comments:  
Creation Date: ص 10:04:00 2019/23/5  
Change Number: 78  
Last Saved On: ص 10:47:00 2019/26/5  
Last Saved By: DELL  
Total Editing Time: 666 Minutes  
Last Printed On: ص 11:52:00 2019/26/5  
As of Last Complete Printing  
Number of Pages: 50  
Number of Words: 13,333 (approx.)  
Number of Characters: 76,003 (approx.)