HUMAN RESOURCE AND ADMINISTRATION MANUAL

FOR THE

INITIATIVE FOR LEGAL AID

(ILA)

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CHAPTER ONE

INTRODUCTION

1.1 Background

The Initiative for Legal Aid (ILA) recognizes that its employees, volunteers, consultants, interns, and other personnel constitute its most valuable resource. The effectiveness, credibility, and sustainability of the organization depend largely on the competence, integrity, commitment, and professionalism of its workforce.

As an independent, non-profit, non-governmental organization dedicated to advancing access to justice, promoting human rights, strengthening the rule of law, and supporting democratic governance in South Sudan, ILA is committed to maintaining a fair, transparent, merit-based, and accountable human resource management system that attracts, develops, motivates, and retains highly qualified personnel.

This Human Resource and Administration Manual establishes the policies, procedures, standards, and administrative practices governing employment and personnel management within the organization. It provides a consistent framework for the recruitment, management, development, performance evaluation, welfare, discipline, and separation of employees while promoting organizational efficiency, professionalism, equality, and compliance with applicable legal and regulatory requirements.

The Manual reflects ILA's institutional values of justice, integrity, accountability, professionalism, inclusiveness, transparency, gender equality, respect for human rights, and excellence. It is intended to foster a productive, respectful, safe, and supportive work environment where all employees can contribute effectively to the achievement of the organization's mission and strategic objectives.

1.2 Purpose of the Manual

The purpose of this Human Resource and Administration Manual is to establish comprehensive policies and procedures for the effective management of human resources and administrative functions within the Initiative for Legal Aid.

Specifically, this Manual seeks to:

- Provide a clear and consistent framework for managing all human resource functions.
- Promote fairness, transparency, equity, and accountability in employment practices.
- Ensure compliance with the Constitution of the Republic of South Sudan, applicable labour laws, NGO regulations, and other relevant legal frameworks.
- Define the rights, responsibilities, obligations, and expectations of employees and management.
- Promote merit-based recruitment, career development, and performance management.
- Strengthen institutional effectiveness through standardized administrative procedures.

- Promote ethical conduct, professionalism, and organizational integrity.
- Safeguard employee welfare while supporting organizational sustainability.
- Ensure consistency in decision-making across all offices and programme locations.
- Support effective governance and organizational development.

1.3 Objectives

The objectives of this Manual are to:

- Establish standardized human resource management practices throughout the organization.
- Attract, recruit, develop, motivate, and retain competent personnel.
- Promote equal employment opportunities and prohibit discrimination in all employment decisions.
- Provide clear guidance on employee rights, responsibilities, and working conditions.
- Promote accountability, transparency, and ethical conduct.
- Strengthen organizational performance through effective staff management.
- Provide procedures for recruitment, promotion, performance appraisal, disciplinary action, grievance handling, and separation from employment.
- Promote staff learning, capacity development, and career progression.
- Foster a healthy, safe, inclusive, and respectful workplace.
- Strengthen institutional capacity to deliver quality programmes and services.

1.4 Scope of Application

This Manual applies to all personnel engaged by the Initiative for Legal Aid, regardless of duty station, funding source, or programme assignment, unless otherwise provided by law or contractual agreement.

The provisions of this Manual shall apply, as appropriate, to:

- Permanent employees.
- Fixed-term employees.
- Project staff.
- Temporary employees.
- Part-time employees.
- Consultants (where applicable).
- Volunteers.
- Interns.
- Fellows.
- Community paralegals.
- Community justice volunteers.
- National and international personnel engaged by the organization.

Where specific contractual arrangements differ from the provisions of this Manual, the applicable employment contract or consultancy agreement shall prevail to the extent permitted by law.

1.5 Legal and Policy Framework

This Manual shall be interpreted and implemented in accordance with:

- The Constitution of the Republic of South Sudan.
- Applicable labour and employment laws of South Sudan.
- Laws regulating non-governmental organizations in South Sudan.
- Relevant tax, social security, and occupational safety legislation.
- The Constitution and governance documents of the Initiative for Legal Aid.
- Organizational policies and procedures adopted by the Board of Directors.
- Applicable donor regulations where they do not conflict with national law.
- International labour standards and recognized principles of decent work, where appropriate.
- International human rights principles relevant to employment, equality, dignity, and non-discrimination.

Where national law imposes higher standards than this Manual, the requirements of national law shall prevail. Where donor requirements impose additional obligations that are consistent with applicable law, those obligations shall be observed for the relevant programme or grant.

1.6 Guiding Principles

The implementation of this Manual shall be guided by the following principles:

a) Merit and Competence

Employment decisions shall be based on qualifications, competence, experience, performance, integrity, and organizational needs.

b) Equality and Non-Discrimination

Every employee shall enjoy equal opportunities without discrimination based on gender, age, disability, ethnicity, race, religion, language, marital status, political opinion, social origin, or any other protected characteristic recognized by law.

c) Integrity and Ethical Conduct

Employees shall perform their duties honestly, professionally, impartially, and in accordance with the highest ethical standards.

d) Transparency and Accountability

Human resource decisions shall be made fairly, documented appropriately, and subject to established approval and accountability mechanisms.

e) Respect for Human Dignity

ILA is committed to maintaining a respectful workplace where every individual is treated with dignity, courtesy, and fairness.

f) Gender Equality and Social Inclusion

The organization promotes equal participation and opportunities for women, men, persons with disabilities, youth, and other underrepresented groups in employment, leadership, and professional development.

g) Professional Development

ILA recognizes the importance of continuous learning and shall invest in staff capacity development, mentorship, coaching, and career growth.

h) Confidentiality

Information concerning employees, beneficiaries, organizational operations, and partners shall be handled responsibly and confidentially in accordance with organizational policies and applicable law.

i) Safeguarding

The organization maintains zero tolerance for sexual exploitation, abuse, harassment, child abuse, bullying, retaliation, and any form of workplace violence or misconduct.

j) Accountability to Communities

All employees are expected to conduct themselves in a manner that promotes trust, accountability, and respect towards beneficiaries, partners, donors, public institutions, and the communities served by the organization.

1.7 Interpretation

Unless the context otherwise requires:

- "Board" means the Board of Directors of the Initiative for Legal Aid.
- "Executive Director" means the Chief Executive Officer of the organization.
- "Employee" means any person employed under a contract of employment by ILA.
- "Supervisor" means the officer responsible for overseeing the work of another employee.
- "Management" means the Executive Director and designated management personnel.
- "Organization" means the Initiative for Legal Aid (ILA).

- "Manual" means this Human Resource and Administration Manual.
- "Working Day" means any official day on which the organization is open for business, excluding weekends and officially recognized public holidays unless otherwise specified.

Words importing the singular shall include the plural, and vice versa. References to one gender shall include all genders unless the context requires otherwise.

1.8 Authority and Administration

This Manual is approved by the Board of Directors of the Initiative for Legal Aid and shall serve as the official policy governing human resource and administrative matters within the organization.

The Executive Director shall be responsible for the implementation of this Manual and may issue administrative procedures, guidelines, and standard operating procedures consistent with its provisions.

The Human Resources and Administration Department shall coordinate the day-to-day administration of the Manual, provide guidance on its interpretation, maintain official personnel records, and monitor compliance across the organization.

All employees are required to familiarize themselves with the contents of this Manual and comply with its provisions as a condition of employment.

1.9 Review and Amendment

This Manual is a living policy document and shall be reviewed periodically to ensure that it remains relevant, effective, and consistent with changes in legislation, organizational needs, best practices, and donor requirements.

A comprehensive review shall ordinarily be undertaken every three to five years, or earlier where significant legal, operational, or institutional changes occur.

Amendments to this Manual shall be approved by the Board of Directors upon recommendation of the Executive Director, following consultation with the Human Resources and Administration Department and, where appropriate, employee representatives and relevant stakeholders.

No amendment shall take effect until it has been formally approved and communicated to all affected personnel.

CHAPTER TWO

HUMAN RESOURCE MANAGEMENT PHILOSOPHY

2.1 Human Resource Philosophy

The Initiative for Legal Aid believes that its people are its greatest asset. The organization is committed to building and sustaining a professional, motivated, diverse, and high-performing workforce capable of delivering quality services and advancing the organization's mission.

ILA embraces a human resource philosophy founded on fairness, respect, integrity, accountability, continuous learning, teamwork, and excellence. Human resource management is viewed not merely as an administrative function but as a strategic component of institutional development and organizational success.

The organization seeks to cultivate a workplace culture that values innovation, collaboration, mutual respect, and service to the public while ensuring that every employee has the opportunity to grow professionally and contribute meaningfully to the organization's objectives.

2.2 Human Resource Vision

To build and sustain a competent, ethical, diverse, and high-performing workforce that advances justice, human rights, and the rule of law through professional excellence and service.

2.3 Human Resource Mission

To attract, develop, motivate, support, and retain qualified personnel through fair employment practices, effective leadership, continuous learning, sound administration, and a positive working environment that enables employees to achieve their full potential while contributing to the mission of the Initiative for Legal Aid.

2.4 Human Resource Core Principles

ILA's human resource management is guided by the following principles:

- Merit-based recruitment and advancement.
- Equal opportunity and non-discrimination.
- Respect for human dignity.
- Accountability and transparency.
- Professional excellence.
- Employee development and lifelong learning.
- Ethical leadership and integrity.
- Gender equality and inclusion.
- Safeguarding and protection.
- Teamwork, collaboration, and mutual respect.
- Compliance with applicable laws and organizational policies.
- Continuous improvement and innovation.

These principles shall inform all employment decisions and human resource practices across the organization.

CHAPTER THREE

ORGANIZATIONAL STAFFING FRAMEWORK

3.1 Introduction

The effectiveness of the Initiative for Legal Aid (ILA) depends on the availability of competent, committed, and well-managed human resources. In recognition of this, the organization has established a staffing framework that promotes professionalism, accountability, efficiency, transparency, and equal employment opportunity while ensuring that the organization possesses the technical and administrative capacity necessary to achieve its mission and strategic objectives.

The Organizational Staffing Framework provides the basis for establishing positions, defining reporting relationships, determining staffing levels, and managing human resources in a manner that supports organizational growth and sustainability.

The staffing structure is designed to ensure that every position contributes directly to the achievement of the organization's strategic priorities while maintaining clear lines of authority, responsibility, communication, and accountability.

3.2 Staffing Philosophy

ILA believes that organizational success depends upon recruiting, developing, motivating, and retaining competent personnel who demonstrate integrity, professionalism, and commitment to public service.

Accordingly, staffing decisions shall be guided by the following principles:

- Merit-based recruitment and promotion.
- Equal opportunity employment.
- Transparency and fairness.
- Competency-based staffing.
- Gender equality and social inclusion.
- Organizational efficiency.
- Accountability and performance.
- Cost-effectiveness.
- Continuous professional development.
- Succession planning and leadership development.

The organization is committed to maintaining a workforce that reflects diversity while ensuring that appointments are based solely on competence, qualifications, experience, integrity, and organizational needs.

3.3 Organizational Staffing Levels

For purposes of management and administration, positions within ILA shall be organized into the following staffing levels.

Level One: Governance

This level provides strategic direction and institutional oversight.

Positions include:

- Members of the General Assembly.
- Chairperson of the Board.
- Vice Chairperson.
- Secretary.
- Treasurer.
- Members of the Board of Directors.
- Members of Board Committees.

These positions are governance appointments and do not constitute employment relationships with the organization unless otherwise expressly approved.

Level Two: Executive Management

This level provides executive leadership and strategic management.

Positions include:

- Executive Director.
- Deputy Executive Director (where applicable).

These positions provide overall organizational leadership and report directly to the Board of Directors.

Level Three: Senior Management

This level provides departmental leadership and institutional coordination.

Typical positions include:

- Director of Programmes.
- Director of Legal Services.
- Director of Human Rights and Advocacy.
- Director of Finance and Administration.
- Director of Partnerships and Resource Mobilization.
- Director of Monitoring, Evaluation, Accountability and Learning (MEAL).
- Any other Director established by the Board.

Senior Management personnel are responsible for translating organizational strategies into departmental plans and supervising programme implementation.

Level Four: Programme Management

Programme Management positions coordinate technical programme implementation.

Positions include:

- Programme Managers.
- State Coordinators.
- Regional Coordinators.
- County Coordinators.

Programme Managers supervise Programme Officers and ensure quality implementation within their thematic areas.

Level Five: Professional and Technical Staff

These positions provide specialized technical expertise.

Examples include:

- Senior Legal Officer.
- Legal Officer.
- Advocate.
- Human Rights Officer.
- Research Officer.
- Policy Officer.
- MEAL Officer.
- Gender Officer.
- Child Protection Officer.
- Peacebuilding Officer.
- Governance Officer.
- Communications Officer.
- ICT Officer.
- Training Officer.
- Community Engagement Officer.
- Case Management Officer.

Level Six: Administrative and Support Staff

Administrative personnel support organizational operations.

Typical positions include:

- Finance Manager.
- Accountant.
- Finance Officer.
- Human Resources Manager.
- Administrative Officer.
- Procurement Officer.
- Logistics Officer.
- Storekeeper.
- Office Assistant.
- Receptionist.
- Driver.
- Security Officer.
- Cleaner.

Level Seven: Community-Based Personnel

To strengthen community access to justice, ILA may engage community-based personnel including:

- Community Paralegals.
- Community Justice Volunteers.
- Legal Aid Volunteers.
- Community Mobilizers.
- Field Facilitators.

These positions extend organizational services to remote and underserved communities.

3.4 Employment Categories

The organization may engage personnel under different categories depending on operational needs.

These categories include:

Permanent Employment

Applies to employees engaged on an open-ended basis after successful completion of probation.

Fixed-Term Employment

Applies to employees engaged for a specified period.

Project Employment

Applies to personnel recruited specifically for donor-funded projects.

Temporary Employment

Used for short-term assignments.

Part-Time Employment

Applies where operational requirements do not require full-time engagement.

Consultancy

Specialized professionals engaged under consultancy contracts.

Internship

Students or recent graduates undertaking structured learning placements.

Volunteer Service

Individuals providing services voluntarily in support of organizational programmes.

3.5 Job Classification

To promote consistency and fairness, positions shall be classified according to:

- Executive positions.
- Director-level positions.
- Managerial positions.
- Professional positions.
- Technical positions.
- Administrative positions.
- Operational support positions.
- Community-based positions.

Classification shall be based upon:

- Scope of responsibility.
- Complexity of work.
- Decision-making authority.
- Supervisory responsibility.
- Educational qualifications.
- Professional expertise.
- Organizational impact.

3.6 Establishment of Positions

No position shall be created unless approved by the Executive Director and incorporated into the approved organizational staffing structure or an approved project budget.

The creation of new positions shall be based upon:

- Organizational need.
- Programme expansion.
- Donor funding.
- Strategic priorities.
- Workload analysis.
- Financial sustainability.

The Board of Directors shall approve the establishment of senior management positions.

3.7 Job Descriptions and Terms of Reference

Every position within ILA shall have an approved Terms of Reference (ToR) or Job Description.

Each ToR shall clearly define:

- Position title.
- Purpose of the position.
- Reporting relationships.
- Supervisory responsibilities.
- Key duties.
- Decision-making authority.
- Minimum qualifications.
- Professional experience.
- Required competencies.
- Performance indicators.

Human Resources shall maintain an updated repository of all approved Terms of Reference.

3.8 Reporting Relationships

ILA maintains a clear reporting hierarchy to strengthen accountability and effective supervision.

Reporting relationships shall follow the approved organizational structure.

Every employee shall have one primary supervisor responsible for:

- Performance planning.
- Performance appraisal.
- Leave approval.
- Work allocation.
- Staff development.

- Performance coaching.

Cross-functional collaboration shall not alter formal reporting relationships unless expressly approved by management.

3.9 Delegation of Authority

Delegation of authority promotes timely decision-making while maintaining accountability.

Authority may be delegated by:

- The Board of Directors to the Executive Director.
- The Executive Director to Directors.
- Directors to Programme Managers.
- Programme Managers to Programme Officers.
- Departmental Heads to designated staff.

Delegation shall not remove the responsibility of the delegating officer for ensuring appropriate oversight.

3.10 Acting Appointments

Where a position becomes temporarily vacant due to leave, travel, illness, training, suspension, or other legitimate reasons, the Executive Director or the appropriate appointing authority may designate a qualified employee to act in that position.

Acting appointments shall:

- Be made in writing.
- Specify the duration of the assignment.
- Clearly define delegated responsibilities.
- Be subject to organizational policies regarding acting allowances where applicable.

3.11 Succession Planning

ILA recognizes the importance of leadership continuity and institutional sustainability.

The organization shall maintain succession planning processes by:

- Identifying high-potential employees.
- Providing leadership development opportunities.
- Offering coaching and mentorship.
- Encouraging professional development.
- Documenting institutional knowledge.
- Preparing internal candidates for future leadership roles.

Succession planning shall form part of the organization's long-term institutional development strategy.

3.12 Organizational Flexibility

Recognizing that organizational needs evolve over time, ILA reserves the right to establish, merge, restructure, rename, or abolish departments, programmes, and positions as necessary to improve efficiency, respond to emerging priorities, comply with donor requirements, or strengthen institutional performance.

Such changes shall be implemented in accordance with this Manual, applicable laws, contractual obligations, and principles of fairness and transparency.

3.13 Staffing Review

The Human Resources and Administration Department shall periodically review the staffing structure to assess:

- Adequacy of staffing levels.
- Organizational efficiency.
- Skills gaps.
- Workload distribution.
- Future staffing needs.
- Financial sustainability.
- Alignment with the Strategic Plan.

Recommendations arising from staffing reviews shall be submitted to the Executive Director and, where appropriate, the Board of Directors for consideration and approval.

CHAPTER FOUR

TERMS OF REFERENCE (JOB DESCRIPTIONS)

Position No. HR-001

TERMS OF REFERENCE

TERMS OF REFERENCES FOR DIFFERENT POSITIONS HAVE BEEN MADE SEPARATELY AND CAN BE AVAILED UPON REQUEST

PART VII

COMPENSATION, GRADING AND BENEFITS FRAMEWORK

1. INTRODUCTION

The Initiative for Legal Aid South Sudan (ILA-SS) recognizes that a fair, transparent, and competitive compensation system is essential for attracting, retaining, motivating, and rewarding qualified personnel capable of delivering quality legal aid, human rights, governance, and community development programmes.

This Compensation, Grading and Benefits Framework establishes the principles, procedures, and standards governing staff classification, salary determination, remuneration, benefits, and payroll administration within ILA-SS.

The framework is designed to ensure:

- Fairness and consistency in staff compensation;
- Transparency in salary administration;
- Equal pay for work of equal value;
- Alignment between responsibilities, qualifications, experience, and remuneration;
- Compliance with applicable labour laws of the Republic of South Sudan;
- Compatibility with donor requirements and internationally accepted NGO human resource practices.

This framework shall apply to all employees of ILA-SS, whether funded through unrestricted organizational resources or donor-supported projects, unless specific donor regulations provide otherwise.

CHAPTER FIVE

STAFF GRADING STRUCTURE

5.1 Purpose of Staff Grading

Staff grading is the process through which ILA-SS classifies positions according to their level of responsibility, complexity, required qualifications, decision-making authority, and organizational contribution.

The grading system serves to:

1. Establish a clear organizational hierarchy;
2. Define career progression pathways for employees;
3. Ensure consistency in salary determination;
4. Promote fairness and transparency in remuneration;
5. Support effective workforce planning and budgeting;
6. Assist recruitment by linking positions with appropriate compensation levels;
7. Provide a basis for performance management and promotion decisions.

Staff grades shall be attached to positions and not individual employees. An employee's grade shall therefore depend on the requirements and responsibilities of the position occupied.

5.2 Principles of Staff Grading

ILA-SS shall apply the following principles in grading positions:

a) Equity and Fairness

Positions with similar levels of responsibility, complexity, and accountability shall receive comparable grades.

b) Equal Pay for Equal Work

Employees performing substantially similar duties and responsibilities shall be compensated equitably without discrimination.

c) Merit-Based Classification

Grades shall be determined based on objective job requirements rather than personal circumstances, relationships, or status.

d) Organizational Need

The grading structure shall reflect the operational requirements and institutional structure of ILA-SS.

e) Transparency

Employees shall have access to information regarding the grading system and promotion requirements.

f) Sustainability

The grading structure shall consider the financial capacity of the organization and availability of programme resources.

5.3 Job Classification Methodology

ILA-SS shall classify positions using a structured job evaluation approach based on the following factors:

A. Level of Responsibility

Assessment of:

- Decision-making authority;
- Supervisory responsibilities;
- Financial responsibility;
- Programme management responsibility;
- Organizational representation responsibilities.

B. Knowledge and Qualifications

Assessment of:

- Academic qualifications;
- Professional certifications;
- Technical expertise;
- Required years of experience.

C. Complexity of Work

Assessment of:

- Level of problem-solving required;
- Independence of judgment;
- Technical difficulty;
- Innovation and analytical requirements.

D. Impact of Position

Assessment of:

- Contribution to organizational objectives;
- Influence on programme outcomes;
- External representation responsibilities.

E. Accountability

Assessment of:

- Reporting obligations;
- Management responsibilities;
- Compliance responsibilities.

5.4 ILA-SS Staff Grade Structure

ILA-SS shall operate a six-level grading structure as follows:

Grade	Category	General Description	Examples of Positions
Grade 1	Executive Leadership	Highest organizational leadership positions responsible for strategic direction, governance, and institutional accountability	Executive Director, Deputy Executive Director
Grade 2	Senior Management	Positions responsible for departmental leadership, policy implementation, and programme oversight	Directors, Heads of Departments
Grade 3	Professional/Specialist Level	Highly skilled professional positions requiring specialized expertise and independent decision-making	Senior Legal Officers, Programme Managers, Finance Manager
Grade 4	Officer Level	Professional implementation positions responsible for technical delivery and operational support	Legal Officers, Programme Officers, HR Officer, Finance Officer
Grade 5	Assistant Level	Positions providing technical, administrative, and programme support	Programme Assistants, Administrative Assistants
Grade 6	Support Staff Level	Operational support positions necessary for organizational functioning	Drivers, Office Assistants, Security Personnel

5.5 Executive Leadership Level (Grade 1)

Purpose

Grade 1 positions provide overall institutional leadership and strategic direction.

Responsibilities include:

- Strategic planning;
- Organizational governance;

- External representation;
- Resource mobilization;
- Policy approval;
- Institutional accountability;
- Donor and stakeholder engagement.

Typical Positions:

- Executive Director;
- Deputy Executive Director.

5.6 Senior Management Level (Grade 2)

Purpose

Grade 2 positions manage organizational departments and ensure effective implementation of strategic priorities.

Responsibilities include:

- Departmental leadership;
- Programme supervision;
- Budget management;
- Staff supervision;
- Policy implementation;
- Reporting to Executive Management.

Typical Positions:

- Director of Programmes;
- Director of Legal Services;
- Finance and Administration Director;
- Head of Human Resources;
- Head of Monitoring and Evaluation.

5.7 Professional/Specialist Level (Grade 3)

Purpose

Grade 3 positions provide specialized expertise and manage significant technical responsibilities.

Responsibilities include:

- Technical leadership;

- Professional advice;
- Programme management;
- Legal representation;
- Research and analysis;
- Supervision of junior staff.

Typical Positions:

- Senior Legal Officer;
- Programme Manager;
- Senior Human Rights Officer;
- Finance Manager;
- Monitoring and Evaluation Manager.

5.8 Officer Level (Grade 4)

Purpose

Grade 4 positions implement programmes and provide professional services.

Responsibilities include:

- Case management;
- Community engagement;
- Legal assistance delivery;
- Documentation;
- Reporting;
- Administrative functions.

Typical Positions:

- Legal Officer;
- Human Rights Officer;
- Programme Officer;
- Finance Officer;
- Administration Officer.

5.9 Assistant Level (Grade 5)

Purpose

Grade 5 positions provide operational and administrative assistance.

Responsibilities include:

- Data entry;
- Programme support;
- Filing;
- Office administration;
- Logistics support.

Typical Positions:

- Programme Assistant;
- Administrative Assistant;
- Finance Assistant;
- Documentation Assistant.

5.10 Support Staff Level (Grade 6)

Purpose

Grade 6 positions provide essential operational support services.

Responsibilities include:

- Office maintenance;
- Transport services;
- Security;
- General support duties.

Typical Positions:

- Driver;
- Office Assistant;
- Cleaner;
- Security Personnel.

1.11 Linkage Between Job Descriptions, Grades and Salaries

ILA-SS shall ensure that every position has:

1. An approved job description;
2. A defined grade level;
3. A corresponding salary range;
4. Clearly established reporting relationships;
5. Defined performance expectations.

No position shall be recruited or compensated without an approved job description and assigned grade.

Changes in duties, responsibilities, or organizational structure may result in a review of the position grade.

CHAPTER SIX

SALARY FRAMEWORK AND REMUNERATION POLICY

6.1 Purpose of the Salary Framework

The ILA-SS Salary Framework establishes a structured approach for determining employee compensation while maintaining fairness, competitiveness, affordability, and compliance with organizational and donor requirements.

The salary system shall:

- Reward responsibility and performance;
- Promote employee retention;
- Support professional growth;
- Maintain financial sustainability;
- Ensure responsible use of donor resources.

6.2 Salary Determination Principles

ILA-SS salaries shall be determined based on:

a) Position Grade

Each grade shall have an approved salary range reflecting the level of responsibility.

b) Qualifications and Experience

Employees shall be placed within salary ranges based on:

- Academic qualifications;
- Professional certifications;
- Relevant experience;
- Technical competence.

c) Market Conditions

ILA-SS shall periodically review comparable NGO salary structures within South Sudan to remain reasonably competitive.

d) Organizational Capacity

Salary decisions shall consider available resources and sustainability.

e) Donor Budget Requirements

Where positions are donor-funded, salaries shall comply with approved project budgets and donor rules.

6.3 Internal Equity

ILA-SS shall maintain internal salary fairness by ensuring:

- Similar positions receive comparable compensation;
- Salary differences are justified by responsibility and experience;
- Promotions are accompanied by appropriate salary adjustments;
- Gender equality principles are respected.

6.4 External Competitiveness

ILA-SS shall periodically assess:

- NGO salary trends;
- Labour market conditions;
- Cost of living changes;
- Recruitment challenges.

Salary adjustments may be considered where necessary to retain qualified personnel.

6.5 Donor-Funded Project Salary Considerations

For donor-supported positions:

ILA-SS shall ensure:

- Salaries comply with approved budgets;
- Donor salary ceilings are respected;
- Cost allocation is transparent;
- Staff costs are properly documented;
- Payroll records are available for audit purposes.

Where donor rules differ from organizational policy, the stricter applicable requirement shall apply.

6.6 Salary Bands

Each grade shall have:

- Minimum salary level;
- Mid-point salary level;
- Maximum salary level.

Placement within the salary band shall depend on:

- Entry qualifications;
- Experience;
- Performance;
- Length of service;
- Professional competence.

6.7 Allowances and Benefits

Subject to organizational resources and approved policies, ILA-SS may provide:

a) Housing Allowance

Where applicable, to support staff living arrangements.

b) Transport Allowance

To facilitate official commuting requirements.

c) Communication Allowance

For positions requiring official communication responsibilities.

d) Field Allowance

For staff undertaking approved field assignments.

e) Medical Support

Where resources permit.

f) Professional Development Support

For approved training and capacity-building activities.

6.8 Salary Review Mechanism

Salary reviews may occur:

- Annually;
- During organizational restructuring;
- Following significant market changes;
- When financial resources permit.

Salary reviews shall not be automatic and shall depend on:

- Organizational performance;
- Funding availability;
- Inflation;
- Labour market conditions.

6.9 Payroll Management

ILA-SS shall maintain an accurate payroll system containing:

- Employee details;
- Salary information;
- Allowances;
- Deductions;
- Payment records.

Payroll responsibilities shall include:

- Monthly verification;
- Approval by authorized personnel;
- Secure record keeping;
- Compliance with financial procedures.

6.10 Statutory Deductions

ILA-SS shall comply with applicable laws regarding:

- Income tax deductions;
- Social security obligations;
- Pension contributions;
- Other legally required deductions.

Employees shall receive salary statements showing applicable deductions.

2.11 Confidentiality of Salary Information

Salary information shall be treated as confidential organizational information.

Access shall be limited to:

- Executive Management;
- Human Resources Department;
- Finance Department;
- Authorized auditors;
- Regulatory authorities where legally required.

Employees shall be protected from discrimination based on salary-related information handled through authorized processes.

6.12 Implementation Responsibility

The Human Resources Department shall be responsible for:

- Maintaining the grading structure;
- Updating salary records;
- Advising management on remuneration matters;
- Ensuring compliance with this policy.

The Executive Director shall approve all salary decisions in accordance with approved organizational procedures.

CHAPTER SEVEN

EMPLOYEE BENEFITS AND WELFARE POLICY

7.1 Purpose

The purpose of this Policy is to establish a fair, transparent, and sustainable framework for the provision and administration of employee benefits and welfare at the **Initiative for Legal Aid (ILA)**. The Policy seeks to promote employee well-being, improve staff morale, enhance productivity, and support the Organization in attracting and retaining qualified personnel while maintaining financial sustainability.

Employee benefits shall be administered in accordance with:

- The Labour Act of the Republic of South Sudan and any subsequent amendments;
- Applicable tax laws and social security laws;
- Donor agreements and funding regulations, where applicable;
- The approved annual budget of the Organization; and
- This Human Resource and Administration Manual.

No employee shall acquire any entitlement to a benefit that has not been expressly approved by the Organization.

7.2 Guiding Principles

The administration of employee benefits shall be guided by the following principles:

a. Equity and fairness.

b. Transparency and accountability.

c. Financial sustainability.

d. Compliance with applicable laws and donor requirements.

e. Equal opportunity and non-discrimination.

f. Cost-effectiveness.

g. Promotion of employee health, safety and well-being.

7.3 Employee Benefits

Subject to the employee's contract of employment, applicable donor requirements, and availability of funds, employees may be entitled to the following benefits.

7.4 Medical Benefits

7.4.1 Medical Insurance

Where the Organization has established a medical insurance scheme, eligible employees shall be enrolled in accordance with the terms of the insurance policy.

The Organization may determine:

- categories of eligible employees;
- level of medical cover;
- approved healthcare providers;
- eligible dependants;
- exclusions under the insurance policy.

The Organization reserves the right to amend or discontinue any medical insurance scheme where circumstances so require.

7.4.2 Medical Reimbursement

Where no medical insurance scheme exists, the Organization may reimburse reasonable medical expenses incurred by an employee while performing official duties, subject to:

- prior approval where practicable;
- submission of original receipts;
- medical reports where necessary; and
- availability of budget.

The Executive Director may prescribe reimbursement limits from time to time.

7.4.3 Medical Examination

The Organization may require employees to undergo medical examinations:

- before appointment;
- after prolonged illness;
- where fitness for work is in question;
- prior to deployment to high-risk duty stations.

The cost of mandatory medical examinations shall be borne by the Organization unless otherwise stated.

7.5 Social Security and Pension

Where required by law, the Organization shall register eligible employees with the relevant national social security or pension authority and shall make statutory contributions.

Where no statutory scheme exists or where approved by the Board, the Organization may establish an occupational retirement or pension scheme.

Employees shall cooperate in providing all documentation necessary for registration.

7.6 Group Life and Personal Accident Insurance

Subject to financial capacity, the Organization may provide:

- Group Life Insurance;
- Personal Accident Insurance;
- Work-related injury insurance.

Coverage shall be governed by the applicable insurance policy.

7.7 Transport Benefits

The Organization may provide transport support in one or more of the following forms:

- transport allowance;
- official transport;
- shuttle services;
- reimbursement of official travel expenses.

Employees using private vehicles for official assignments may be reimbursed mileage at rates approved by Management.

No employee shall use a private vehicle for official duties without authorization.

7.8 Housing Benefits

Where approved by the Board or provided under a donor-funded project, eligible employees may receive:

- housing allowance;
- employer-provided accommodation;
- accommodation during official deployment.

Housing benefits shall be determined according to:

- job grade;
- duty station;
- availability of funds;
- project requirements.

7.9 Communication Benefits

Eligible employees may receive communication support including:

- airtime allowance;
- internet allowance;
- official mobile telephone;
- official email account.

Communication facilities provided by the Organization remain its property and shall be used primarily for official purposes.

7.10 Staff Travel Benefits

Employees undertaking official travel shall be entitled to:

- transport costs;
- accommodation;
- daily subsistence allowance (DSA);
- visa costs where applicable;
- airport transfers where necessary;
- travel insurance where applicable.

All official travel shall be approved before commencement.

Travel shall comply with the Organization's Travel Policy and donor regulations.

7.11 Per Diem and Daily Subsistence Allowance

Employees travelling on official duty shall receive Daily Subsistence Allowance (DSA) in accordance with the approved rates issued by Management.

The DSA is intended to cover:

- meals;
- incidental expenses;
- local transportation where applicable.

No employee shall claim DSA for periods fully catered for by conference organizers or other sponsoring institutions.

Double claims are prohibited.

False claims constitute gross misconduct.

7.12 Staff Loans

The Organization is under no obligation to provide loans to employees.

Where a Staff Loan Scheme is established, eligibility shall depend upon:

- confirmation of employment;
- satisfactory performance;
- repayment capacity;
- availability of funds.

The Executive Director may approve staff loans within prescribed limits.

The Board may approve loans for senior management.

Loan agreements shall be executed before disbursement.

7.13 Salary Advances

An employee may apply for a salary advance under exceptional circumstances.

Approval shall depend upon:

- justification;
- available funds;
- previous repayment record.

Salary advances shall not ordinarily exceed one month's net salary unless otherwise approved by the Executive Director.

Recovery shall be made through payroll deductions.

7.14 Staff Welfare Fund

The Organization may establish a Staff Welfare Fund to assist employees during extraordinary circumstances including:

- bereavement;
- serious illness;
- natural disasters;
- workplace emergencies.

The operation of the Fund shall be governed by separate guidelines approved by Management.

7.15 Compassionate Assistance

Subject to available resources, the Organization may provide compassionate assistance in circumstances such as:

- death of an employee;
- death of an immediate family member;
- catastrophic illness;
- emergency evacuation;
- humanitarian emergencies affecting employees.

Compassionate assistance shall not constitute a contractual entitlement.

7.16 Employee Wellness

The Organization recognizes that employee wellness contributes significantly to organizational effectiveness.

Accordingly, Management may organize:

- wellness campaigns;
- mental health awareness programmes;
- counselling services;
- stress management initiatives;
- health screening exercises;
- recreational activities;
- team-building events.

Participation may be mandatory where necessary for occupational health and safety.

7.17 Occupational Health and Safety

The Organization shall maintain a safe and healthy workplace by:

- identifying workplace hazards;
- conducting periodic risk assessments;
- providing first aid facilities;
- ensuring emergency preparedness;
- providing protective equipment where necessary;
- promoting safe working practices.

Employees shall comply with all occupational health and safety requirements.

7.18 Staff Recognition and Awards

The Organization may recognize outstanding employee performance through:

- certificates of recognition;
- appreciation awards;
- performance bonuses (subject to funding);
- letters of commendation;
- long-service awards;
- professional development opportunities.

Recognition shall be based on objective performance criteria.

7.19 Employee Assistance

Where resources permit, the Organization may provide confidential employee assistance services including:

- psychosocial counselling;
- legal referrals;
- financial literacy programmes;
- conflict resolution support;
- trauma counselling following critical incidents.

7.20 Limitations on Benefits

Employee benefits are subject to:

- availability of funds;
- donor funding conditions;
- Board approval;
- applicable laws;
- organizational policies.

Nothing contained in this Chapter shall be construed as creating a vested contractual right to any discretionary benefit unless expressly stated in the employee's contract of employment.

The Organization reserves the right to amend, suspend, or withdraw any discretionary benefit where operational, financial, legal, or donor requirements necessitate such action.

7.21 Responsibility for Administration

The Human Resource Officer shall be responsible for administering this Policy under the supervision of the Executive Director.

The Finance Department shall process all approved financial benefits in accordance with the Organization's Financial and Accounting Policy.

The Board of Directors shall approve benefits reserved for Board approval under this Manual or applicable policies.

CHAPTER EIGHT

LEAVE ADMINISTRATION POLICY

8.1 Purpose

The purpose of this Policy is to establish a fair, transparent, and consistent framework for the administration of employee leave at the **Initiative for Legal Aid (ILA)**. The Organization recognizes that periodic leave is essential for the health, well-being, productivity, and work-life balance of employees. This Policy provides guidelines on eligibility, accrual, application, approval, utilization, and management of leave in accordance with the Labour Act of the Republic of South Sudan, applicable donor requirements, and organizational needs.

The Organization shall administer leave in a manner that:

- Promotes employee welfare and well-being;
- Ensures continuity of operations and service delivery;
- Complies with applicable labour laws and contractual obligations;
- Ensures fairness, consistency, and transparency; and
- Maintains accurate leave records.

8.2 Scope

This Policy applies to all employees of the Organization, whether employed on:

- Permanent contracts;
- Fixed-term contracts;
- Probationary contracts (where applicable);
- Project-based contracts; and
- Part-time contracts, subject to the terms of their employment.

Consultants, interns, volunteers, and Board members shall not be entitled to leave benefits unless expressly provided for in their respective contracts or engagement terms.

8.3 Guiding Principles

The administration of leave shall be guided by the following principles:

a. Compliance with applicable labour laws.

b. Fairness and equal treatment.

c. Operational efficiency.

d. Employee health and welfare.

e. Accountability in leave management.

f. Proper documentation and record keeping.

8.4 General Leave Provisions

8.4.1 Leave Year

The leave year shall run from **1 January to 31 December**, unless otherwise determined by the Organization.

8.4.2 Leave Planning

Employees are encouraged to plan their annual leave in advance in consultation with their supervisors to ensure continuity of organizational operations.

Departments shall prepare annual leave schedules wherever practicable.

8.4.3 Leave Approval

No employee shall proceed on leave without written approval from the appropriate approving authority.

Unauthorized absence shall constitute misconduct and may attract disciplinary action.

8.4.4 Leave Records

The Human Resource Office shall maintain accurate records of:

- leave earned;
- leave taken;
- leave balances;
- leave encashment, where applicable;
- leave without pay; and
- leave forfeiture.

8.4.5 Recall from Leave

The Organization may recall an employee from leave where operational requirements make it necessary.

Where an employee is officially recalled:

- the remaining leave days shall be rescheduled; and
- reasonable expenses directly arising from the recall may be reimbursed where approved.

8.4.6 Public Holidays During Leave

A recognized public holiday occurring during an employee's annual leave shall not be counted as part of the annual leave entitlement.

8.5 Annual Leave

8.5.1 Entitlement

Every eligible employee shall be entitled to paid annual leave in accordance with the Labour Act of the Republic of South Sudan and the employee's contract of employment.

Unless otherwise provided by law or contract, annual leave shall accrue based on completed months of service.

The Organization may grant leave in excess of the statutory minimum where approved by the Board or provided for under donor-funded projects.

8.5.2 Accrual of Leave

Annual leave shall accrue monthly during active service.

Employees shall not accrue annual leave during periods of prolonged unpaid leave unless otherwise approved.

8.5.3 Scheduling of Annual Leave

Annual leave shall be scheduled taking into account:

- operational requirements;
- employee preferences;
- departmental work plans; and
- fairness among employees.

The Organization reserves the right to determine the timing of annual leave where operational necessity requires.

8.5.4 Carry Forward of Leave

Employees are encouraged to utilize annual leave within the year in which it accrues.

Subject to approval by the Executive Director, unused leave may be carried forward to the following leave year where operational requirements prevented its utilization.

Leave shall not accumulate indefinitely.

8.5.5 Leave Encashment

Annual leave shall ordinarily be taken as rest and recreation.

Leave may only be encashed where:

- permitted by law;
- approved by the Executive Director; and
- operational requirements prevented the employee from utilizing accrued leave.

8.6 Sick Leave

Employees who are unable to perform their duties due to illness or injury shall promptly notify their immediate supervisor.

Where illness exceeds **two (2) consecutive working days**, the employee shall provide a medical certificate from a recognized medical practitioner unless exceptional circumstances make this impossible.

The Organization may require an employee to undergo an independent medical examination where necessary.

Abuse of sick leave constitutes misconduct.

8.7 Maternity Leave

A female employee shall be entitled to maternity leave in accordance with the Labour Act of the Republic of South Sudan.

Maternity leave shall be granted upon submission of an appropriate medical certificate indicating the expected date of delivery.

The employee shall not suffer discrimination, loss of employment, or reduction of lawful benefits on account of pregnancy or maternity leave.

8.8 Paternity Leave

A male employee shall be entitled to paternity leave upon the birth of his child, subject to the provisions of applicable law or organizational policy.

The employee shall notify the Organization as early as practicable and may be required to provide reasonable proof of birth.

8.9 Adoption Leave

Where permitted by law or approved by the Organization, an employee who legally adopts a child may be granted adoption leave to facilitate the child's integration into the family.

The duration and conditions shall be determined by Management.

8.10 Compassionate (Bereavement) Leave

The Organization recognizes that employees may require time away from work following the death or critical illness of an immediate family member.

Compassionate leave may therefore be granted for:

- death of a spouse;
- child;
- parent;
- sibling;
- legal guardian; or
- other close relative where justified.

The duration shall be determined by the Executive Director or designated authority, taking into account operational needs and the circumstances of each case.

8.11 Study Leave

The Organization supports continuous professional development.

Study leave may be granted where:

- the course is relevant to the Organization's work;
- the employee has served satisfactorily;
- operational requirements permit; and
- the Executive Director approves the application.

Study leave may be with pay, partial pay, or without pay depending on:

- available funding;
- donor requirements;
- duration of study; and
- organizational needs.

The Organization may require an employee granted sponsored study leave to execute a training bond.

8.12 Examination Leave

Employees pursuing approved academic or professional courses may be granted examination leave upon submission of:

- examination timetable;
- proof of registration; and
- approval by Management.

8.13 Special Leave

The Executive Director may grant special leave under exceptional circumstances including:

- national service;
- court attendance where officially required;
- participation in official government assignments;
- representation of the Organization;
- humanitarian emergencies; or
- other circumstances considered appropriate.

8.14 Leave Without Pay

Where all paid leave has been exhausted, an employee may apply for leave without pay.

Approval shall be discretionary and shall depend upon:

- operational requirements;
- justification;
- duration requested; and
- the employee's service record.

Leave without pay shall not ordinarily exceed six (6) months unless otherwise approved by the Board.

Periods of unpaid leave may affect:

- leave accrual;
- pension contributions;
- other employment benefits, subject to law and applicable policies.

8.15 Emergency Leave

Employees faced with unforeseen emergencies may be granted emergency leave subject to prompt notification and subsequent approval.

Emergency leave may arise from:

- serious family emergencies;
- accidents;
- security incidents;
- natural disasters; or
- other exceptional circumstances.

Supporting documentation may be required where appropriate.

8.16 Official Duty Leave

Employees attending:

- official conferences;
- donor meetings;
- workshops;
- training programmes;
- court proceedings on behalf of the Organization;
- official field assignments;

shall be regarded as being on official duty rather than annual leave.

8.17 Unauthorized Absence

Absence from duty without approval constitutes misconduct.

Employees who fail to report for duty without reasonable explanation may be subject to disciplinary action, including:

- verbal warning;
- written warning;
- salary deduction where permitted by law;
- suspension; or
- termination in cases of prolonged unauthorized absence or desertion.

8.18 Return from Leave

Employees shall resume duty on the approved return date.

Failure to report on time without reasonable justification shall constitute unauthorized absence.

Employees returning from prolonged sick leave may be required to provide a medical fitness certificate before resuming duties.

8.19 Leave Application Procedure

Employees shall:

1. Complete the prescribed Leave Application Form.
2. Submit the application through their immediate supervisor.
3. Obtain departmental recommendation.
4. Receive formal approval before proceeding on leave.
5. Ensure proper handover of duties before departure.

The Human Resource Office shall record all approved leave.

8.20 Roles and Responsibilities

Human Resource Office

The Human Resource Office shall:

- Maintain leave records;
- Monitor leave balances;
- Advise employees on leave entitlements;
- Ensure compliance with this Policy.

Supervisors

Supervisors shall:

- Review leave applications;
- Ensure continuity of departmental operations;
- Recommend approval or rejection;
- Monitor employee attendance.

Employees

Employees shall:

- Apply for leave in advance wherever practicable;
- Observe approved leave periods;
- Return on time;

- Provide required documentation;
- Comply with this Policy.

8.21 Policy Review and Exceptions

Any exception to this Policy shall require the prior written approval of the Executive Director or the Board of Directors, as applicable.

This Policy shall be reviewed periodically to ensure compliance with changes in labour legislation, organizational needs, and donor requirements.

CHAPTER NINE

PERFORMANCE MANAGEMENT POLICY

9.1 Purpose

The purpose of this Performance Management Policy is to establish a structured, transparent, and objective framework for planning, monitoring, evaluating, and improving employee performance at the **Initiative for Legal Aid (ILA)**. The Policy aims to align individual performance with the Organization's strategic objectives, enhance accountability, foster professional development, and promote a culture of continuous learning and excellence.

The Performance Management System (PMS) shall:

- Align individual performance with the Organization's Vision, Mission, Strategic Plan, Annual Work Plans, and operational priorities;
- Promote fairness, merit, and transparency in employee assessment;
- Support employee growth and career development;
- Identify high-performing employees for recognition and advancement;
- Identify performance gaps and prescribe appropriate interventions; and
- Provide an objective basis for decisions relating to confirmation of employment, promotion, salary progression, training, contract renewal, disciplinary action, and separation from employment.

9.2 Scope

This Policy applies to all employees of the Organization, including:

- Permanent employees;
- Fixed-term employees;
- Project-funded employees;
- Probationary employees; and
- Part-time employees, where applicable.

Consultants, interns, volunteers, and Board members shall be evaluated in accordance with the terms of their respective engagements.

9.3 Guiding Principles

Performance management shall be guided by the following principles:

a. Fairness and impartiality.

b. Transparency and accountability.

c. Merit-based assessment.

d. Continuous feedback and communication.

e. Professional development and capacity building.

f. Alignment with organizational objectives.

g. Non-discrimination and equal opportunity.

h. Confidentiality of performance records.

9.4 Objectives of the Performance Management System

The objectives of the Performance Management System are to:

a. Improve organizational effectiveness and service delivery.

b. Clarify employee roles and performance expectations.

c. Monitor progress against agreed work objectives.

d. Encourage accountability for results.

e. Recognize and reward outstanding performance.

f. Identify training and development needs.

g. Improve communication between supervisors and employees.

h. Facilitate evidence-based human resource decisions.

9.5 Performance Management Cycle

The Organization shall implement an annual Performance Management Cycle comprising the following stages:

1. Performance Planning.
2. Goal Setting.
3. Continuous Monitoring.
4. Mid-Year Performance Review.
5. Annual Performance Evaluation.
6. Feedback and Development Planning.
7. Performance Improvement, Recognition, or Other Administrative Action.

Performance management shall be regarded as a continuous process rather than a once-a-year event.

9.6 Performance Planning

At the beginning of each performance cycle, every employee and their immediate supervisor shall jointly prepare an Individual Performance Plan (IPP).

The Performance Plan shall identify:

- Key Result Areas (KRAs);
- Performance Indicators (KPIs);
- Expected outputs;
- Targets;
- Timelines;
- Required competencies;
- Resources required; and
- Development objectives.

Performance objectives shall conform to the SMART principle, namely that they are:

- Specific;
- Measurable;
- Achievable;
- Relevant; and
- Time-bound.

9.7 Key Performance Indicators (KPIs)

Performance shall be measured using objective and measurable indicators appropriate to the employee's role.

KPIs may include:

- Quality of work;
- Quantity of work completed;
- Timeliness of delivery;
- Compliance with organizational policies;
- Professional competence;
- Teamwork and collaboration;
- Innovation and initiative;
- Leadership and supervision;
- Client or beneficiary satisfaction;
- Resource management and accountability; and
- Contribution to organizational values and culture.

Different departments may adopt role-specific KPIs with the approval of the Human Resource Office.

9.8 Continuous Performance Monitoring

Supervisors shall continuously monitor employee performance throughout the year by:

- Conducting regular one-on-one meetings;
- Reviewing work outputs;
- Providing constructive feedback;
- Identifying performance challenges;
- Offering coaching and mentoring; and
- Recording significant achievements and areas for improvement.

Employees are encouraged to actively seek feedback and communicate any challenges affecting their performance.

9.9 Mid-Year Performance Review

A formal mid-year review shall be conducted approximately six (6) months into the performance cycle.

The review shall:

- Assess progress against agreed objectives;
- Identify challenges and constraints;
- Revise performance targets where justified;

- Recommend additional support or training; and
- Document agreed corrective actions.

The mid-year review is developmental and shall not ordinarily determine salary adjustments or disciplinary action unless serious issues are identified.

9.10 Annual Performance Appraisal

Every employee shall undergo a comprehensive annual performance appraisal at the end of each performance cycle.

The appraisal shall evaluate:

- Achievement of agreed objectives;
- Competency levels;
- Quality and timeliness of work;
- Compliance with organizational policies;
- Professional conduct and ethics;
- Contribution to teamwork;
- Innovation and problem-solving;
- Leadership and supervisory responsibilities, where applicable.

The employee shall have an opportunity to discuss the appraisal and provide comments before it is finalized.

9.11 Performance Rating Scale

The Organization shall adopt a standardized performance rating system as follows:

Rating	Description
5	Outstanding – Performance consistently exceeds expectations.
4	Very Good – Frequently exceeds expectations.
3	Good – Fully meets expected standards.
2	Needs Improvement – Performance falls below expectations in certain areas.
1	Unsatisfactory – Performance consistently fails to meet required standards.

The Human Resource Office may prescribe detailed scoring guidelines and weighting criteria.

9.12 Performance Feedback

Performance feedback shall:

- Be timely, objective, and constructive;
- Focus on both strengths and areas requiring improvement;
- Encourage open dialogue between supervisors and employees; and

- Be documented where appropriate.

Feedback should be provided regularly throughout the performance cycle and not be limited to formal appraisal periods.

9.13 Performance Improvement Plan (PIP)

An employee whose performance is rated as **Needs Improvement** or **Unsatisfactory** may be placed on a Performance Improvement Plan (PIP).

A PIP shall:

- Clearly identify areas requiring improvement;
- Specify measurable performance targets;
- Provide reasonable timelines for improvement;
- Identify support measures such as coaching, mentoring, or training; and
- Establish review dates.

Failure to demonstrate satisfactory improvement after reasonable support may result in disciplinary action or other employment decisions in accordance with this Manual and applicable law.

9.14 Learning and Development

Performance appraisal outcomes shall be used to identify individual and organizational training needs.

Development interventions may include:

- Formal training;
- Professional certification;
- Mentorship;
- Coaching;
- Job rotation;
- Stretch assignments;
- Conferences and workshops; and
- E-learning opportunities.

Participation in training does not automatically guarantee promotion or salary adjustment.

9.15 Recognition and Rewards

The Organization may recognize exceptional performance through:

- Letters of commendation;
- Certificates of excellence;

- Employee recognition awards;
- Professional development opportunities;
- Merit-based promotions, subject to vacancy and qualifications;
- Performance bonuses, where funding permits and approved by the Board; and
- Other non-monetary incentives.

Recognition shall be based on objective performance evidence.

9.16 Promotion and Career Progression

Performance appraisal results may be considered when making decisions regarding:

- Promotion;
- Acting appointments;
- Confirmation of employment;
- Leadership opportunities;
- Succession planning; and
- Contract renewal.

Promotion shall not be automatic and shall also depend on:

- Availability of vacant positions;
- Qualifications;
- Competence;
- Organizational needs; and
- Budget availability.

9.17 Underperformance

Where persistent underperformance is identified, the Organization shall, where appropriate:

- Discuss the performance concerns with the employee;
- Provide guidance and support;
- Implement a Performance Improvement Plan;
- Monitor progress; and
- Take appropriate administrative or disciplinary action where improvement is not achieved.

Any action taken shall comply with the principles of natural justice and applicable labour laws.

9.18 Appeals Against Performance Ratings

An employee who is dissatisfied with their performance rating may submit a written appeal to the Human Resource Office within **ten (10) working days** of receiving the appraisal outcome.

The appeal shall:

- State the grounds of dissatisfaction;
- Include supporting evidence where applicable; and
- Be reviewed by a Performance Review Committee or designated authority.

The decision on the appeal shall be communicated in writing and shall be final within the Organization's internal processes.

9.19 Confidentiality

Performance appraisal records are confidential and shall be accessed only by authorized persons.

Information contained in performance records shall be used solely for legitimate organizational purposes and managed in accordance with the Organization's confidentiality and data protection policies.

9.20 Roles and Responsibilities

Board of Directors

The Board shall:

- Approve the Performance Management Policy;
- Evaluate the performance of the Executive Director; and
- Oversee the integrity of the Performance Management System.

Executive Director

The Executive Director shall:

- Ensure effective implementation of the Policy;
- Promote a performance-oriented culture;
- Approve organizational performance objectives; and
- Make decisions arising from performance evaluations.

Human Resource Office

The Human Resource Office shall:

- Coordinate the Performance Management System;
- Develop performance management tools;
- Maintain appraisal records;
- Train supervisors and employees on the appraisal process;
- Monitor compliance with the Policy; and
- Report organizational performance trends to Management.

Supervisors

Supervisors shall:

- Set clear performance expectations;
- Monitor employee performance;
- Provide regular coaching and feedback;
- Conduct fair and objective appraisals; and
- Support employee development.

Employees

Employees shall:

- Perform their duties diligently;
- Participate actively in performance planning and appraisal;
- Seek feedback and continuous improvement;
- Comply with organizational policies; and
- Take responsibility for achieving agreed performance objectives.

9.21 Policy Review

This Policy shall be reviewed periodically to ensure alignment with organizational priorities, applicable labour laws, international best practices, and donor requirements.

Any amendments shall be approved by the Board of Directors.

CHAPTER TEN

LEARNING, TRAINING AND PROFESSIONAL DEVELOPMENT POLICY

10.1 Purpose

The purpose of this Policy is to establish a comprehensive framework for employee learning, training, and professional development at the **Initiative for Legal Aid (ILA)**. The Organization recognizes that its employees are its most valuable asset and that continuous learning is essential to achieving organizational excellence, improving service delivery, strengthening institutional capacity, and advancing the Organization's strategic objectives.

This Policy seeks to ensure that employees acquire, maintain, and enhance the knowledge, skills, competencies, and professional attitudes necessary to effectively discharge their responsibilities while supporting innovation, leadership development, succession planning, and organizational sustainability.

10.2 Scope

This Policy applies to all employees of the Organization.

Where appropriate, the Organization may extend training opportunities to:

- Interns;
- Volunteers;
- Consultants;
- Board Members; and
- Partner organizations,

subject to available resources, donor requirements, and Management approval.

10.3 Objectives

The objectives of this Policy are to:

a. Develop competent and highly skilled employees.

b. Improve employee performance and organizational effectiveness.

c. Strengthen leadership and management capacity.

d. Promote innovation and continuous improvement.

e. Support career progression and succession planning.

f. Build institutional knowledge.

g. Ensure compliance with legal, regulatory, and donor requirements.

h. Promote ethical and professional standards.

10.4 Guiding Principles

Learning and development shall be guided by the following principles:

a. Equal opportunity.

b. Merit and organizational need.

c. Cost-effectiveness.

d. Continuous learning.

e. Accountability.

f. Knowledge sharing.

g. Alignment with organizational strategy.

h. Value for money.

10.5 Types of Learning and Development

The Organization may provide or support any of the following forms of learning and professional development:

a. Orientation and Induction

Training provided to newly recruited employees to familiarize them with:

- the Organization's mission, vision, and values;
- organizational structure;
- policies and procedures;
- code of conduct;
- safeguarding and PSEA standards;
- security procedures;
- financial and administrative systems; and
- job responsibilities.

b. On-the-Job Training

Practical learning through:

- coaching;
- mentoring;
- job shadowing;
- supervised assignments;
- practical demonstrations; and
- rotational assignments.

c. In-House Training

Training organized internally to strengthen employee knowledge and skills in areas relevant to the Organization's work.

d. External Training

Participation in:

- workshops;
- seminars;
- conferences;
- professional courses;
- certifications;
- specialized technical training; and
- study programmes.

External training shall normally require prior approval.

e. E-Learning

Employees may undertake approved online courses through recognized learning platforms.

The Organization may reimburse approved costs where funding permits.

f. Professional Membership

The Organization may support membership in relevant professional bodies where such membership enhances organizational capacity.

Support may include:

- annual subscription fees;
- licensing fees;
- continuing professional education requirements.

10.6 Annual Training Needs Assessment

The Human Resource Office shall coordinate an annual Training Needs Assessment (TNA).

The assessment shall identify:

- organizational training priorities;
- departmental needs;
- individual competency gaps;
- leadership development requirements; and
- statutory compliance training.

Training priorities shall be incorporated into the Organization's Annual Work Plan and Budget.

10.7 Annual Training Plan

Based on the Training Needs Assessment, the Human Resource Office shall prepare an Annual Training Plan setting out:

- planned training activities;
- target participants;
- expected learning outcomes;
- estimated costs;
- implementation schedule; and
- funding sources.

The Annual Training Plan shall be approved by the Executive Director.

10.8 Mandatory Training

The Organization may require employees to undertake mandatory training in areas including:

- Safeguarding and Child Protection;
- Prevention of Sexual Exploitation, Abuse and Harassment (PSEAH);
- Anti-Fraud and Anti-Corruption;
- Occupational Health and Safety;
- Security and Safety Management;
- Financial Compliance;
- Procurement Procedures;
- Data Protection and Confidentiality;
- Code of Conduct and Ethics;
- Information and Cyber Security; and
- Emergency Preparedness.

Failure to attend mandatory training without reasonable cause may constitute misconduct.

10.9 Eligibility for Sponsored Training

Employees may be considered for Organization-sponsored training based on:

- relevance to the employee's role;
- organizational priorities;
- performance record;
- availability of funding;
- length of service;
- succession planning needs; and
- donor requirements.

Sponsorship is discretionary and shall not constitute an employee entitlement.

10.10 Study Leave

Employees pursuing approved academic or professional programmes may be granted study leave in accordance with Chapter Eight of this Manual.

Study leave may be:

- with pay;
- partially funded;
- without pay; or
- fully sponsored,

depending on the circumstances and available resources.

10.11 Training Sponsorship

Where the Organization sponsors an employee for external training, the sponsorship may include:

- tuition fees;
- registration fees;
- travel expenses;
- accommodation;
- subsistence allowance;
- learning materials; and
- examination fees,

subject to the approved budget and sponsorship agreement.

10.12 Training Bond

Where the Organization incurs substantial expenditure in sponsoring an employee for long-term or specialized training, the employee may be required to execute a Training Bond.

The Training Bond shall specify:

- duration of post-training service;
- repayment obligations;
- circumstances constituting breach; and
- recovery mechanisms.

Where an employee resigns before fulfilling the bonded service period, the Organization may recover all or part of the training costs in accordance with the Bond Agreement and applicable law.

10.13 Employee Responsibilities

Employees participating in training shall:

a. Attend all scheduled sessions.

b. Complete assigned coursework.

c. Demonstrate professionalism.

d. Apply acquired knowledge in the workplace.

e. Share knowledge with colleagues.

f. Submit training reports where required.

g. Comply with all conditions of sponsorship.

10.14 Knowledge Sharing

Employees who attend externally funded training shall, where appropriate:

- conduct internal knowledge-sharing sessions;
- prepare written learning reports;
- mentor colleagues; and
- recommend improvements to organizational practices.

The objective is to maximize institutional learning and return on investment.

10.15 Leadership Development

The Organization shall promote leadership development through:

- mentorship programmes;
- coaching;
- succession planning;
- management development programmes;
- acting appointments;
- cross-functional assignments; and
- executive leadership training.

Leadership development shall focus on preparing employees for increased responsibilities.

10.16 Career Development

The Organization encourages employees to actively pursue career growth.

Employees are expected to:

- identify career aspirations;
- participate in development planning;
- improve professional competencies;

- seek constructive feedback; and
- maintain relevant professional qualifications.

Career development discussions shall form part of the annual performance appraisal process.

10.17 Succession Planning

The Organization shall maintain a succession planning programme to ensure continuity of leadership and critical organizational functions.

Succession planning may include:

- identification of high-potential employees;
- leadership development initiatives;
- coaching and mentoring;
- job rotation;
- acting appointments; and
- structured career development.

Participation in succession planning does not guarantee promotion.

10.18 Evaluation of Training

The Human Resource Office shall evaluate training effectiveness by assessing:

- participant feedback;
- knowledge acquisition;
- workplace application of skills;
- impact on performance;
- organizational outcomes; and
- value for money.

Training evaluation findings shall inform future training programmes.

10.19 Funding

Learning and development activities shall be financed through:

- the Organization's annual budget;
- donor-funded projects;
- institutional partnerships;
- scholarships; and
- other lawful funding sources.

Training shall be undertaken only where funding has been approved.

10.20 Roles and Responsibilities

Board of Directors

The Board shall:

- approve institutional policies on learning and development;
- approve long-term executive development programmes where required; and
- ensure adequate investment in organizational capacity building.

Executive Director

The Executive Director shall:

- provide strategic leadership for staff development;
- approve annual training plans;
- authorize sponsored training within delegated authority;
- promote a culture of continuous learning.

Human Resource Office

The Human Resource Office shall:

- coordinate training programmes;
- conduct training needs assessments;
- maintain employee training records;
- monitor implementation of training plans;
- evaluate training outcomes;
- advise Management on capacity development.

Supervisors

Supervisors shall:

- identify employee training needs;
- mentor and coach employees;
- recommend training opportunities;
- support application of newly acquired skills.

Employees

Employees shall:

- actively participate in learning opportunities;
- maintain professional competence;
- apply acquired knowledge;

- share learning with colleagues;
- comply with sponsorship conditions.

10.21 Equal Opportunity

The Organization shall ensure that access to learning and development opportunities is based on:

- organizational need;
- merit;
- relevance to assigned duties; and
- available resources.

No employee shall be unfairly discriminated against on the basis of gender, disability, age, ethnicity, religion, political opinion, or any other protected characteristic in accessing training opportunities.

10.22 Policy Review

This Policy shall be reviewed periodically to ensure consistency with organizational priorities, changes in applicable laws, donor requirements, emerging best practices, and technological developments.

Any amendments shall be approved by the Board of Directors.

10.23 Related Policies

This Chapter shall be read together with:

- Chapter Six – Salary Framework and Remuneration Policy;
- Chapter Eight – Leave Administration Policy (Study Leave provisions);
- Chapter Nine – Performance Management Policy;
- Chapter Eleven – Code of Conduct and Ethics;
- The Organization's Safeguarding and PSEAH Policies; and
- The Financial and Accounting Policy.

CHAPTER ELEVEN

CODE OF CONDUCT, ETHICS, AND PROFESSIONAL STANDARDS POLICY

11.1 Purpose

The purpose of this Code of Conduct, Ethics, and Professional Standards Policy is to establish the ethical principles, standards of professional conduct, and behavioural expectations applicable to all persons working for or on behalf of the **Initiative for Legal Aid (ILA)**. The Organization is committed to maintaining the highest standards of integrity, accountability, professionalism, respect for human rights, and good governance in all its operations.

This Code seeks to:

- Promote ethical decision-making and responsible conduct;
- Foster a respectful, inclusive, and safe working environment;
- Protect the reputation, credibility, and independence of the Organization;
- Ensure compliance with applicable laws, donor requirements, and organizational policies; and
- Strengthen public confidence in the Organization.

Every employee is expected to uphold the letter and spirit of this Code both during and, where appropriate, outside official working hours where their conduct may reasonably affect the reputation or interests of the Organization.

11.2 Scope

This Policy applies to:

- Members of the Board of Directors;
- Employees (permanent, fixed-term, project-based, probationary, and part-time);
- Consultants;
- Volunteers;
- Interns;
- Temporary staff;
- Contractors; and
- Any other person acting on behalf of the Organization.

All persons covered by this Policy shall acknowledge in writing that they have read, understood, and agreed to comply with this Code.

11.3 Guiding Principles

The conduct of all personnel shall be guided by the following principles:

a. Integrity.

b. Honesty.

c. Accountability.

d. Professionalism.

e. Respect for human dignity.

f. Independence and impartiality.

g. Transparency.

h. Equality and non-discrimination.

i. Confidentiality.

j. Respect for the rule of law.

11.4 Organizational Values

Employees shall conduct themselves in a manner consistent with the Organization's core values, including:

- Justice;
- Integrity;
- Respect;
- Professional Excellence;
- Accountability;
- Independence;
- Inclusivity;
- Service to the Community; and
- Protection of Human Rights.

These values shall guide decision-making and interactions with beneficiaries, partners, donors, government institutions, and the public.

11.5 Professional Conduct

Employees shall:

- Perform their duties competently, diligently, and responsibly;
- Observe lawful instructions issued by supervisors;
- Exercise sound judgment in decision-making;
- Maintain professionalism in all official interactions;
- Avoid conduct that may bring the Organization into disrepute;
- Treat colleagues and stakeholders with courtesy, fairness, and respect; and
- Promote teamwork, cooperation, and mutual respect.

11.6 Compliance with Laws and Policies

Employees shall comply with:

- The Constitution and laws of the Republic of South Sudan;
- Applicable labour laws;
- Anti-corruption laws;
- Tax laws;
- Data protection and privacy requirements;
- Donor regulations;

- Organizational policies and procedures;
- Contractual obligations; and
- Lawful directives issued by Management.

Ignorance of applicable policies shall not excuse non-compliance.

11.7 Conflict of Interest

Employees shall avoid situations in which personal, financial, political, or family interests conflict, or appear to conflict, with the interests of the Organization.

A conflict of interest may arise where an employee:

- has a financial interest in a supplier or contractor;
- participates in procurement involving a relative or close associate;
- supervises an immediate family member;
- receives personal benefits from organizational transactions;
- engages in outside employment that interferes with official duties; or
- uses organizational information for personal gain.

Employees shall promptly disclose any actual, potential, or perceived conflict of interest to the Human Resource Office or the Executive Director.

Management shall determine appropriate measures to eliminate or manage such conflicts.

11.8 Confidentiality

Employees shall maintain the confidentiality of all non-public information obtained through their employment.

Confidential information includes, but is not limited to:

- personnel records;
- beneficiary information;
- legal case files;
- financial information;
- procurement documents;
- donor information;
- strategic plans;
- passwords and system credentials;
- investigation reports; and
- any information designated as confidential.

The obligation of confidentiality shall continue after the employee leaves the Organization.

Unauthorized disclosure may result in disciplinary action and legal liability.

11.9 Data Protection and Privacy

Employees shall:

- protect personal data entrusted to the Organization;
- collect and process information only for legitimate purposes;
- prevent unauthorized access, disclosure, or misuse of information;
- comply with applicable data protection laws and organizational policies; and
- report any actual or suspected data breach immediately.

11.10 Anti-Fraud and Anti-Corruption

The Organization maintains a zero-tolerance policy toward fraud, bribery, corruption, theft, embezzlement, money laundering, and other forms of financial misconduct.

Employees shall not:

- solicit or accept bribes;
- falsify records;
- misappropriate organizational assets;
- submit fraudulent claims;
- manipulate procurement processes;
- engage in kickback arrangements; or
- misuse donor funds.

Any employee who becomes aware of suspected fraud or corruption shall report the matter immediately through the Organization's reporting mechanisms.

Good-faith reporting shall be protected from retaliation.

11.11 Gifts, Hospitality, and Benefits

Employees shall not solicit gifts, favours, or other benefits that may influence, or appear to influence, their official duties.

Employees may accept modest gifts or hospitality of nominal value only where:

- acceptance is lawful;
- acceptance does not compromise impartiality;
- acceptance does not create an obligation; and
- the gift complies with the Organization's Gift Register procedures.

Cash gifts or cash equivalents shall never be accepted.

Where a gift cannot reasonably be declined due to cultural or diplomatic considerations, it shall be declared and dealt with in accordance with organizational procedures.

11.12 Use of Organizational Assets

Employees shall use organizational assets responsibly and solely for authorized purposes.

Organizational assets include:

- vehicles;
- computers;
- mobile devices;
- office equipment;
- intellectual property;
- financial resources;
- official documents; and
- communication systems.

Employees shall not misuse, damage, or remove organizational property without authorization.

11.13 Information Technology and Electronic Communications

Employees shall use the Organization's information systems responsibly.

Employees shall:

- protect passwords and login credentials;
- avoid unauthorized software installation;
- comply with cybersecurity requirements;
- use official email professionally;
- avoid excessive personal use of organizational ICT resources; and
- refrain from transmitting offensive, discriminatory, or unlawful material.

The Organization reserves the right to monitor the use of its ICT resources in accordance with applicable law.

11.14 Social Media and Public Communications

Employees shall exercise caution when using social media and public communication platforms.

Employees shall not:

- disclose confidential information;
- make statements on behalf of the Organization without authorization;
- publish misleading information;
- post discriminatory or offensive content associated with the Organization; or
- undermine the reputation of the Organization.

Only designated spokespersons may issue official public statements or communicate with the media on behalf of the Organization.

11.15 Equal Opportunity, Diversity, and Inclusion

The Organization is committed to providing a workplace free from discrimination.

No employee shall be subjected to discrimination based on race, ethnicity, tribe, nationality, gender, disability, age, religion, marital status, political opinion, or any other status protected by law.

Employment decisions shall be based on merit, qualifications, competence, and organizational needs.

11.16 Respectful Workplace

Employees shall treat all persons with dignity and respect.

The Organization prohibits:

- bullying;
- intimidation;
- victimization;
- harassment;
- abusive language;
- workplace violence; and
- retaliation against employees who raise genuine concerns.

Every employee has a responsibility to contribute to a respectful and inclusive workplace.

11.17 Prevention of Sexual Exploitation, Abuse, and Harassment (PSEAH)

The Organization maintains a zero-tolerance policy toward:

- sexual exploitation;
- sexual abuse;
- sexual harassment; and
- all forms of gender-based violence.

Employees shall not:

- engage in sexual exploitation or abuse of beneficiaries, community members, or colleagues;
- request sexual favours in exchange for employment, services, assistance, or organizational benefits;
- engage in sexual relationships that exploit unequal power dynamics;

- retaliate against complainants or witnesses.

All allegations shall be investigated promptly, confidentially, and fairly in accordance with the Organization's Safeguarding and PSEAH Policies.

Violation of this provision constitutes gross misconduct and may result in dismissal, referral to law enforcement, and notification to donors where required.

11.18 Child Protection

Employees shall safeguard the rights and welfare of children in all organizational activities.

Employees shall:

- avoid conduct that may harm children;
- report suspected child abuse immediately;
- comply with child safeguarding procedures; and
- ensure that the best interests of the child guide all actions affecting children.

11.19 Political Neutrality

The Organization shall remain independent and politically neutral.

Employees shall not use organizational resources, facilities, or official positions to:

- campaign for political parties or candidates;
- promote partisan political activities; or
- create the impression that the Organization supports a political interest.

Nothing in this Policy prevents employees from exercising their lawful civic rights in their personal capacity, provided such activities do not conflict with their official duties or compromise the Organization's impartiality.

11.20 Outside Employment and Business Interests

Employees shall not engage in outside employment or business activities that:

- conflict with official duties;
- impair performance;
- create conflicts of interest; or
- adversely affect the Organization's reputation.

Any outside employment or consultancy shall require prior written approval from the Executive Director.

11.21 Alcohol, Drugs, and Substance Abuse

Employees shall report to work fit to perform their duties safely and effectively.

The possession, use, distribution, or being under the influence of illegal drugs while on duty or on organizational premises is strictly prohibited.

The misuse of alcohol during working hours, official travel, or organizational events that affects performance, safety, or the Organization's reputation is prohibited.

The Organization may provide access to counselling or rehabilitation support where appropriate.

11.22 Reporting Misconduct

Employees shall promptly report suspected violations of this Code through designated reporting channels.

Reports may be made to:

- the immediate supervisor;
- the Human Resource Office;
- the Executive Director;
- the Board Chairperson, where appropriate; or
- other approved whistleblowing mechanisms.

The Organization shall protect whistleblowers acting in good faith from retaliation, intimidation, or victimization.

11.23 Investigations and Disciplinary Action

Alleged breaches of this Code shall be investigated promptly, impartially, and confidentially.

Where a violation is established, disciplinary action may include:

- verbal or written warning;
- suspension;
- restitution for losses;
- demotion;
- termination of employment;
- referral to law enforcement authorities; and/or
- any other lawful sanction appropriate to the circumstances.

Disciplinary measures shall comply with the principles of natural justice and Chapter Twelve of this Manual.

11.24 Acknowledgement of the Code

Every employee shall, upon commencement of employment and whenever this Code is substantially revised, sign an acknowledgment confirming that they have:

- received a copy of this Code;
- read and understood its contents; and
- agreed to comply with its provisions.

The signed acknowledgment shall be retained in the employee's personnel file.

11.25 Policy Review

This Policy shall be reviewed periodically to ensure consistency with applicable laws, international best practices, donor requirements, and the operational needs of the Organization.

Any amendments shall be approved by the Board of Directors.

11.26 Related Policies

This Chapter shall be read together with:

- Chapter Nine – Performance Management Policy;
- Chapter Ten – Learning, Training and Professional Development Policy;
- Chapter Twelve – Disciplinary Policy and Procedures;
- The Safeguarding Policy;
- The Prevention of Sexual Exploitation, Abuse and Harassment (PSEAH) Policy;
- The Anti-Fraud and Anti-Corruption Policy;
- The Whistleblower Protection Policy; and
- The Financial and Accounting Policy.

CHAPTER TWELVE

DISCIPLINARY POLICY AND PROCEDURES

12.1 Purpose

The purpose of this Disciplinary Policy is to establish a fair, transparent, consistent, and lawful framework for addressing employee misconduct, poor conduct, breaches of organizational policies, and violations of contractual obligations within the **Initiative for Legal Aid (ILA)**. The Policy seeks to promote accountability, uphold professional standards, protect the rights of employees, and ensure that disciplinary matters are handled in accordance with the principles of natural justice, applicable labour laws of the Republic of South Sudan, and internationally recognized human resource management practices.

The objectives of this Policy are to:

- Promote discipline, professionalism, and ethical conduct;
- Ensure fair and impartial treatment of all employees;
- Encourage corrective action rather than punitive measures, where appropriate;
- Protect the Organization's reputation, assets, and operational integrity;
- Provide employees with an opportunity to respond to allegations before disciplinary action is taken; and
- Ensure consistency in the administration of disciplinary measures.

12.2 Scope

This Policy applies to all employees of the Organization, regardless of grade, position, employment status, or duty station.

Consultants, interns, volunteers, contractors, and Board Members shall be subject to the disciplinary provisions applicable under their respective contracts, engagement terms, or governance documents.

12.3 Guiding Principles

The disciplinary process shall be guided by the following principles:

a. Fairness and impartiality.

b. Natural justice and procedural fairness.

c. Confidentiality.

d. Consistency.

e. Timeliness.

f. Proportionality.

g. Respect for employee dignity.

h. Accountability.

No employee shall be subjected to disciplinary action without being informed of the allegations against them and being afforded a reasonable opportunity to be heard.

12.4 Standards of Conduct

Employees are expected to comply with:

- their contracts of employment;
- this Human Resource and Administration Manual;

- the Code of Conduct and Ethics;
- organizational policies and procedures;
- lawful instructions from supervisors;
- applicable laws of the Republic of South Sudan; and
- donor compliance requirements.

Failure to comply with these standards may constitute misconduct.

12.5 Categories of Misconduct

Misconduct shall generally be categorized as:

- Minor Misconduct;
- Serious Misconduct; and
- Gross Misconduct.

The classification shall depend on the nature, seriousness, frequency, impact, and surrounding circumstances of the conduct.

12.6 Minor Misconduct

Minor misconduct includes conduct that does not seriously undermine the employment relationship but requires corrective action.

Examples include:

- occasional lateness;
- failure to observe office procedures;
- minor negligence;
- failure to meet administrative deadlines;
- inappropriate dress contrary to policy;
- failure to maintain a tidy workspace;
- minor insubordination;
- unauthorized absence for a short period;
- misuse of office resources of a minor nature;
- discourteous behaviour toward colleagues or visitors.

Repeated minor misconduct may constitute serious misconduct.

12.7 Serious Misconduct

Serious misconduct includes conduct that significantly disrupts organizational operations or demonstrates disregard for organizational standards.

Examples include:

- repeated minor misconduct;
- repeated unauthorized absence;
- deliberate refusal to perform lawful duties;
- breach of confidentiality;
- serious negligence;
- misuse of organizational property;
- abuse of organizational systems;
- conflict of interest not disclosed;
- harassment or bullying;
- discrimination;
- violation of health and safety procedures;
- unauthorized disclosure of sensitive information;
- misuse of donor resources.

Serious misconduct may result in suspension, final warning, or other disciplinary action.

12.8 Gross Misconduct

Gross misconduct constitutes a fundamental breach of the employment relationship and may justify summary dismissal, subject to due process and applicable law.

Examples include:

- theft or attempted theft;
- fraud;
- corruption or bribery;
- embezzlement;
- forgery or falsification of records;
- assault or physical violence;
- possession of illegal drugs at the workplace;
- reporting to work under the influence of illegal drugs or alcohol to the extent that performance or safety is compromised;
- sexual exploitation, abuse, or harassment;
- child abuse or exploitation;
- serious breach of safeguarding obligations;
- serious breach of confidentiality causing substantial harm;
- deliberate destruction of organizational property;
- unauthorized possession or disclosure of confidential information;
- cybercrime or intentional misuse of information systems;
- accepting bribes or kickbacks;
- financial misconduct involving donor funds;
- criminal conduct affecting the Organization;
- abandonment of employment (desertion);
- serious insubordination;
- conduct bringing the Organization into serious disrepute.

The examples above are illustrative and not exhaustive.

12.9 Informal Resolution

Where appropriate, minor misconduct may be addressed through informal corrective measures including:

- verbal counselling;
- coaching;
- mentoring;
- supervisory guidance; or
- documented informal discussions.

Informal resolution shall not prevent formal disciplinary action where misconduct persists or is repeated.

12.10 Formal Disciplinary Process

Where informal measures are inappropriate or unsuccessful, the Organization shall initiate a formal disciplinary process.

The process shall ordinarily include:

1. Preliminary assessment.
2. Investigation.
3. Notice of allegations.
4. Employee response.
5. Disciplinary hearing (where appropriate).
6. Decision.
7. Communication of outcome.
8. Appeal.

12.11 Preliminary Assessment

Upon receiving a complaint or allegation, the Human Resource Office or designated officer shall conduct a preliminary assessment to determine whether:

- there is a prima facie case;
- further investigation is necessary;
- informal resolution is appropriate; or
- the matter should be dismissed.

12.12 Investigation

Where warranted, an impartial investigation shall be conducted.

The investigation may involve:

- interviews;
- document review;
- collection of electronic evidence;
- witness statements;
- site inspections;
- financial review where necessary.

Employees shall cooperate fully with investigations.

Knowingly providing false information during an investigation constitutes misconduct.

12.13 Suspension Pending Investigation

Where necessary to protect:

- employees;
- beneficiaries;
- organizational property;
- evidence; or
- the integrity of the investigation,

the Executive Director may suspend an employee pending investigation.

Suspension shall not constitute disciplinary action.

Unless otherwise provided by law or contract, suspension pending investigation shall ordinarily be with pay.

The duration of suspension shall be limited to the period reasonably necessary to complete the investigation.

12.14 Notice to Show Cause

Where sufficient grounds exist, the employee shall receive a written **Notice to Show Cause** setting out:

- the allegations;
- relevant facts;
- supporting evidence where appropriate;
- possible consequences; and

- the period within which the employee must respond.

The employee shall ordinarily be given not less than **five (5) working days** to submit a written response, unless exceptional circumstances justify a shorter period.

12.15 Disciplinary Hearing

Where necessary, a disciplinary hearing shall be convened.

The employee shall be informed of:

- the date;
- time;
- venue;
- allegations;
- right to present evidence;
- right to call witnesses where appropriate; and
- right to be accompanied by a fellow employee or another representative permitted under applicable law or organizational policy.

The hearing panel shall act fairly, impartially, and without bias.

12.16 Decision

Following consideration of all evidence, the disciplinary authority shall determine whether:

- the allegation is substantiated;
- the allegation is partially substantiated; or
- the allegation is not substantiated.

The decision shall be based on the **balance of probabilities**, unless a different standard is required by law.

The employee shall receive a written decision stating:

- findings;
- reasons;
- disciplinary action, if any; and
- the right of appeal.

12.17 Disciplinary Sanctions

Depending on the seriousness of the misconduct, one or more of the following sanctions may be imposed:

- verbal warning;

- written warning;
- final written warning;
- mandatory counselling;
- mandatory training;
- restitution or reimbursement for losses;
- suspension;
- withholding of certain discretionary benefits where permitted;
- demotion;
- transfer;
- termination of employment; or
- summary dismissal in cases of gross misconduct, subject to due process and applicable law.

The Organization shall ensure that sanctions are proportionate to the misconduct.

12.18 Records of Disciplinary Action

The Human Resource Office shall maintain confidential records of:

- investigations;
- disciplinary proceedings;
- warnings;
- sanctions imposed;
- appeals; and
- final outcomes.

Disciplinary records shall be retained in accordance with the Organization's Records Management Policy and applicable law.

12.19 Appeals

An employee dissatisfied with a disciplinary decision may lodge a written appeal within **ten (10) working days** of receiving the decision.

The appeal shall:

- state the grounds of appeal;
- identify any procedural irregularities;
- include any new evidence, where available; and
- specify the remedy sought.

Appeals shall be heard by a person or committee not previously involved in the matter.

The decision on appeal shall be communicated in writing and shall constitute the final internal decision.

12.20 Protection Against Retaliation

No employee shall be subjected to retaliation for:

- reporting misconduct in good faith;
- participating in an investigation;
- providing witness testimony;
- making a protected disclosure under the Whistleblower Policy; or
- exercising any lawful right under this Policy.

Retaliation constitutes serious misconduct and may result in disciplinary action.

12.21 Criminal Conduct

Where alleged misconduct may constitute a criminal offence, the Organization may:

- report the matter to the appropriate law enforcement authorities;
- cooperate with criminal investigations;
- pursue civil recovery of losses where appropriate; and
- continue with internal disciplinary proceedings independently of any criminal process, where permitted by law.

The outcome of criminal proceedings shall not automatically determine the outcome of internal disciplinary proceedings.

12.22 Roles and Responsibilities

Board of Directors

The Board shall:

- approve the Disciplinary Policy;
- hear appeals involving the Executive Director;
- ensure oversight of disciplinary governance.

Executive Director

The Executive Director shall:

- ensure implementation of this Policy;
- authorize investigations where appropriate;
- impose disciplinary sanctions within delegated authority;
- ensure procedural fairness.

Human Resource Office

The Human Resource Office shall:

- advise Management on disciplinary matters;
- coordinate investigations and hearings;
- maintain disciplinary records;
- ensure compliance with this Policy;
- monitor implementation of disciplinary decisions.

Supervisors

Supervisors shall:

- promote workplace discipline;
- address misconduct promptly;
- report serious misconduct;
- cooperate in disciplinary investigations.

Employees

Employees shall:

- comply with organizational policies;
- cooperate with investigations;
- attend disciplinary proceedings when required;
- respect disciplinary outcomes and appeal procedures.

12.23 Policy Review

This Policy shall be reviewed periodically to ensure consistency with:

- applicable labour legislation;
- donor requirements;
- organizational needs; and
- international human resource management best practices.

Any amendments shall require approval by the Board of Directors.

12.24 Related Policies

This Chapter shall be read together with:

- Chapter Eleven – Code of Conduct, Ethics, and Professional Standards Policy;
- Chapter Thirteen – Grievance Handling Policy;
- The Safeguarding Policy;
- The Prevention of Sexual Exploitation, Abuse and Harassment (PSEAH) Policy;
- The Whistleblower Protection Policy;

- The Anti-Fraud and Anti-Corruption Policy; and
- The Records Management Policy.

CHAPTER THIRTEEN

GRIEVANCE HANDLING AND DISPUTE RESOLUTION POLICY

13.1 Purpose

The purpose of this Grievance Handling and Dispute Resolution Policy is to establish a fair, transparent, timely, and confidential mechanism for employees to raise workplace concerns, complaints, or grievances and to ensure that such matters are addressed promptly, impartially, and in accordance with the principles of natural justice, the Labour Act of the Republic of South Sudan, and internationally recognized human resource management practices.

The **Initiative for Legal Aid (ILA)** recognizes that unresolved workplace grievances can negatively affect employee morale, productivity, teamwork, and organizational effectiveness. This Policy seeks to foster a workplace culture built on mutual respect, trust, open communication, and accountability.

The objectives of this Policy are to:

- Provide employees with a safe and accessible mechanism for raising workplace concerns;
- Encourage the early and informal resolution of workplace disputes where appropriate;
- Ensure grievances are investigated fairly, objectively, and confidentially;
- Protect employees from retaliation for raising genuine concerns in good faith;
- Promote harmonious working relationships; and
- Strengthen organizational accountability and transparency.

13.2 Scope

This Policy applies to all employees of the Organization regardless of grade, employment status, duty station, or contract type.

Where appropriate, this Policy may also apply to:

- interns;
- volunteers;
- consultants;
- temporary staff; and
- other individuals engaged by the Organization,

to the extent provided in their respective contracts or engagement terms.

13.3 Guiding Principles

The grievance process shall be guided by the following principles:

a. Fairness.

b. Natural justice.

c. Confidentiality.

d. Timeliness.

e. Impartiality.

f. Respect for human dignity.

g. Non-retaliation.

h. Good faith.

13.4 Definition of a Grievance

A grievance is any work-related concern, complaint, dissatisfaction, or dispute raised by an employee concerning matters affecting their employment or working environment.

Grievances may relate to:

- unfair treatment;
- discrimination;
- harassment;
- bullying;
- workplace conflict;
- working conditions;
- workload;
- leave administration;
- remuneration and benefits;
- promotion decisions;
- performance management;
- disciplinary action;
- supervision;
- occupational health and safety;
- implementation of organizational policies; or
- any other employment-related matter.

A grievance shall not ordinarily include dissatisfaction solely arising from lawful organizational decisions made in accordance with this Manual unless there is evidence of procedural unfairness, discrimination, abuse of discretion, or violation of applicable law or policy.

13.5 Matters Excluded from this Policy

The following matters shall ordinarily be addressed under separate organizational policies or procedures:

- allegations of fraud or corruption;
- safeguarding concerns;
- sexual exploitation, abuse, and harassment (PSEAH);
- child protection concerns;
- criminal conduct;
- procurement complaints from external suppliers;
- whistleblower disclosures made under the Whistleblower Protection Policy.

Where uncertainty exists, the Human Resource Office shall determine the appropriate procedure.

13.6 Informal Resolution

Employees are encouraged, where appropriate and safe to do so, to resolve workplace concerns informally before initiating the formal grievance procedure.

Informal resolution may include:

- direct discussion with the person concerned;
- discussion with the immediate supervisor;
- mediation by a supervisor;
- guidance from the Human Resource Office; or
- facilitated dialogue.

Informal resolution shall not be appropriate where the grievance involves:

- serious misconduct;
- harassment;
- discrimination;
- violence;
- safeguarding concerns;
- retaliation; or
- criminal conduct.

13.7 Formal Grievance Procedure

Where informal resolution is unsuccessful or inappropriate, an employee may submit a formal grievance.

The grievance shall:

- be submitted in writing;

- clearly describe the complaint;
- identify relevant dates and persons involved;
- specify any supporting evidence available; and
- indicate the remedy sought.

The grievance should ordinarily be submitted within **thirty (30) calendar days** after the employee becomes aware of the matter giving rise to the complaint.

Late grievances may be accepted where justified.

13.8 Acknowledgement of Grievance

The Human Resource Office shall acknowledge receipt of a formal grievance in writing within **five (5) working days**.

The acknowledgement shall indicate:

- receipt of the grievance;
- the next procedural steps;
- expected timelines; and
- the responsible officer handling the matter.

13.9 Preliminary Assessment

The Human Resource Office shall conduct a preliminary assessment to determine:

- whether the complaint falls within this Policy;
- whether sufficient information has been provided;
- whether immediate intervention is required;
- whether mediation is appropriate; or
- whether a formal investigation should be initiated.

13.10 Investigation

Where necessary, an impartial investigation shall be conducted.

The investigation may include:

- interviews with the complainant;
- interviews with the respondent;
- witness interviews;
- document review;
- review of electronic communications;
- inspection of relevant records; and
- any other lawful investigative measures.

All parties shall cooperate fully with the investigation.

The investigation shall be completed as expeditiously as reasonably practicable.

13.11 Mediation

Where appropriate, the Organization may facilitate mediation to assist the parties in reaching an amicable resolution.

Participation in mediation shall be voluntary unless otherwise required by organizational policy.

Any agreement reached through mediation shall be recorded in writing and signed by the parties.

13.12 Grievance Hearing

Where the grievance cannot be resolved through investigation or mediation, the Organization may convene a Grievance Hearing.

The employee shall be given reasonable notice of:

- the hearing date;
- venue;
- matters to be considered; and
- the opportunity to present evidence and relevant witnesses.

The hearing panel shall act fairly, independently, and impartially.

13.13 Decision

Following completion of the investigation or hearing, the appropriate authority shall issue a written decision.

The decision shall:

- summarize the issues;
- identify the findings;
- provide reasons;
- specify any corrective action;
- indicate implementation timelines; and
- advise the employee of the right of appeal.

Where appropriate, corrective measures may include:

- mediation;
- counselling;
- policy clarification;

- corrective management action;
- disciplinary proceedings;
- additional training;
- workplace adjustments; or
- any other appropriate remedy.

13.14 Appeals

An employee dissatisfied with the grievance decision may submit a written appeal within **ten (10) working days** of receiving the decision.

The appeal shall:

- state the grounds of appeal;
- identify any procedural irregularities;
- include any new evidence, where available; and
- specify the remedy sought.

Appeals shall be considered by an independent authority not previously involved in the matter.

The appeal decision shall be communicated in writing and shall constitute the final internal decision.

13.15 Confidentiality

All grievance proceedings shall be treated as confidential.

Information shall be disclosed only to persons who require access for legitimate organizational purposes or where disclosure is required by law.

Employees participating in grievance proceedings shall respect the confidentiality of the process.

13.16 Protection Against Retaliation

The Organization prohibits retaliation against any person who:

- submits a grievance in good faith;
- participates in a grievance investigation;
- provides evidence or testimony;
- acts as a witness; or
- assists another employee in exercising rights under this Policy.

Retaliation constitutes serious misconduct and may result in disciplinary action.

Knowingly making false, malicious, or frivolous complaints may also constitute misconduct.

13.17 Anonymous Complaints

Anonymous grievances may be considered where:

- sufficient information is provided;
- the allegations are credible; and
- investigation is reasonably possible.

The Organization reserves discretion to determine whether anonymous complaints can be effectively investigated.

13.18 Record Keeping

The Human Resource Office shall maintain confidential records of:

- grievances received;
- investigations conducted;
- mediation proceedings;
- hearings;
- decisions;
- appeals; and
- implementation of corrective actions.

Records shall be retained in accordance with the Organization's Records Management Policy.

13.19 Timeframes

The Organization shall endeavor to process grievances within the following indicative timelines:

Activity	Recommended Timeframe
Acknowledgement of grievance	Within 5 working days
Preliminary assessment	Within 10 working days
Investigation	Within 30 working days
Decision	Within 10 working days after investigation or hearing
Appeal	Within 10 working days of the decision
Appeal determination	Within 20 working days

Where additional time is required due to the complexity of the matter, the parties shall be informed of the reasons for the delay.

13.20 Roles and Responsibilities

Board of Directors

The Board shall:

- hear grievances involving the Executive Director where appropriate;
- oversee organizational grievance governance;
- ensure fairness and accountability.

Executive Director

The Executive Director shall:

- promote a respectful workplace;
- ensure implementation of this Policy;
- authorize appropriate corrective measures;
- ensure grievances are addressed promptly and fairly.

Human Resource Office

The Human Resource Office shall:

- administer the grievance process;
- maintain grievance records;
- advise Management on grievance matters;
- coordinate investigations and mediation;
- monitor implementation of grievance decisions;
- prepare periodic reports on grievance trends.

Supervisors

Supervisors shall:

- encourage early resolution of workplace concerns;
- respond promptly to grievances;
- cooperate with investigations;
- implement corrective actions within their areas of responsibility.

Employees

Employees shall:

- raise concerns promptly and in good faith;
- cooperate during investigations;
- provide truthful information;

- respect confidentiality; and
- comply with grievance outcomes.

13.21 Alternative Dispute Resolution (ADR)

Where appropriate, the Organization may utilize alternative dispute resolution mechanisms, including:

- mediation;
- conciliation;
- facilitated dialogue; or
- other mutually agreed dispute resolution processes,

provided that such mechanisms are consistent with applicable law and do not prejudice the rights of any party.

The use of ADR shall not prevent an employee from pursuing statutory remedies where available under the laws of the Republic of South Sudan.

13.22 Relationship with Other Policies

This Policy shall operate alongside, and where necessary be read together with:

- Chapter Eleven – Code of Conduct, Ethics, and Professional Standards Policy;
- Chapter Twelve – Disciplinary Policy and Procedures;
- Chapter Fourteen – Occupational Health, Safety and Security Policy;
- Safeguarding Policy;
- Prevention of Sexual Exploitation, Abuse and Harassment (PSEAH) Policy;
- Whistleblower Protection Policy;
- Anti-Fraud and Anti-Corruption Policy; and
- Records Management Policy.

Where another policy specifically governs the subject matter of a complaint, that policy shall prevail to the extent of any inconsistency.

13.23 Policy Review

This Policy shall be reviewed periodically to ensure continued compliance with applicable labour laws, organizational needs, donor requirements, and international best practices.

Any amendments shall be approved by the Board of Directors.

CHAPTER FOURTEEN

OCCUPATIONAL HEALTH, SAFETY, SECURITY AND WELL-BEING POLICY

14.1 Purpose

The purpose of this Occupational Health, Safety, Security and Well-being Policy is to establish a comprehensive framework for promoting and maintaining a safe, healthy, secure, and supportive working environment for all personnel of the **Initiative for Legal Aid (ILA)**.

The Organization recognizes that the health, safety, and security of its employees, volunteers, consultants, interns, beneficiaries, visitors, and partners are fundamental to effective programme implementation and organizational sustainability. The Organization is committed to preventing workplace injuries, occupational illnesses, security incidents, and psychosocial harm through proactive risk management and compliance with applicable laws and international best practices.

This Policy seeks to:

- Protect the life, health, safety, and welfare of all personnel;
- Promote a culture of prevention, preparedness, and shared responsibility;
- Ensure compliance with the Labour Act of the Republic of South Sudan and other applicable laws;
- Meet donor requirements relating to duty of care, security, and safeguarding; and
- Strengthen organizational resilience in responding to emergencies and critical incidents.

14.2 Scope

This Policy applies to:

- Board Members;
- Employees;
- Interns;
- Volunteers;
- Consultants;
- Temporary staff;
- Contractors while on organizational premises or engaged in organizational activities; and
- Visitors participating in official organizational activities.

The Policy applies to all organizational premises, field offices, project sites, official travel, meetings, training events, and any location where personnel are engaged in official duties.

14.3 Guiding Principles

The Organization shall implement this Policy in accordance with the following principles:

a. Prevention of harm.

b. Duty of care.

c. Compliance with applicable laws and standards.

d. Shared responsibility.

e. Continuous improvement.

f. Preparedness and resilience.

g. Respect for human dignity.

h. Accountability.

14.4 Organizational Commitment

The Organization shall:

- provide a safe and healthy working environment;
- identify and manage workplace risks;
- integrate health, safety, and security considerations into organizational planning;
- allocate appropriate resources for occupational health and safety;
- provide appropriate training and awareness;
- investigate workplace incidents;
- promote employee well-being; and
- continuously improve health, safety, and security practices.

14.5 Rights and Responsibilities

14.5.1 Employer Responsibilities

The Organization shall:

- maintain safe offices and workplaces;
- provide safe equipment and tools;
- conduct workplace risk assessments;
- establish emergency procedures;
- provide first aid facilities;
- ensure safe working practices;
- provide personal protective equipment (PPE) where required;

- investigate workplace incidents;
- maintain incident records;
- promote employee health and wellness; and
- comply with applicable occupational safety legislation.

14.5.2 Employee Responsibilities

Every employee shall:

- comply with health and safety procedures;
- take reasonable care of their own health and safety;
- protect the safety of colleagues and visitors;
- promptly report hazards, injuries, and unsafe conditions;
- use safety equipment properly;
- participate in mandatory safety training;
- cooperate during investigations; and
- refrain from reckless conduct that may endanger others.

14.6 Workplace Risk Assessment

The Organization shall conduct periodic risk assessments to identify actual and potential hazards.

Risk assessments shall consider:

- physical hazards;
- biological hazards;
- ergonomic risks;
- electrical hazards;
- fire hazards;
- environmental hazards;
- psychosocial risks;
- security threats; and
- operational risks associated with field activities.

Appropriate control measures shall be implemented to eliminate or reduce identified risks.

14.7 Safe Working Environment

The Organization shall ensure that workplaces are maintained in a safe and hygienic condition.

This includes:

- adequate lighting;
- proper ventilation;
- clean drinking water;
- sanitary facilities;

- safe electrical installations;
- ergonomic workstations;
- secure storage of equipment;
- regular housekeeping; and
- appropriate accessibility measures for persons with disabilities, where reasonably practicable.

Employees shall maintain orderly workspaces and immediately report unsafe conditions.

14.8 Personal Protective Equipment (PPE)

Where work exposes employees to identifiable hazards, the Organization shall provide appropriate Personal Protective Equipment.

Employees required to use PPE shall:

- wear the equipment correctly;
- maintain it in good condition;
- report defects immediately; and
- not intentionally misuse or remove protective equipment while undertaking hazardous tasks.

Failure to use required PPE without reasonable justification may result in disciplinary action.

14.9 Fire Safety

The Organization shall establish and maintain fire safety measures including:

- fire extinguishers;
- smoke detection systems, where practicable;
- emergency exits;
- evacuation plans;
- fire assembly points; and
- periodic fire safety inspections.

Employees shall familiarize themselves with emergency evacuation procedures and participate in fire drills when required.

Emergency exits shall remain unobstructed at all times.

14.10 First Aid and Medical Emergencies

The Organization shall:

- maintain adequately stocked first aid kits;
- designate trained first aid personnel, where practicable;

- establish emergency medical response procedures;
- facilitate access to emergency medical care when necessary; and
- maintain emergency contact information for employees.

Employees shall report all workplace injuries and medical emergencies immediately.

14.11 Workplace Accidents and Incident Reporting

All workplace accidents, injuries, illnesses, security incidents, and near misses shall be reported promptly to the immediate supervisor and the Human Resource Office.

Incident reports shall include:

- date and time;
- location;
- persons involved;
- description of the incident;
- injuries sustained;
- immediate corrective action taken; and
- recommendations to prevent recurrence.

The Organization shall investigate significant incidents and implement corrective measures.

14.12 Emergency Preparedness and Response

The Organization shall maintain emergency response procedures covering, where applicable:

- fire;
- medical emergencies;
- armed conflict;
- civil unrest;
- evacuation;
- natural disasters;
- terrorism;
- public health emergencies;
- information technology disruptions; and
- other operational emergencies.

Emergency procedures shall be communicated to all personnel.

Periodic drills and simulations may be conducted.

14.13 Security Management

The Organization recognizes that employees may operate in environments affected by insecurity.

The Organization shall:

- conduct security risk assessments;
- implement security protocols;
- provide security briefings before field deployments;
- monitor security developments;
- maintain emergency communication systems;
- coordinate with relevant authorities where necessary; and
- implement travel security procedures.

Employees shall comply with all organizational security instructions and advisories.

14.14 Official Travel Safety

Employees travelling on official duty shall:

- obtain travel authorization;
- comply with approved travel itineraries;
- observe security guidance;
- maintain regular communication where required;
- safeguard organizational property and confidential information; and
- immediately report emergencies or security incidents.

Management may suspend or cancel official travel where security conditions present unacceptable risks.

14.15 Workplace Violence and Threats

The Organization has zero tolerance for workplace violence.

Prohibited conduct includes:

- physical assault;
- threats of violence;
- intimidation;
- possession of unauthorized weapons on organizational premises;
- violent behaviour;
- deliberate destruction of property.

Any person engaging in workplace violence may be subject to disciplinary action and referral to law enforcement authorities.

14.16 Mental Health and Employee Well-being

The Organization recognizes the importance of psychological health and employee well-being.

Subject to available resources, the Organization may promote:

- stress management initiatives;
- psychosocial support;
- counselling services;
- peer support programmes;
- wellness activities;
- work-life balance initiatives; and
- resilience-building programmes.

Employees are encouraged to seek assistance when experiencing work-related stress, trauma, burnout, or other mental health challenges.

14.17 Communicable Diseases and Public Health

The Organization shall implement appropriate measures to prevent the spread of communicable diseases in accordance with guidance issued by competent public health authorities.

Measures may include:

- hygiene promotion;
- sanitation practices;
- workplace cleaning and disinfection;
- vaccination awareness;
- health screening where appropriate and lawful;
- temporary remote working arrangements; and
- other reasonable public health measures.

Employees shall cooperate with lawful public health directives affecting the workplace.

14.18 Alcohol, Drugs, and Fitness for Duty

Employees shall report for duty fit to perform their responsibilities safely and effectively.

Employees shall not:

- report to work under the influence of illegal drugs;
- misuse alcohol while performing official duties;
- possess or distribute illegal substances on organizational premises; or
- perform duties while impaired in a manner that endangers themselves or others.

The Organization may require a fitness-for-duty assessment where there are reasonable grounds to believe an employee is unable to perform their duties safely.

14.19 Occupational Health and Safety Training

The Organization shall provide appropriate training on:

- workplace safety;
- emergency procedures;
- first aid awareness;
- fire safety;
- security awareness;
- stress management;
- incident reporting;
- use of personal protective equipment;
- safeguarding; and
- other relevant occupational health and safety matters.

Employees shall participate in mandatory training programmes.

14.20 Roles and Responsibilities

Board of Directors

The Board shall:

- approve occupational health and safety policies;
- provide oversight of organizational risk management;
- ensure adequate resources are allocated for health, safety, and security.

Executive Director

The Executive Director shall:

- ensure implementation of this Policy;
- promote a culture of safety and security;
- allocate appropriate resources;
- oversee emergency preparedness.

Human Resource Office

The Human Resource Office shall:

- coordinate implementation of this Policy;
- maintain health and safety records;
- monitor workplace incidents;
- coordinate employee wellness programmes;
- facilitate occupational health training.

Supervisors

Supervisors shall:

- promote safe working practices;
- identify workplace hazards;
- report incidents promptly;
- ensure employees comply with safety procedures;
- support emergency preparedness.

Employees

Employees shall:

- comply with this Policy;
- report hazards immediately;
- cooperate during investigations;
- participate in safety training;
- protect organizational assets;
- contribute to a safe working environment.

14.21 Incident Reporting and Whistleblower Protection

Employees shall promptly report any:

- workplace injury;
- unsafe condition;
- security breach;
- health hazard;
- accident;
- violence;
- emergency; or
- near miss.

No employee shall suffer retaliation for reporting health, safety, or security concerns in good faith.

False or malicious reports made knowingly may result in disciplinary action.

14.22 Monitoring and Continuous Improvement

The Organization shall periodically review:

- workplace inspections;
- incident statistics;
- risk assessments;

- emergency preparedness;
- employee feedback;
- compliance with safety procedures; and
- corrective actions implemented.

Lessons learned shall be incorporated into future health, safety, and security planning.

14.23 Relationship with Other Policies

This Chapter shall be read together with:

- Chapter Eleven – Code of Conduct, Ethics, and Professional Standards Policy;
- Chapter Twelve – Disciplinary Policy and Procedures;
- Chapter Thirteen – Grievance Handling and Dispute Resolution Policy;
- Safeguarding Policy;
- PSEAH Policy;
- Whistleblower Protection Policy;
- Fleet Management Policy;
- Travel Policy;
- ICT Security Policy; and
- Financial and Accounting Policy.

14.24 Policy Review

This Policy shall be reviewed at least once every **three (3) years**, or earlier where required by changes in applicable law, operational risks, donor requirements, or organizational priorities.

Any amendments shall be approved by the Board of Directors.

CHAPTER FIFTEEN

SEPARATION FROM EMPLOYMENT POLICY

15.1 Purpose

The purpose of this Separation from Employment Policy is to establish a fair, transparent, lawful, and orderly framework governing the cessation of employment at the **Initiative for Legal Aid (ILA)**. The Organization recognizes that employment relationships may end for various reasons and is committed to ensuring that all separations are managed professionally, respectfully, and in compliance with the Labour Act of the Republic of South Sudan, contractual obligations, donor requirements, and internationally recognized human resource management standards.

This Policy aims to:

- Ensure orderly and consistent separation procedures;
- Protect the rights and interests of both the Organization and employees;

- Safeguard organizational assets, records, and confidential information;
- Facilitate effective handover of responsibilities;
- Ensure timely settlement of lawful employment entitlements;
- Promote organizational learning through exit interviews; and
- Maintain positive professional relationships with former employees.

15.2 Scope

This Policy applies to all employees of the Organization regardless of:

- employment category;
- job grade;
- contract type;
- duty station; or
- funding source.

Separate contractual provisions may apply to consultants, volunteers, interns, and contractors where expressly provided in their engagement agreements.

15.3 Guiding Principles

The separation process shall be guided by the following principles:

a. Compliance with applicable law.

b. Fairness and procedural justice.

c. Respect and dignity.

d. Transparency.

e. Confidentiality.

f. Accountability.

g. Timeliness.

h. Proper documentation.

15.4 Forms of Separation

Employment may terminate through any of the following:

a. Resignation.

b. Expiry of a fixed-term contract.

c. Retirement.

d. Termination by the Organization.

e. Summary dismissal.

f. Redundancy.

g. Mutual separation.

h. Death of an employee.

i. Medical incapacity.

j. Abandonment or desertion of employment.

Each form of separation shall be managed in accordance with this Policy, the employee's contract of employment, and applicable law.

15.5 Resignation

An employee wishing to resign shall submit a written notice of resignation to the Executive Director through the immediate supervisor.

The resignation shall specify:

- the intended last working day;
- reasons for resignation (optional); and
- any relevant handover arrangements.

The required notice period shall be as provided in the employment contract or applicable law.

The Organization may:

- accept the resignation;
- waive all or part of the notice period; or
- require payment in lieu of notice where permitted by law and contract.

15.6 Expiry of Fixed-Term Contracts

A fixed-term contract shall automatically terminate upon the expiry date unless:

- renewed;
- extended; or

- converted into another form of employment.

The Organization shall, where practicable, notify employees of the impending expiry of their contracts in advance.

Renewal shall not be automatic and shall depend upon:

- organizational need;
- employee performance;
- availability of funding;
- donor requirements; and
- Management approval.

15.7 Retirement

Employees shall retire in accordance with:

- applicable law;
- contractual provisions; or
- organizational retirement policy.

The Organization may approve voluntary retirement where appropriate.

Employees approaching retirement shall receive guidance regarding:

- retirement benefits;
- pension procedures;
- clearance requirements; and
- final settlement of entitlements.

15.8 Termination by the Organization

The Organization may terminate employment for lawful reasons including:

- poor performance;
- operational requirements;
- incapacity;
- misconduct;
- redundancy;
- funding constraints;
- organizational restructuring; or
- other lawful grounds.

Termination shall comply with:

- the employee's contract;

- applicable labour laws;
- this Manual; and
- the principles of natural justice.

15.9 Summary Dismissal

Summary dismissal may occur where an employee commits gross misconduct warranting immediate termination of employment.

Grounds may include those specified under **Chapter Twelve (Disciplinary Policy and Procedures)**, including but not limited to:

- fraud;
- theft;
- corruption;
- gross insubordination;
- serious breach of confidentiality;
- sexual exploitation, abuse or harassment;
- safeguarding violations;
- criminal conduct affecting the Organization; and
- other acts constituting gross misconduct.

Summary dismissal shall only occur after compliance with due process as required by law.

15.10 Redundancy

Where employment becomes unnecessary due to organizational restructuring, closure of programmes, donor funding reductions, technological changes, or operational requirements, the Organization may declare positions redundant.

The Organization shall, where applicable:

- consult affected employees;
- comply with statutory obligations;
- apply objective selection criteria;
- provide lawful notice;
- pay redundancy entitlements where applicable; and
- treat affected employees fairly and respectfully.

Selection criteria may include:

- skills;
- qualifications;
- performance;
- organizational requirements; and
- length of service,

provided such criteria are applied fairly and without discrimination.

15.11 Mutual Separation

The Organization and an employee may mutually agree to terminate the employment relationship on terms agreed in writing.

A mutual separation agreement shall ordinarily specify:

- separation date;
- financial settlement;
- confidentiality obligations;
- return of organizational property; and
- any other agreed terms.

15.12 Medical Incapacity

Where an employee becomes medically incapable of performing the essential functions of their position despite reasonable support or accommodation, the Organization may terminate employment in accordance with applicable law.

Before termination on medical grounds, the Organization may consider:

- medical assessment;
- reasonable accommodation;
- reassignment where feasible;
- medical leave options; and
- consultation with the employee.

15.13 Death of an Employee

Upon the death of an employee, the Organization shall:

- express condolences to the family;
- process lawful terminal benefits;
- settle outstanding salary and accrued entitlements;
- recover organizational property where appropriate; and
- provide any compassionate assistance approved under organizational policy.

Benefits shall be paid to the employee's nominated beneficiary or lawful estate in accordance with applicable law.

15.14 Abandonment or Desertion of Employment

An employee who absents themselves from work without authorization for an extended period and fails to provide a satisfactory explanation may be deemed to have abandoned employment.

Before making such a determination, the Organization shall make reasonable efforts to contact the employee and provide an opportunity to explain the absence.

15.15 Exit Clearance Procedure

Before leaving the Organization, every employee shall complete an official clearance process.

Clearance shall include, where applicable:

- return of identification cards;
- return of laptops, computers, mobile phones, and equipment;
- return of office keys;
- return of organizational documents;
- settlement of financial obligations;
- completion of handover reports;
- closure of user accounts and system access; and
- confirmation from relevant departments that no outstanding obligations remain.

No final settlement shall ordinarily be processed until the clearance procedure has been completed, except where otherwise required by law.

15.16 Handover of Duties

Employees separating from the Organization shall prepare a comprehensive handover report.

The report shall include:

- ongoing assignments;
- pending obligations;
- project status;
- key contacts;
- important deadlines;
- passwords and access information (through secure organizational procedures);
- location of relevant files; and
- recommendations for continuity.

The immediate supervisor shall verify satisfactory completion of the handover.

15.17 Exit Interview

The Human Resource Office shall, where practicable, conduct an exit interview with departing employees.

The objectives of the exit interview include:

- identifying reasons for separation;

- obtaining feedback on organizational practices;
- identifying opportunities for improvement;
- assessing workplace culture;
- strengthening employee retention strategies; and
- improving organizational effectiveness.

Participation in exit interviews is encouraged but shall generally be voluntary.

15.18 Final Pay and Benefits

Subject to applicable law, contractual obligations, and completion of the clearance process, the Organization shall process the employee's final entitlements, which may include:

- outstanding salary;
- accrued leave pay, where applicable;
- gratuity or end-of-service benefits;
- pension contributions;
- approved expense reimbursements;
- statutory benefits; and
- any other contractual entitlements.

The Organization may lawfully deduct:

- outstanding staff loans;
- salary advances;
- authorized recoveries;
- losses attributable to the employee where legally established; and
- other lawful deductions.

The employee shall receive a written statement of the final settlement.

15.19 Certificate of Service

Upon completion of employment and subject to applicable law, the Organization shall issue a Certificate of Service confirming:

- employee's name;
- position held;
- period of employment;
- department; and
- any other information required by law.

The Certificate of Service shall not ordinarily contain adverse comments regarding the employee's conduct or performance unless expressly required by law.

15.20 Continuing Obligations After Separation

The termination of employment shall not relieve a former employee from continuing obligations relating to:

- confidentiality;
- intellectual property;
- protection of personal data;
- non-disclosure obligations;
- return of organizational information;
- compliance with lawful contractual obligations; and
- cooperation in ongoing legal or audit matters where required.

15.21 Re-employment

Former employees may apply for future vacancies on an equal basis with other applicants.

Previous employment with the Organization shall not guarantee re-employment.

Employees dismissed for gross misconduct shall ordinarily be ineligible for re-employment unless otherwise approved by the Board of Directors under exceptional circumstances.

15.22 Roles and Responsibilities

Board of Directors

The Board shall:

- approve separation policies;
- oversee separation of the Executive Director;
- approve redundancy programmes affecting senior management where required.

Executive Director

The Executive Director shall:

- approve employee separations within delegated authority;
- ensure lawful implementation of this Policy;
- authorize final separation decisions where applicable.

Human Resource Office

The Human Resource Office shall:

- coordinate separation procedures;
- prepare separation documentation;

- conduct exit interviews;
- maintain employee records;
- process clearance documentation;
- coordinate final settlements with the Finance Department.

Supervisors

Supervisors shall:

- supervise handover of duties;
- verify return of organizational property;
- support continuity of departmental operations;
- recommend completion of employee clearance.

Finance Department

The Finance Department shall:

- verify outstanding financial obligations;
- process approved final payments;
- recover lawful deductions;
- prepare final financial clearance.

Employees

Employees shall:

- comply with notice requirements;
- complete handover responsibilities;
- return organizational property;
- complete clearance procedures;
- maintain confidentiality after separation.

15.23 Related Policies

This Chapter shall be read together with:

- Chapter Six – Salary Framework and Remuneration Policy;
- Chapter Nine – Performance Management Policy;
- Chapter Twelve – Disciplinary Policy and Procedures;
- Chapter Thirteen – Grievance Handling and Dispute Resolution Policy;
- The Financial and Accounting Policy;
- The Records Management Policy;
- The ICT Policy; and
- The Safeguarding Policy.

15.24 Policy Review

This Policy shall be reviewed periodically to ensure consistency with:

- applicable labour laws;
- donor requirements;
- organizational restructuring;
- international human resource best practices; and
- the operational needs of the Organization.

Any amendments to this Policy shall be approved by the Board of Directors.

CHAPTER SIXTEEN

HUMAN RESOURCE RECORDS MANAGEMENT, CONFIDENTIALITY AND DATA PROTECTION POLICY

16.1 Purpose

The purpose of this Human Resource Records Management, Confidentiality and Data Protection Policy is to establish a comprehensive framework for the creation, collection, maintenance, storage, protection, access, retention, and disposal of employee records and other human resource information at the **Initiative for Legal Aid (ILA)**.

The Organization recognizes that effective records management is essential to sound governance, legal compliance, institutional memory, operational efficiency, accountability, and the protection of employee privacy. This Policy also seeks to ensure that personal information is handled responsibly, securely, and only for legitimate organizational purposes.

The objectives of this Policy are to:

- Ensure the accuracy, integrity, and confidentiality of human resource records;
- Protect employees' personal information from unauthorized access, alteration, disclosure, or loss;
- Support effective human resource administration and decision-making;
- Ensure compliance with applicable laws, donor requirements, and contractual obligations;
- Establish standardized procedures for records retention and disposal; and
- Promote accountability in the management of organizational information.

16.2 Scope

This Policy applies to all personnel records maintained by the Organization, including records relating to:

- employees;

- former employees;
- applicants for employment;
- interns;
- volunteers;
- consultants, where applicable; and
- Board Members, to the extent relevant.

This Policy applies to both physical and electronic records maintained by or on behalf of the Organization.

16.3 Guiding Principles

Human resource records shall be managed in accordance with the following principles:

a. Legality.

b. Confidentiality.

c. Accuracy.

d. Integrity.

e. Accountability.

f. Accessibility for legitimate purposes.

g. Security.

h. Proper retention and disposal.

16.4 Ownership of Records

All personnel records created, received, or maintained by the Organization in the course of employment shall remain the property of the Organization.

Employees shall not remove, copy, disclose, or destroy official records without proper authorization.

No employee shall claim ownership of official personnel records.

16.5 Human Resource Records

The Human Resource Office shall establish and maintain an official personnel file for every employee.

Personnel files may include:

- employment application;
- curriculum vitae (CV);
- academic and professional certificates;
- references and background checks;
- employment contract;
- job description;
- national identification documents;
- tax and statutory registration documents;
- emergency contact information;
- performance appraisal records;
- disciplinary records;
- leave records;
- training records;
- promotion records;
- salary history;
- medical information where lawfully maintained;
- declarations of conflict of interest;
- acknowledgements of organizational policies;
- exit documentation; and
- any other employment-related records.

16.6 Accuracy of Records

Employees shall promptly notify the Human Resource Office of any changes relating to:

- residential address;
- telephone number;
- email address;
- marital status;
- emergency contact information;
- next of kin;
- banking details;
- qualifications;
- professional licences; and
- any other information relevant to employment.

Knowingly providing false or misleading information constitutes misconduct.

16.7 Confidentiality

Human resource records are confidential.

Access shall be limited to persons who require such information for legitimate organizational purposes.

Employees responsible for maintaining personnel records shall observe strict confidentiality.

Confidential information shall not be disclosed except:

- with the employee's consent;
- where required by law;
- pursuant to a lawful court order;
- for authorized audits;
- to donors where contractually required and lawfully permissible;
- for legitimate employment administration; or
- where necessary to protect the legitimate interests of the Organization.

Unauthorized disclosure constitutes serious misconduct.

16.8 Personal Data Protection

The Organization shall process personal data in accordance with the following principles:

- lawfulness;
- fairness;
- transparency;
- purpose limitation;
- data minimization;
- accuracy;
- storage limitation;
- integrity and confidentiality; and
- accountability.

Personal data shall only be collected for legitimate employment purposes.

The Organization shall take reasonable measures to safeguard personal data against unauthorized access, misuse, alteration, loss, or destruction.

16.9 Electronic Records Management

Electronic personnel records shall be protected through appropriate administrative and technical safeguards, including:

- password protection;
- user authentication;
- access controls;
- encryption where appropriate;
- secure backups;
- antivirus protection;
- audit trails where available; and
- disaster recovery measures.

Employees shall not store confidential personnel records on unauthorized personal devices or cloud storage services without prior approval.

16.10 Physical Records Management

Physical personnel records shall be:

- securely stored;
- protected from fire, water, pests, and unauthorized access;
- maintained in locked cabinets or secure storage areas;
- properly indexed and organized; and
- accessible only to authorized personnel.

Removal of personnel files from designated storage areas shall require authorization from the Human Resource Office.

16.11 Access to Personnel Files

Employees may request reasonable access to their own personnel files by submitting a written request to the Human Resource Office.

Access shall ordinarily:

- occur during official working hours;
- be supervised by an authorized Human Resource Officer;
- exclude confidential references or information protected by law; and
- not permit unauthorized removal or alteration of records.

Where appropriate, employees may request correction of inaccurate or incomplete information.

16.12 Disclosure of Information

The Organization shall not disclose employee information to third parties except:

- where authorized by the employee;
- where required by law;
- for payroll administration;
- to statutory authorities;
- during lawful audits;
- to insurers;
- to donors where contractually required;
- pursuant to judicial proceedings; or
- where disclosure is otherwise legally justified.

Only authorized officers may release official employment information.

16.13 Employment Verification and References

Requests for employment verification or references shall be handled exclusively by the Human Resource Office or another officer designated by the Executive Director.

Employment references shall ordinarily include:

- dates of employment;
- position held;
- nature of employment; and
- other factual information authorized by the Organization.

Confidential opinions shall not be disclosed unless permitted by law.

16.14 Records Retention

The Organization shall retain personnel records for periods required by:

- applicable law;
- donor agreements;
- audit requirements;
- contractual obligations; and
- organizational needs.

Where no statutory period applies, the Organization shall establish retention schedules approved by Management.

Personnel records shall not be destroyed while:

- litigation is pending;
- disciplinary proceedings are ongoing;
- an audit is in progress;
- an investigation is underway; or
- legal preservation obligations exist.

16.15 Disposal of Records

Records that have reached the end of their retention period shall be securely disposed of in a manner that protects confidentiality.

Approved disposal methods may include:

- secure shredding;
- confidential destruction;
- permanent deletion of electronic records; or
- any other approved secure disposal method.

The Human Resource Office shall maintain a record of destroyed files.

16.16 Information Security Incidents

Employees shall immediately report:

- unauthorized access;
- suspected data breaches;
- loss of personnel files;
- cyber incidents affecting HR records;
- theft of confidential information; or
- accidental disclosure of employee information.

The Organization shall investigate all reported information security incidents and implement corrective measures.

16.17 Monitoring and Audits

The Organization may periodically audit personnel records to ensure:

- completeness;
- accuracy;
- compliance with this Policy;
- compliance with donor requirements;
- data security; and
- operational effectiveness.

Employees shall cooperate fully during authorized audits.

16.18 Confidentiality After Separation

Employees who leave the Organization shall continue to observe confidentiality obligations regarding all information obtained during their employment.

Former employees shall not:

- disclose confidential personnel information;
- retain unauthorized copies of organizational records;
- misuse personal data obtained during employment; or
- use confidential information for personal benefit.

These obligations survive termination of employment.

16.19 Roles and Responsibilities

Board of Directors

The Board shall:

- approve organizational policies relating to records management and data protection;
- oversee organizational governance regarding confidential information;
- ensure adequate systems are established for secure records management.

Executive Director

The Executive Director shall:

- ensure implementation of this Policy;
- authorize disclosure of confidential information where appropriate;
- ensure adequate resources for secure records management.

Human Resource Office

The Human Resource Office shall:

- establish and maintain personnel records;
- safeguard confidential employee information;
- administer access requests;
- monitor compliance with this Policy;
- maintain records retention schedules;
- coordinate secure disposal of records.

Information Technology Officer

The Information Technology Officer shall:

- maintain secure electronic HR systems;
- implement cybersecurity controls;
- manage system backups;
- monitor electronic access controls;
- support incident response involving electronic personnel records.

Employees

Employees shall:

- provide accurate employment information;
- safeguard confidential organizational information;
- report inaccuracies in their personnel records;
- comply with confidentiality requirements;
- report suspected data breaches.

16.20 Breach of Confidentiality

Any employee who:

- intentionally discloses confidential information without authorization;
- alters official personnel records;
- destroys records unlawfully;
- accesses confidential information without authority; or
- otherwise breaches this Policy,

may be subject to disciplinary action, civil liability, and criminal proceedings where applicable.

16.21 Related Policies

This Chapter shall be read together with:

- Chapter Eleven – Code of Conduct, Ethics, and Professional Standards Policy;
- Chapter Twelve – Disciplinary Policy and Procedures;
- Chapter Fifteen – Separation from Employment Policy;
- ICT Policy;
- Information Security Policy;
- Records Management Policy;
- Financial and Accounting Policy;
- Safeguarding Policy; and
- Whistleblower Protection Policy.

16.22 Policy Review

This Policy shall be reviewed at least once every **three (3) years**, or earlier where required by changes in legislation, donor requirements, organizational operations, or emerging best practices in information governance.

Any amendments shall be approved by the Board of Directors.

CHAPTER SEVENTEEN

ADMINISTRATIVE POLICIES AND OFFICE MANAGEMENT

17.1 Purpose

The purpose of this Administrative Policies and Office Management Chapter is to establish a comprehensive framework governing the day-to-day administration, management of office operations, utilization of organizational resources, and maintenance of an efficient working environment within the **Initiative for Legal Aid (ILA)**.

The Organization recognizes that effective administration is fundamental to achieving its mission and strategic objectives. This Policy is intended to ensure professionalism, operational efficiency, accountability, prudent resource utilization, and compliance with applicable laws, donor requirements, and organizational policies.

The objectives of this Policy are to:

- Promote efficient administration and office management;
- Ensure proper utilization and safeguarding of organizational resources;
- Standardize administrative procedures across the Organization;
- Promote accountability and transparency;
- Support effective programme implementation; and
- Maintain a professional, safe, and productive work environment.

17.2 Scope

This Policy applies to:

- Board Members while undertaking official duties;
- Employees;
- Consultants;
- Interns;
- Volunteers;
- Temporary staff; and
- Any person utilizing organizational facilities or resources.

17.3 Guiding Principles

Administration shall be guided by the following principles:

a. Accountability.

b. Efficiency.

c. Transparency.

d. Cost-effectiveness.

e. Professionalism.

f. Environmental responsibility.

g. Security.

h. Good stewardship of organizational resources.

17.4 Office Hours

The Organization shall establish official working hours in accordance with applicable labour laws and operational requirements.

Unless otherwise determined by the Executive Director:

- Official working days shall be **Monday to Friday**.
- Normal office hours shall be **8:30 a.m. to 5:00 p.m.**
- Employees shall be entitled to an appropriate lunch break and rest periods in accordance with applicable law.

Different working arrangements may apply to field offices, project staff, and emergency operations.

17.5 Attendance and Time Management

Employees shall:

- report for duty punctually;
- remain at work during official working hours unless authorized to leave;
- accurately record attendance using approved attendance systems;
- notify supervisors promptly when unable to report to work; and
- observe approved working schedules.

Persistent lateness or absenteeism may constitute misconduct.

17.6 Flexible Working Arrangements

Subject to operational requirements, the Organization may approve:

- flexible working hours;
- remote working;
- hybrid working arrangements;
- compressed work schedules; or
- other flexible work arrangements.

Approval shall depend upon:

- operational needs;
- employee performance;
- security considerations;
- availability of appropriate technology; and
- Management approval.

Flexible work arrangements do not reduce employee accountability or performance expectations.

17.7 Official Correspondence

Official correspondence shall:

- be professional;
- accurately represent the Organization;
- comply with branding guidelines;
- be properly authorized;
- be appropriately filed; and
- maintain confidentiality where required.

Only authorized officers may issue official correspondence on behalf of the Organization.

17.8 Meetings

Meetings shall be conducted efficiently and professionally.

Meeting organizers shall:

- circulate agendas in advance;
- ensure attendance of relevant participants;
- maintain attendance records where appropriate;
- prepare minutes;
- assign action points; and
- monitor implementation of agreed decisions.

Minutes of official meetings shall form part of the Organization's official records.

17.9 Office Premises

Employees shall contribute to maintaining clean, orderly, and professional office premises.

Employees shall:

- maintain cleanliness;
- use office facilities responsibly;
- conserve electricity and water;
- properly secure offices after working hours;
- report maintenance issues promptly; and
- observe security procedures.

Smoking is prohibited within office buildings except in designated areas, where applicable.

17.10 Use of Organizational Property

Organizational property shall be used solely for authorized organizational purposes unless otherwise approved.

Organizational property includes:

- furniture;
- computers;
- printers;
- mobile phones;
- vehicles;
- office equipment;
- communication systems;
- stationery;
- internet services;
- software; and
- intellectual property.

Employees shall protect organizational assets from loss, theft, misuse, or damage.

Intentional misuse or negligent damage may result in disciplinary action and recovery of losses.

17.11 Office Supplies and Inventory Management

The Administration Department shall maintain an inventory management system covering:

- office furniture;
- equipment;
- ICT assets;
- consumables;
- stationery; and
- other organizational assets.

Employees shall:

- request supplies through approved procedures;
- use supplies responsibly;
- immediately report damaged or missing assets; and
- participate in periodic inventory verification.

17.12 Fleet and Transport Administration

Where the Organization maintains official vehicles, transport shall be managed in accordance with the Fleet Management Policy.

Employees shall:

- use official vehicles only for authorized purposes;
- maintain vehicle logbooks;
- comply with traffic laws;
- immediately report accidents or damage;
- ensure vehicles are properly maintained; and
- refrain from unauthorized use of organizational vehicles.

Only authorized and licensed drivers may operate organizational vehicles.

17.13 Information and Communication Technology (ICT)

Employees shall use organizational ICT resources responsibly.

Employees shall:

- maintain password confidentiality;
- comply with cybersecurity procedures;
- protect organizational data;
- avoid unauthorized software installation;
- refrain from accessing unlawful or inappropriate websites using organizational systems;
- immediately report suspected cyber incidents.

The Organization reserves the right to monitor organizational ICT systems in accordance with applicable law.

17.14 Electronic Mail and Internet Usage

Official email accounts shall primarily be used for organizational business.

Employees shall not:

- transmit confidential information without authorization;
- distribute offensive material;
- send fraudulent communications;
- engage in unauthorized commercial activities;
- misuse organizational internet resources.

Email records may constitute official organizational records.

17.15 Document Management

Official documents shall be:

- prepared professionally;
- properly approved;
- securely stored;
- appropriately classified;
- retained in accordance with organizational policies; and
- disposed of through approved procedures.

Employees shall not remove official documents without authorization.

17.16 Visitors and Access Control

The Organization shall maintain appropriate visitor management procedures.

Visitors shall:

- sign the visitor register;
- be received by authorized personnel;
- wear visitor identification where applicable;
- comply with organizational security procedures; and
- remain within authorized areas.

Employees are responsible for visitors under their supervision.

17.17 Official Travel Administration

Official travel shall:

- be authorized before commencement;
- comply with approved travel policies;
- observe security procedures;
- be supported by travel documentation;
- comply with donor requirements where applicable.

Employees shall submit travel reports within the period prescribed by organizational policy following completion of official travel.

17.18 Environmental Responsibility

The Organization is committed to environmentally responsible operations.

Employees shall:

- minimize waste;
- reduce unnecessary printing;
- conserve energy;
- recycle where practicable;
- use organizational resources efficiently;
- promote environmentally sustainable practices.

17.19 Business Continuity

The Organization shall maintain business continuity measures to ensure continuity of operations during emergencies.

Business continuity planning may include:

- backup systems;
- remote working arrangements;
- disaster recovery procedures;
- emergency communication plans;
- alternative work locations; and
- protection of critical organizational records.

Employees shall cooperate with business continuity arrangements.

17.20 Official Seal and Organizational Identity

The official seal, logo, letterhead, and other branding elements of the Organization shall only be used with proper authorization.

Employees shall not reproduce, alter, or use organizational branding for unauthorized purposes.

Unauthorized use constitutes misconduct.

17.21 Roles and Responsibilities

Board of Directors

The Board shall:

- approve major administrative policies;
- oversee organizational governance;
- ensure accountability in administrative management.

Executive Director

The Executive Director shall:

- ensure effective implementation of this Policy;
- allocate administrative resources;
- approve administrative procedures;
- oversee organizational operations.

Administration Department

The Administration Department shall:

- manage office operations;
- maintain organizational assets;
- coordinate logistics;
- administer office facilities;
- maintain inventory records;
- support meetings and official events;
- coordinate office maintenance.

Human Resource Office

The Human Resource Office shall:

- monitor employee attendance;
- administer workplace conduct requirements;
- support implementation of administrative policies.

Information Technology Officer

The Information Technology Officer shall:

- manage ICT systems;
- maintain information security;
- provide technical support;
- monitor ICT compliance.

Employees

Employees shall:

- comply with this Policy;
- safeguard organizational resources;
- maintain professional conduct;
- promptly report administrative concerns;
- promote efficient office operations.

17.22 Non-Compliance

Failure to comply with this Policy may result in:

- counselling;
- corrective action;
- disciplinary proceedings;
- recovery of losses;
- termination of access to organizational resources; or
- other lawful administrative action.

17.23 Related Policies

This Chapter shall be read together with:

- Chapter Eleven – Code of Conduct, Ethics, and Professional Standards Policy;
- Chapter Fourteen – Occupational Health, Safety, Security and Well-being Policy;
- Chapter Sixteen – Human Resource Records Management, Confidentiality and Data Protection Policy;
- Financial and Accounting Policy;
- Procurement Policy;
- Fleet Management Policy;
- Travel Policy;
- ICT Policy;
- Records Management Policy; and
- Asset Management Policy.

17.24 Policy Review

This Policy shall be reviewed at least once every **three (3) years**, or earlier where required by changes in legislation, donor requirements, technology, or organizational needs.

Any amendments shall be approved by the Board of Directors.

17.25 Schedules and Administrative Forms

The following standard administrative forms shall be maintained and updated by the Administration Department as necessary:

- Attendance Register;
- Visitor Register;
- Asset Issuance and Return Form;
- Inventory Register;
- Vehicle Logbook;
- Travel Authorization Form;
- Meeting Attendance Register;
- Office Maintenance Request Form;
- Incident Report Form; and

- Office Key Register.

These forms constitute integral administrative tools and shall be used consistently across the Organization.

CHAPTER EIGHTEEN

POLICY ADMINISTRATION, COMPLIANCE, INTERPRETATION AND MISCELLANEOUS PROVISIONS

18.1 Purpose

The purpose of this Chapter is to establish the framework for the implementation, administration, interpretation, review, amendment, and enforcement of this Human Resource and Administration Manual. It ensures that all employment-related policies are applied consistently, fairly, transparently, and in accordance with applicable laws, the Constitution of the Republic of South Sudan, donor requirements, and internationally accepted human resource management standards.

This Chapter further clarifies the responsibilities of Management, employees, and the Board of Directors in ensuring compliance with this Manual.

18.2 Scope

This Chapter applies to:

- Members of the Board of Directors;
- The Executive Director;
- Management;
- All permanent and temporary employees;
- Consultants;
- Volunteers;
- Interns; and
- Any other persons engaged by the Organization, where applicable.

18.3 Legal Authority

This Manual is issued under the authority of the Board of Directors of the **Initiative for Legal Aid (ILA)**.

The Manual shall be implemented in accordance with:

- The Constitution of the Republic of South Sudan;
- The Labour Act and other applicable labour legislation;
- Applicable tax, pension, and social security laws;
- Donor regulations and funding agreements;
- The Organization's Articles of Association and internal governance documents; and

- Other applicable national and international legal instruments.

Where there is any conflict between this Manual and mandatory provisions of applicable law, the applicable law shall prevail to the extent of the inconsistency.

18.4 Administration of the Manual

The Human Resource Office shall be responsible for the day-to-day administration of this Manual.

Its responsibilities include:

- advising employees and Management on policy interpretation;
- monitoring compliance;
- maintaining official copies of the Manual;
- coordinating policy reviews;
- recommending amendments;
- providing employee orientation on HR policies;
- maintaining related administrative records; and
- ensuring consistent implementation across all offices.

18.5 Policy Interpretation

Questions concerning the interpretation of this Manual shall initially be referred to the Human Resource Office.

Where interpretation involves:

- significant legal issues;
- governance matters;
- donor compliance obligations; or
- matters affecting organizational policy,

the Human Resource Office shall consult the Executive Director and, where necessary, obtain legal advice before issuing an official interpretation.

The Executive Director shall be the final authority on administrative interpretation, subject to the oversight of the Board of Directors.

18.6 Compliance

Every employee shall:

- read and understand this Manual;
- comply with all organizational policies;
- acknowledge receipt of the Manual;

- cooperate during compliance reviews;
- report violations of organizational policies; and
- promote a culture of integrity and accountability.

Failure to comply with this Manual may result in disciplinary action.

18.7 Delegation of Authority

The Board of Directors may delegate certain responsibilities under this Manual to the Executive Director.

The Executive Director may further delegate specific administrative functions to Management or designated officers, provided that such delegation:

- is made in writing;
- clearly specifies the scope of authority; and
- does not relieve the delegating authority of overall responsibility.

18.8 Policy Exceptions

Exceptions to this Manual shall only be granted where:

- exceptional circumstances exist;
- the exception is lawful;
- the exception does not compromise organizational integrity;
- donor requirements permit such exception; and
- written approval has been obtained from the Executive Director or the Board of Directors, as appropriate.

All approved exceptions shall be documented.

18.9 Amendments to the Manual

This Manual may be amended to reflect:

- changes in legislation;
- judicial decisions;
- organizational restructuring;
- operational needs;
- donor requirements;
- technological developments;
- emerging human resource practices; or
- recommendations arising from policy reviews.

No amendment shall take effect unless approved by the Board of Directors.

Employees shall be informed of all approved amendments.

18.10 Policy Review

The Human Resource Office shall coordinate a comprehensive review of this Manual at least once every **three (3) years**, or earlier where necessary.

The review shall consider:

- legislative developments;
- donor compliance requirements;
- organizational growth;
- audit findings;
- employee feedback;
- operational experience; and
- international best practices.

Recommendations arising from the review shall be submitted to the Board of Directors for approval.

18.11 Employee Acknowledgement

Every employee shall acknowledge in writing that they have:

- received a copy of this Manual;
- read the Manual;
- understood its contents;
- had the opportunity to seek clarification; and
- agreed to comply with its provisions.

Signed acknowledgements shall be retained in the employee's personnel file.

18.12 No Contractual Guarantee

This Manual provides general policies governing employment within the Organization.

Except where expressly stated, nothing contained in this Manual shall be interpreted as creating contractual rights beyond those provided in an employee's contract of employment or applicable law.

The Organization reserves the right to amend, revise, suspend, or withdraw policies contained in this Manual in accordance with this Chapter.

18.13 Severability

If any provision of this Manual is declared invalid, unlawful, or unenforceable by a court or competent authority, the remaining provisions shall remain in full force and effect.

18.14 Waiver

Failure by the Organization to enforce any provision of this Manual on one occasion shall not constitute a waiver of its right to enforce the same or any other provision in the future.

18.15 Communication of Policies

The Organization shall ensure that this Manual is communicated through appropriate means, including:

- employee induction programmes;
- periodic staff meetings;
- electronic distribution;
- organizational intranet or shared drives;
- training workshops; and
- policy awareness sessions.

Updated versions shall be distributed promptly following approval.

18.16 Monitoring and Compliance Audits

The Human Resource Office may conduct periodic audits to assess compliance with this Manual.

Compliance reviews may examine:

- recruitment practices;
- personnel records;
- leave administration;
- performance management;
- disciplinary procedures;
- attendance records;
- training programmes;
- payroll administration; and
- other human resource functions.

Recommendations from audits shall be implemented within reasonable timeframes.

18.17 Protection Against Retaliation

No employee shall be subjected to retaliation for:

- reporting violations of this Manual;
- participating in investigations;
- cooperating with audits;
- providing information in good faith; or
- exercising rights recognized under this Manual.

Retaliation constitutes serious misconduct.

18.18 Transitional Provisions

Upon approval of this Manual:

- all previous human resource and administrative policies inconsistent with this Manual are repealed or superseded;
- existing employment contracts shall continue to apply except where inconsistent with mandatory legal requirements or subsequently amended by mutual agreement;
- ongoing administrative processes shall continue under the provisions most consistent with fairness and legality.

18.19 Effective Date

This Human Resource and Administration Manual shall come into effect on the date approved by the Board of Directors.

Unless otherwise specified, all employees shall be bound by its provisions from the effective date.

18.20 Approval

This Human Resource and Administration Manual was approved by the Board of Directors of the **Initiative for Legal Aid (ILA)**.

Item	Details
Organization	Initiative for Legal Aid (ILA)
Policy Title	Human Resource and Administration Manual
Approved By	Board of Directors
Approval Date	___________________
Effective Date	___________________
Version	Version 1.0
Review Date	___________________

18.21 Employee Acknowledgement Form

Each employee shall sign an acknowledgement in the following form:

INITIATIVE FOR LEGAL AID
ILA
DATE: ....../....../......
Breaking Barriers, Building Justice
JUBA, SOUTH SUDAN

EMPLOYEE ACKNOWLEDGEMENT

I acknowledge that I have received a copy of the Initiative for Legal Aid (ILA) Human Resource and Administration Manual. I understand that it is my responsibility to read, understand, and comply with the policies and procedures contained therein. I understand that failure to comply with this Manual may result in disciplinary action in accordance with the applicable policies and the laws of the Republic of South Sudan.

Employee Name: ___________________________

Position: __________________________________

Signature: _________________________________

Date: _____________________________________