



بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

منظمة دارفور للتنمية وإعادة التعمير  
DARFUR DEVELOPMENT AND RECONSTRUCTION AGENCY

# DRA Personnel Policy (Charter)

*Approved March 2009*



DRA Personnel Policy (Charter)

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(Approved March 2009)

S. No.	Policy Area	Policy Proposed	Council Recommendations
1	Hours of Work	<ul style="list-style-type: none"> <li>8:30 – 4:30</li> <li>8 Hours work days</li> <li>Sunday – Thursday working weeks</li> <li>30 minutes food/breaks.</li> <li>Programme staff call-able after these hours in emergencies.</li> </ul>	Approved
2	Employment	<ul style="list-style-type: none"> <li>Divided into regular, temporary and casual;</li> <li>Staff Secondment: <i>recommended</i>;</li> <li>Temporary assignment: <i>recommended</i>;</li> <li>Internship: for training purposes and are recruited by Programme Managers/coordinators etc</li> <li>Volunteers: <i>recommended</i>. Compensation requires approval by ED and programme managers;</li> <li>Consultant: DRA uses consultants. Yet they are not employees and must always have clear contracts and ToR.</li> </ul>	Approved
3	Recruitment	<ul style="list-style-type: none"> <li>Recruitment for vacant positions only;</li> <li>Positions to be filled must be cleared by ED or the recruiting managers;</li> <li>Job Descriptions should clearly indicate all conditions pertaining a job; duty stations, roles and responsibilities , doos and don'ts etc</li> </ul>	Approved
4	Grades and Levels	<ul style="list-style-type: none"> <li>9 grades with maximum 10 steps – both grades and steps in ascending manner where subsequent step or grade will bear higher pay, responsibility etc</li> <li>According to experience, new employees should be placed at and closest to grades and steps that reflect their experience;</li> <li>Where grading or stepping does not allow to accommodate certain set of experiences/competencies, approval should be sought from Recruiting officer/manager's line-manager to place the new employee at the relevant position – in order to remain competitive employer;</li> </ul>	Approved
5	Probation and Employment Confirmation	<ul style="list-style-type: none"> <li>All employees shall be employed as contract staff for one year or in commensuration with project duration/life;</li> <li>Contract extensions beyond one year or project life should be in writing and shall be agreed by both parties;</li> <li>Probationary period for new staff is 3 months. Support and junior<sup>1</sup> positions however require 1 months probationary period only.</li> </ul>	Approved
6	Resignations/ Termination	<ul style="list-style-type: none"> <li>While on probation, only 7-days notice is required; this is a right enjoyed by both parties;</li> <li>A contract staff terminated during the first month, a 7 days pay in lieu applies;</li> <li>In case of contract staff termination, a one month pay</li> </ul>	Approved



7	Promotion	<p>applies and staff leaves 2 weeks earlier;</p> <p>Subject to:</p> <ul style="list-style-type: none"> <li>• Satisfying performance;</li> <li>• Job availability and</li> <li>• Resources (financial)</li> </ul>	Approved
8	Social Insurance, Zakat and Tax	<ul style="list-style-type: none"> <li>• Staff members are by laws of Sudan are required to contribute 8% of their gross salary as contribution towards their Social Insurance;</li> <li>• As employer DRA pays 17% - a legal requirement;</li> <li>• Staff members, where applicable are required to pay tax on their salaries. DRA deducts in advance and remits it to Tax authorities on behalf of the employee;</li> <li>• Staff members are also required to pay Zakat if they meet pay criteria.</li> </ul>	Approved
9	Performance Management	All staff members have their performance managed and reviewed annually. Line managers ensure this is done and reported to the lines up.	Approved
10	Annual Increment (salary adjustment)	<ul style="list-style-type: none"> <li>• Staff members serving complete calendar years are eligible for annual increment – predetermined by management;</li> <li>• A 9% developmental annual increase (As per Scale Structure) is payable for staff members completing 1 year of service;</li> <li>• A staff member who leaves before his/her anniversary is not eligible for the annual increment;</li> </ul>	Approved
11	COLA	<ul style="list-style-type: none"> <li>• DRA carries out cost of living surveys annually (sometimes biannually) to determine cost of living in order to suggest salary upward movements;</li> <li>• Board of Directors agrees recommended amended salary increases.</li> </ul>	Approved
12	Annual Leaves	<ul style="list-style-type: none"> <li>• Exhaustible within the specific year (Sudanese Labour Law);</li> <li>• 24 working days or calendar months;</li> <li>• Accrual must be approved in advance by line-managers only;</li> </ul>	Approved
13	Compassionate Leave	<ul style="list-style-type: none"> <li>• To the discretion of management – maximum 10 days) detailed as follows:</li> <li>- 1<sup>st</sup> legal marriage – 7 days</li> <li>- Loss of immediate family member – 3 days</li> <li>- Natural disasters – 2</li> </ul>	Approved
14	Maternal and Paternal leaves	<ul style="list-style-type: none"> <li>• <b>Maternity:</b> with accordance to Sudan Law -56 days;</li> <li>• Breast feeding/lactating mothers – 1 hour</li> <li>• <b>Paternity:</b> 3 days (male staff only)</li> </ul>	Approved
15	Sick Leaves – accumulative absent days.	<p><b>Without Hospitalization</b></p> <ul style="list-style-type: none"> <li>• 7 days per annum regardless of number of years served.</li> </ul> <p><b>With hospitalisation:</b></p> <ul style="list-style-type: none"> <li>• Maximum of 60 days inclusive</li> </ul>	Approved
16	Prolonged Illness	<ul style="list-style-type: none"> <li>• 1<sup>st</sup> 3 months with full pay;</li> <li>• 2<sup>nd</sup> 3 months with ½ pay;</li> <li>• 3<sup>rd</sup> 3 months period with ¼ pay</li> <li>• Last 3 month period without pay</li> <li>• Any period there after should be determined by medically approved panel</li> </ul>	Approved



17	Death of Spouse	<ul style="list-style-type: none"> <li>Maximum 4 months and 10 days – for female staff maximum;</li> <li>7 days for male staff</li> </ul>	Approved
19	Local travel and DSA	<ul style="list-style-type: none"> <li>SDG 100 for a night spent outside of base – approved by supervisor.</li> <li>Staff paid accommodation and food receive 25% only.</li> <li>If food only or accommodation only (not both), 50% DSA provided</li> </ul>	Approved
20	Overseas Travel	<ul style="list-style-type: none"> <li>All overseas travel is approved by ED;</li> <li>DSA for Overseas travel is \$20/day with full accommodation provided (hotel and food). This pay is for pocket fees.</li> </ul>	Approved
21	Transfer allowance	<ul style="list-style-type: none"> <li>A lump sum equivalent to 1½ months' salary for married staff members;</li> <li>A lump sum equivalent to 1 month's salary single staff members;</li> </ul>	Approved
22	Gratuity Pay	<ul style="list-style-type: none"> <li>DRA staff members completing 2 year of non-disturbed service are eligible for a 1 month's salary for each year served;</li> <li>Those serve periods beyond 10 non-disturbed years are eligible for 1½ month's salary;</li> <li>Salary planning must reflect gratuity elements for projects of 6 month and more as pro rata payments are required.</li> </ul>	Approved
23	Overtime	<ul style="list-style-type: none"> <li>Recommended according to labour Law;</li> <li>No overtime worked if not pre-approved by the concerned manager;</li> <li>Time off in lieu is considered before cash pay</li> </ul>	Approved
24	Acting Allowance	<ul style="list-style-type: none"> <li>Only if requested and for a minimum period more than 1 month;</li> <li>Acting sum does not exceed 25% of Acting Staff member salary as topping;</li> <li>Acting duration does not exceed 3 months</li> </ul>	Approved
25	13th Pay	<ul style="list-style-type: none"> <li>For staff members served 12 months, 1 gross salary payable annually. Payment can be made at Eids or Christmas holidays – once a year.</li> </ul>	Approved
26	Medical (Health benefits)	<ul style="list-style-type: none"> <li>SDG 150 for married staff members payable on monthly basis;</li> <li>This service is reviewed every year and is subject to availability of funds;</li> </ul>	Approved
27	Transport Allowance	<ul style="list-style-type: none"> <li>DRA does not provide office-home and back travel service. Staff members are responsible for their own transportation needs ;</li> </ul>	Approved
28	Return of Property	<ul style="list-style-type: none"> <li>Any DRA-owned property used by staff member must be returned before staff member departure from NGO.</li> </ul>	Approved
29	Non-Harassments	<ul style="list-style-type: none"> <li>DRA does not tolerate staff harassment. No staff member is allowed to harass others for whatsoever claimed reason. For more details, see proposed points as recommended by Charter (Filing of Complaint, hostile environment, corrective action etc)</li> </ul>	Approved
30	Code of Conduct/Ethics:	<ul style="list-style-type: none"> <li>DRA Staff abide by A Code of Good Conduct or Ethics – observing current laws and regulation and any further rules to be</li> </ul>	Approved

*[Handwritten signature]*



DARFUR DEVELOPMENT AND RECONSTRUCTION AGENCY

Salary Scale

Annex 1:

Grade	Job Title	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1	Guards, Cleaners, Office Attendants	1,385	1,510	1,646	1,794	1,955	2,131	2,323	2,532	2,760	3,008	3,279	3,574	3,896	4,247	4,629
2	Drivers, Mechanics, Electricians	2,478	2,701	2,944	3,209	3,498	3,813	4,156	4,530	4,938	5,382	5,866	6,394	6,969	7,596	8,280
3	Assistants	2,745	2,992	3,261	3,554	3,874	4,223	4,603	5,017	5,469	5,961	6,497	7,082	7,719	8,414	9,171
4	Officers	3,366	3,669	3,999	4,359	4,751	5,179	5,645	6,153	6,707	7,311	7,969	8,686	9,468	10,320	11,249
5	Coordinators	3,968	4,325	4,714	5,138	5,600	6,104	6,653	7,252	7,905	8,616	9,391	10,236	11,157	12,161	13,255
6	Managers	4,796	5,228	5,699	6,212	6,771	7,380	8,044	8,768	9,557	10,417	11,355	12,377	13,491	14,705	16,028
7	Business Development Manager	5,659	6,169	6,725	7,330	7,990	8,708	9,492	10,346	11,277	12,292	13,399	14,605	15,919	17,352	18,913
8	Programme Director	7,522	8,199	8,937	9,741	10,618	11,574	12,616	13,751	14,989	16,338	17,808	19,411	21,158	23,062	25,138
9	Executive Director	9,403	10,249	11,171	12,176	13,272	14,466	15,768	17,187	18,734	20,420	22,258	24,261	26,444	28,824	31,418

WEF January 1, 2017

Main Features:

Merging grade1 and 2 into one grade- grade one deleted;

Salary increased by 50% for grades 1- 5 , 40% for grade 6 and 7 and by 30% for grade 8 and 9

Two additional steps added; now consist of 15 steps.

Annual increment remains the same @9%

Per diem increased to SDG 200 for domestic travel and USD 100 for international travel

Medical increased to :

Married staff SDG 500

Single staff SDG 300

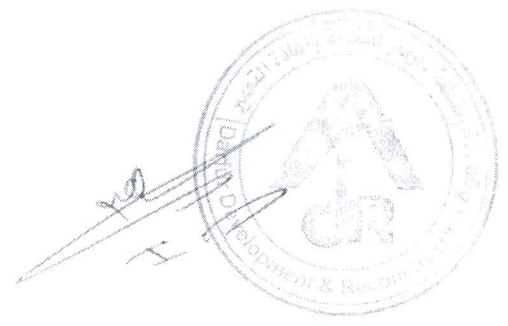
*Approved*  
 Youssef El Taib El Nour  
 Executive Director



19  
 2017

	<ul style="list-style-type: none"> <li>• Conflict of Interest;</li> <li>• Non-disclosure;</li> <li>• Standards of conduct;</li> <li>• Computer and Internet Use;</li> </ul>	developed by DRA.	
31	Staff development and training	office attendants etc. DRA commits to work to promote its staff skills for better performance. Tailored, on-the-job and other staff development and training is something DRA invests resources on. DRA budgets, project formulation and assistance acquisition reflects this commitment.	Approved
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### **3. Performance Evaluation System (PES)**

No need to mention the importance of staff performance evaluation system and no doubt it's absence has its negative impact on performance and plays roles in fuelling the relax situation. A classical PES was suggested by HR in 2011( copy attached) but not approved. In recent years PES has witnessed a considerable importance by academics and management experts. So I recommend to:

- Hire qualified personnel or institution to develop and test a modern PES for DRA.