

**WORTHY PLAN EMPOWERMENT INITIATIVE NIGERIA'S STAFF
POLICY MANUAL**



Nigeria

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SECTION ONE

HUMAN RESOURCES POLICIES AND PROCEDURES

1.0 GENERAL ISSUES

1.1 The aim of the manual

The Human Resources & Organisational Development Policies and Procedures Manual is an Worthy Plan Empowerment Initiative Nigeria (WPEI) internal document determining the general framework of human resources management and development as well as staff rights and duties. Its objective is the clarification of the procedures related to every aspect of this function in order to ensure a uniform, equitable and transparent enforcement for all and create a motivated environment.

1.2 Structure and Management

A Country Director, assisted by a senior management team runs Worthy Plan Empowerment Initiative Nigeria with its headquarters in Abuja. The management is responsible for matters concerning the programme, administration, finance and human resources. It deals with all stakeholders for all matters concerning the organisation.

The Senior Management team comprises of the Country Director, Director of Programmes, Director of Finance and Director, OE. However, in the bid to place decision-making as close to activities as possible and to operate the flat structure WPEI is committed to, the scope has been expanded and the various team leaders have been co-opted and together with the SMT to form the Country Management Team

1.3 Worthy Plan Empowerment Initiative Nigeria Vision, Mission and Values

Worthy Plan Empowerment Initiative Nigeria shares the vision, mission, and values of Worthy Plan Empowerment Initiative.

1.4 Worthy Plan Empowerment Initiative Vision, Mission and Values

Vision: Is to make possible a future when there is no more poverty and health crises, and every person's dignity is protected, especially the vulnerable groups and their caregivers cared for, developed and empowered.

Mission: Providing assistance and improving the quality of lives of vulnerable populations and the social welfare of Women, Children the Elderly and other marginalized groups and communities through health care and human development interventions.

Values: Worthy Plan Empowerment Initiative lives by the following values:

Mutual respect, we are committed to treat people we serve with dignity and listen to them for solutions that work for them, and to recognise the innate worth of all people and the value of diversity.

Nonpartisan, equity and justice, we believe in serving all who are in need with impartiality and in an equitable manner. committed to ensure the realisation of our vision for everyone, irrespective of gender, sexual orientation and gender identity, race, ethnicity, caste, class, age, HIV status, disability, location and religion.

Integrity and Accountability, requiring us to be honest, transparent and accountable at all levels for the effectiveness of our actions and our use of resources and open in our judgements and communications with others.

Advocacy, we seek to ensure that the most vulnerable people in our society are able to take part in decisions that affect their lives, requiring utmost commitment to the fight against poverty, health crisis, injustice and gender inequality.

Quality, we strive to meet our objectives, serve our beneficiaries, and satisfy expectations of all stakeholders to the best of our ability, requiring us to be creative and radical, bold and innovative – without fear of failure – in pursuit of making the greatest possible impact on the causes of poverty, health crisis, injustice and gender inequality.

Innovation, we are learning organization, dedicated to seeking appropriate and effective intervention for health, poverty and development, and enhancing the standard of living in the horn of Nigeria.

Independence from any religious or party-political affiliation.

Humility, recognising that we are part of a wider alliance against poverty, health crises and injustice.

1.5 Men and Women Equal Representation Principle

Worthy Plan Empowerment Initiative Nigeria aims to have equal representation of men and women at all levels and maintain this balance. The issue of men and women equal representation will be kept in mind at all levels of Worthy Plan Empowerment Initiative Nigeria's activities, at the recruitment level as well as in the education and in-service training of staff, and partners of WPEI; to restore the balance of equity of opportunities.

1.6 Equal opportunity and non-discrimination

Worthy Plan Empowerment Initiative Nigeria as an organisation advocates equal opportunity in order to avoid injustice, which is part of our values. This equal opportunity implies the absence of discrimination at any level and for any reason. In the same line Worthy Plan Empowerment Initiative Nigeria is firmly devoted to establishing and developing equal opportunity in theory and in practice.

1.6.1 WPEI will put into practice the principle in all aspects of the professional life of its employees, from the stage of recruitment up to the cessation of employment, through career management and the terms and conditions of service.

1.6.2 WPEI will not discriminate against any individual or group within the organisation and with partners with which it works, be they based on gender, race, ethnic group, age, colour, religion, sexual orientation, Physical ability, health, culture, creed, trade union activity or social background.

2.0 LEGAL PLATFORM

2.1 Legal guidelines

Worthy Plan Empowerment Initiative complies at all times with the laws of the countries in which it operates. No WPEI staff member will be requested to accomplish actions that will result or might result in contravening the Nigerian laws.

2.1.1 All WPEI activities must comply with the laws of Nigeria.

2.1.2 Staff employment terms and conditions will conform to the labour laws of Nigeria. Amendments will be checked where it is deemed necessary.

2.1.3 Any situation resulting in a judiciary action will be documented at all stages. The Country Director will be informed, and will ensure the file is created in a professional and complete manner.

2.1.4 It is the responsibility of the Country Director to be abreast with any new law or amendment of the social and labour laws that may affect staff employment terms and conditions or the organisation's activities.

3.0 INTERNAL COMMUNICATIONS

Good internal communications to enable WPEI achieve its objectives in the most effective and efficient way and reinforce our common identity, culture, values and principles. To ensure good communication, the following principles will guide our activity:

- a. Communication will be honest, open and responsible
- b. It will be pertinent, consistent and clear
- c. It will be done on time and in the most appropriate way
- d. It will be two way
- e. It will be polite and respectful of the other party

3.1 The WPEI language will be English and translation will be ensured
Wherever necessary.

Communication skills (e.g. negotiation skills, interpersonal and listening skills, report writing and facilitation skills) will be part and parcel of the personal skills on which every recruitment and evaluation of performances shall be carried out.

Appropriate communication tools will be put in place and staff will be trained to use them.

3.2 Management will ensure that staff are kept informed of the international, regional and national objectives and achievements.

Confidentiality is espoused throughout these procedures and in your contract must be respected at all times.

3.3 Responsibilities of WPEI:

WPEI shall give the employee an opportunity to develop his/her talents to the maximum by:-

Providing necessary facilities, equipment and conducive work environment

Giving fair consideration and equal opportunity to staff in matters of engagement and movement within the organization.

Providing security of employment and good conditions of service

Creating healthy industrial relations policies which allow employees raise and discuss when necessary, any individual and/or collective grievances affecting them and their work

3.4 Responsibilities of WPEI Employees:

WPEI expects from its employees, among other things, the following:-

- a. Sense of responsibility for an involvement in the quality and quantity of work produced by him/her and which s/he is employed.

- b. Exercise care in the use of machinery, equipment, vehicle, tools, materials and all other facilities provided for the use of the employee. Staff will make payment for negligence, loss or misplacement of any property of WPEI.
- c. Cooperation and establishment of cordial working relationships with fellow employees.
- d. Carry out instructions faithfully.
- e. Maintenance of utmost confidentiality with regard to the handling of sensitive information e.g., staff personal data, bid information and other information that maybe classified as confidential by management.

4.0 RECRUITMENT, SELECTION AND PLACEMENT

In order to achieve its mission, WPEI will seek to recruit staff of the highest standard of competence and staff capable of implementing the activities related to the advertised job description.

Guidelines

Worthy Plan Empowerment Initiative Nigeria will avoid any form of discrimination; and all employees will be recruited, transferred or elevated on the basis of their skills and according to the job description, the required profile and a job evaluation process.

No applicant for recruitment will benefit from a favourable treatment or will suffer from a non-favourable treatment on the basis of discriminatory criteria. In order to enhance gender equity in line with '***Rights to End Poverty***',

Worthy Plan Empowerment Initiative Nigeria will seek to have a gender balanced team by equal representation of both women and men in all areas and categories of work. Gender equity will be paramount to all WPEI's recruitment process.

Take affirmative action when necessary to increase the number of women staff members, where there is a disproportionate number of men (but not vice versa).

Create an appropriate staffing mix of people with disabilities, people with HIV/AIDS, vulnerable ethnic and minority groups and marginalised communities, thereby ensuring a dynamic and diverse workforce at all levels.

However, the organisation will not identify people according to such details (e.g. HIV/AIDS, minority status etc) and any information disclosed will be confidential.

In the interests of organisational stability and staff motivation, give first opportunity to internal staff to compete for a vacant position whenever such vacancies are available whilst also maintaining a balance between internal recruitment and fresh recruits to promote dynamism.

Overcome temporary staff shortages (e.g. maternity cover) by employing staff from nearby Worthy Plan Empowerment Initiative program or organizations with similar bias within the country. Use of volunteers will also be an option.

New posts will normally be created within the plans, budget and availability of funds and on a need basis such as new projects.

4.1 Classification and Grades of Post

4.1.1 All appointments shall comply with WPEI's classification of post. The Country Director will be responsible for classifying and re-classifying of posts on the advice of the Director, OE.

4.1.2 Grade enlargements or expansion shall be subject to a review of the Job Description of the position, a Job evaluation exercise and a final approval by the Country Director. This shall be conducted by the DIRECTOR, OE.

4.2 Classification of Staff

4.2.1 All appointments to WPEI are on fixed term contract. They shall be classified as long term, short term and interns, consultants and volunteers.

Contract status

Long term contract

A long-term contract refers to contract duration of over one year in the same position. The maximum limit is three years. Contracts of this nature are renewable based on performance and continuity of programme/project.

Short term contract

A short-term contract refers to a contract period from one month to a maximum of one year. These contracts are seen as temporary arrangements – they are task bound and

not for an established position unless it is a temporary replacement. They may also be renewable based on performance and continuity of programme/project.

Internship

Interns may be hired on a voluntary basis to gain experience of the NGO sector with an allowance determined by the Country Management Team. (Details as contained in WPEI Internship policy).

Volunteer

A volunteer provides skills and services to the organisation on a voluntary basis either in the office or as an activist supporter or fundraiser. WPEI may pay some honorarium. Worthy Plan Empowerment Initiative Nigeria may also provide medical and insurance cover to such volunteers (if they are not covered by other institutions) during the period of their attachment. (Details as contained in WPEI's Volunteer policy).

Retainer

Retainers are individuals or organizations (e.g. legal services, facility managers, hospitals etc) retained by WPEI for a specific purpose or role. They are paid an honorarium/consolidated fee as agreed in their contract. Such arrangements are for a specified period of time where WPEI requires the individual or organization to be available on priority.

Consultants

These may be hired to carry out specific tasks, when the work to be executed is limited in time and requires particular skills that are not available within the programme itself or because of time constraint, WPEI staff cannot fulfil the given task. In special cases when the work to be executed needs to be done by an external resource person. (Details as contained in WPEI's Consultants' policy).

4.3 Secondment

Worthy Plan Empowerment Initiative utilises the strengths and capabilities that exist in the organisation. Secondment provides an opportunity for staff to learn and expose themselves – as the need arises – to different parts of the organisation within/across national, regional or international boundaries. Details are as contained in Secondment Policy.

4.4 Study leave

Worthy Plan Empowerment Initiative Nigeria provides the opportunity for staff to go on study leave after serving in the organisation for at least 3 - 5 years. Details are as contained in the Study leave Policy.

4.5 Creation of Post

All WPEI positions are created on organizational needs in consultation with the Director, OE and approval of CMT. No line manager may independently create new posts without formal scrutiny and approval as above.

Vacancy

Vacancy shall be created by virtue of the creation of a new post or departure of staff. All positions that become vacant at WPEI must be competed for, fair and square.

Recruitment Process

The recruitment process for all positions will be overseen by the Director, OE at WPEI. The Director, OE will be responsible for making the job offer and issuing the relevant contract, as well as creating documentation for the entire selection process.

Advertisement and head hunting

Worthy Plan Empowerment Initiative Nigeria will advertise for vacant positions both internally and externally to ensure a fair and transparent recruitment process. WPEI may subject to prevailing circumstances opt to first seek internal candidates prior to external advertisement.

Guidelines

- Advertisements will include a short introduction to WPEI, the relevant position, minimum qualifications, and other criteria such as work experience, base location, major areas of responsibility and any other specific conditions.
- Such advertisements will have clear closing dates and addresses (email and/or postal) for applications.
- Advertisements should usually be displayed for a minimum of ten days and appropriately worded to encourage women and other targeted applicants. Adverts should be placed in publications that reach WPEI's targeted applicants.
- In exceptional circumstances where outstanding and obvious internal candidates are identified, merit-based appointments can be made without advertisement – especially if there is a lack of sufficient time for a full advertising process. Advertisement will usually be displayed for 10 days for both internal and external adverts. This requires the consensus of the Line Manager, Director, OE and one additional senior manager to ensure objectivity. It must also have the final approval of the Country Director.
- Staff applying for internal positions within WPEI should consult their line manager, Director, OE and/or the Country Director.
- All vacancies for positions should ideally be filled within six months.

Head Hunting:

Recruitment for leadership positions and specialised functional and thematic roles cannot depend solely on placed advertisements to find the most appropriate candidates therefore direct and targeted searches for such candidates may be conducted through head hunting.

If such candidates accept WPEI's invitation to apply they will be placed directly on the short list but must still go through the same formal selection procedures applicable to all other applicants.

Media for Advertisement

WPEI vacancies will be advertised internally and externally in national newspapers, internal networks and the website. If there is need to look outside the country boundaries, the position must be advertised within the region or the whole of WPEI.

Selection Process and Interview

The short listing process will be conducted internally by a panel or by consultant(s) on a need basis. All short-listed candidates must participate in the selection process including an interview. The Director, OE and the line manager involved will jointly develop a set of criteria and agree grade/salary structure and pattern of discussion to be followed in the interview. It is a pre-requisite that a well-defined job profile is prepared by the line manager and agreed with the Director, OE prior to interview.

Interview Panel

The panel of interview is the most critical part of the selection process. It may be introduced towards the end of the recruitment process after some of the agreed basic selection processes are completed. This gives panel members an opportunity to consider some of the observations made in earlier processes.

An interview panel with appropriate gender and diversity representation will be set up for all positions. In the case of senior staff selection, an appropriate external panel member, with acknowledged domain expertise (functional or geographic) will be included.

In the case of the appointment of front-line staff members, where appropriate, a partner organisation may be invited to the panel or to any other part in the selection process.

Any potential conflict of interest between panel members and potential staff must always be explored and avoided.

4.6 Vacancy/Creation and Advertisement of the Post

4.6.1 The first step of the recruitment process is the preparation of the vacant job description and the person specification for successful fulfilling of the activities.

4.6.2 Job vacancies will be advertised in two major newspapers and staff would also be allowed to vie for the position as well.

4.6.3 In the case of a new position, qualified staff could respond to the advertisement like other applicants and due process must be followed.

4.7 Selection Process

4.7.1 There will be no discrimination against any candidate in line with WPEI's Equal opportunities policy.

4.7.2 Applications will only be accepted on WPEI's approved application forms and this will be filled in and sent back electronically to the email account designed for such purposes.

4.7.3 The first step is the short-listing of applicants who fulfil the required conditions. This would be led by the Director, OE. Short-listing will be done by in-house staff with competencies in the required position.

4.7.4 A panel of no less than 3 staff and/or external professional in the field of the vacancy will carry out the selection process. In the event of disputes, the panel chair will have the deciding vote.

4.8 Job Interview

4.8.1 The candidates selected at the end of the selection process will be invited for a job interview.

4.8.2 The candidates would be taken through an overview of WPEI Worldwide generally and WPEI in particular as the first stage of interview for any position.

4.8.3 The second stage of the interview would be appropriate testing on relevant skills required for the post. This include; technical skills, relevant computer skills, leadership, confidence etc. Results from this stage will be used to identify the best three or four candidates who will move on to the final stage.

A variety of methods of assessment may be used, depending on the position:

- A written assignment or similar exercise to assess domain knowledge, writing and analytical skills.
- Group discussion to obtain an understanding of the individual's knowledge, communication skills, interpersonal skills and ability to influence.
- Role play, simulations and other exercises to judge decision-making and problem-solving abilities.
- A visit to the post's location, particularly if the role is field-based.
- Exercises/psychometric assessments to test emotional ability.

- Peer group/staff interaction to provide an opportunity for candidate and the peer group to meet and assess mutual suitability. Such interactions will give the candidate an insight into the organisation and expectations of staff/peers.

4.8.4 Finally, these three or four candidates would be tested orally to authenticate the claims on their application packs.

4.8.5 In distantly managed selection processes, especially for international positions, pre-interview assignments may be administered on themes and subjects relevant to the position and prior to physical interview. For example, telephone interviews may be conducted.

Appointment authority

All appointments are usually signed off by the Director, OE or Country Director unless such authority is decentralised to other levels. In the latter case, appointments are made in consultation with the Director, OE by the line manager concerned.

All appointments must be recommended first by the panel of interview and approved by the Director, OE and Country Director.

In the case of transition, disciplinary action or long absence of the line manager, authority for staff appointment will automatically fall to the next level of management.

4.9 Offer of Appointment

4.9.1 The offer letter will state that the offer is being made subject to two satisfactory references (one of which must be a former employer/supervisor).

Candidates found sound and suitable, but not offered immediate employment may be considered for vacant positions in future, if such recommendations were made by the panel. This, however, must be within one year of interview.

4.9.2 Letters will state employee contract and terms & conditions of employment to be signed by both parties (the employee and the employer). The employer will keep a copy of the signed contract/terms and conditions of employment on file and the employee will also keep a copy for their records.

4.10 Salary on Appointment or Promotion

As a general rule, new members of staff are appointed on the bottom of the grade for their post. Where an appointment is proposed outside this general rule, the appointing manager will first consult with the Director, OE and final approval is made by the Country Director.

An employee may start on a higher step if s/he has particular training, qualifications or relevant work experience, as compared with existing WPEI employees in similar posts in the Grade concerned.

In determining an individual's salary on appointment, the following factors are taken into account:

- The salaries of existing employees with similar qualifications who are doing similar jobs with competence.
- The value to the organization of the relevant experience of the employee.
- The salary which the new employee has been receiving in his/her most recent job prior to employment with WPEI.
- If a new employee is to be appointed higher than the first step, it is assumed that they meet all the essential criteria and most of the desirable criteria on the person specification.

If a staff member's job changes significantly, the grade of the post in the salary scales will be re-assessed through the job evaluation procedure.

If the post is re-graded to a higher scale, the staff member will be placed at the bottom point of the new salary scale or an appropriate step within the scale as determined by the job evaluation exercise.

4.11 Staff Records

4.11.1 A personal file shall be opened for all new staff members and will be kept confidential. The file will hold the following documents:

- a. Application form/letter
- b. Photocopies of educational background (where appropriate) and curriculum vitae
- c. Recommendation/reference letters
- d. Copy of the contract letter signed by the employee and Director, OE or Country Director
- e. A staff data form
- f. Next of kin nomination form
- g. Job Description

4.11.2 Each new recruit shall be required to complete a 'staff data' form (see the appendix), on which personal information shall be recorded.

Probationary period of employment

In accordance with Worthy Plan Empowerment Initiative's practice, all appointments will be subject to the completion of a probationary period of a maximum of six (6) months, during which time the appointment may be terminated by one (1) month's notice on either side.

Objectives will be set for the new staff and these objectives are expected to be achieved within the probationary period.

Confirmation process

Staff will be confirmed after successfully undergoing the probation period as stipulated by grade above. A performance appraisal jointly conducted for the staff by his/her Line Manager & ratified by the DIRECTOR, OE will be done using the WPEI's performance appraisal forms. The form will be completed to ascertain if the appointment should be confirmed. The Director, OE will approve the confirmation and write a formal letter of confirmation to the staff.

Conflict of Interest

Staff in WPEI are required to disclose any potential or real conflict of interest with the organisation prior to/or after they are recruited. Similarly, WPEI staff with recruitment responsibility (line managers, Director, OE and interview panel) must declare any conflict of interest with potential staff as well as individuals for hire in non-staff category.

Employment of Relatives

In general, WPEI discourages the recruitment of spouses, partners, parents, parents-in-law, children, brothers, sisters, uncles, aunts, nieces, nephews or first cousins of existing staff in staff and non-staff categories. However, they may be hired under the following specific conditions:

The relative is the most qualified and suitable candidate for the position.

There is no direct line management relationship.

They will not work together in the same department. (Especially within a finance function)

One will not audit/assess the work of the other.

The same clauses apply in the case of marriage among colleagues after their entry to WPEI.

Failure to provide information on relationships or suppression of such information shall result in disciplinary action on the liable staff.

Office Romance:

WPEI views romance in the office, as a private affair, and will not interfere as long as it does not bring the integrity of the organization to disrepute or disrupt work flow and the peace/harmony of the organization.

4.12 Orientation and Induction

Worthy Plan Empowerment Initiative Nigeria views orientation as an important way of introducing new staff to its vision, values and practices. It is intended to clarify expectations, thereby ensuring quick integration into the organisation and a better working experience. It is the right of every staff member to receive a structured orientation when they join WPEI. Re-orientation for existing staff will be provided regularly and at times of role change to refresh knowledge.

The aim of the induction process is to provide knowledge relating to WPEI, to help build effective working relationships and to negotiate performance-related and other expectations between the new staff member and the organisation. This will be achieved through the phases described below.

Responsibility for the overall induction program rests jointly with the HROE functions and the line manager. Additionally, new staff are seen as stakeholders and expected to take some responsibility for their integration. They should be proactive in seeking information and in making use of existing WPEI resources, such as resource centres, intranet and more experienced staff.

4.12.1 Every newly recruited staff shall undergo a systematic orientation and induction process. An induction plan will be developed for each newly recruited staff. The DIRECTOR, OE will develop the induction plan (with input from all WPEI teams).

This induction will include; the vision, mission and values; history, staff, culture, major policies & briefing on Job description. In addition, new staff will be expected to visit at least one field office during the period of his/her induction.

4.12.2 Subject to availability of funds, advisor positions and above may have the opportunity to visit another WPEI Country Programme to learn about the organisation.

4.12.3 The DIRECTOR, OE will be responsible for introducing the newly recruited staff to all staff.

4.12.4 All departments shall give a thorough induction on their specific area of work, duties and responsibilities and expected outcomes.

4.13 Guidelines

The following should guide the induction plans of new recruits:

4.13.1 Phase 1: Providing knowledge about Worthy Plan Empowerment Initiative Nigeria

- The first phase of orientation is to build knowledge relating to WPEI as well as the relevant WPEI Programmes.

It will include: an introduction to WPEI's history, mission, values, approach to work and philosophy, emphasising how WPEI fits into both the global and country specific scene and information relating to WPEI's national organisational structure and its national boards.

- Information on WPEI and national policies, procedures, rules and overall accountability systems both at local and international level, practical information on how internal systems work (e.g. remuneration, leave, insurance and pension schemes, performance management systems, and safety and security

procedures) tour of the premises incorporating an overview of different units, what roles they play and how they relate to each other.

- Introduction to the WPEI intranet including registration
- Immersion programs in the field/frontlines are similarly recommended to familiarise staff with the local face of WPEI's work.

This phase of the orientation can be provided by HROE function with some of the related responsibilities taken up by the line manager. An information pack containing key reading documents should be provided.

4.13.2 Phase 2: Supporting staff to build effective work relationships

The main objective here is to help build effective work relationships with essential national and international stakeholders. This may include:

- Introduction to colleagues plus general interaction both in formal and informal environments.
- Interacting with WPEI partners, community and other relevant stakeholders.
- Interacting with functional counterparts in other parts of WPEI in primary, functional and horizontal roles.
- Meeting with external stakeholders, including counterparts in like-minded social development organisations.
- Visiting other WPEI countries and taking part in international meetings (for those in core leadership and core horizontal roles).
- Determining mutual expectations of leadership/staff.

Responsibility for this phase falls to the line manager though the Director, OE will facilitate .

4.13.3 Phase 3: Bringing clarity on performance expectation and overall role accountability

- This phase is part of the line manager's core responsibility. It includes: A written hand-over note and period of overlap of at least one week with the person who last held the position where it is an existing job.
- Providing in-depth orientation to the job including a discussion of role and minimum accountability at national and international level.
- Explaining how the role supports and is supported by other roles in the organisation.
- Agreeing standards of performance.
- Negotiating mutual support with both team and line manager.
- Assessing training and development needs.
- Linking the new staff member to mentoring and coaching networks, plus providing information about who to consult for assistance.
- Conducting at least one review to determine if performance and accountability expectations are clearly understood

4.14 Orientation information pack

An information pack might contain local and international documents which may be provided as hard copy or via the WPEI global intranet. Some suggested essential reading:

- Mission, vision and values of WPEI
- WPEI Memorandum of Understanding
- Strategy paper/s (corporate, regional, country, thematic strategy, as applicable to the role and level of responsibility)
- Global policy documents (i.e.: ALPs, Global HROE Framework, Gender Policy, Worthy Plan Empowerment Initiative International Financial Management Framework)
- Country specific policies (HROE, finance and administrative)
- Three-year plans (country/region/function as appropriate)
- Annual reports/review and reflection notes of the last one to three years (country/region/function)
- Management meeting minutes of the previous one to three years
- Reports of the last annual retreat
- Other 'must read' documents

Where necessary, such documents must be available in the local language.

4.15 Post induction review

A post induction review should be conducted to create space for feedback from new staff and to identify gaps. This should include a formal, written report of the induction process and the organisation by the new staff member. Information gathered should be used to improve the quality of the orientation program.

5.0 Remuneration and benefit package

The principle applied is that WPEI will be within the top quartile of comparable organisations. The Director, OE in conjunction with the Head of Finance will oversee regular comparative exercises to ensure this principle is maintained.

WPEI will endeavour to provide salary scales/packages that attract, retain and motivate competent employees.

5.0.1 The salary system will be simple and clear. It will comply with the Nigeria law. The system will not be discriminatory and shall be evenly applied to all staff, irrespective of gender race, religion or any other discriminatory criteria.

5.0.2 The salary system shall be just, adequate and equitable.

5.0.3 Payment of monthly salary shall be accompanied by pay slip.

5.0.4 Salaries shall be paid in arrears on a monthly basis (on 25th of each month). Staff on international terms and conditions shall be paid in arrears on 25th of every month by the Nigeria salary payroll team.

5.0.5 The salary system in place will be applied to all staff, irrespective of his/her status within the organisation with the exception of the following:

- WPEI Staff
- Consultants
- Casual staff
- Interns
- Volunteers

Salary scales

- All grades will be attached to salary scales – progressive systems with incremental steps. Staff may progress through the scales on the basis of length of service and changing role
- An increase in the volume of same-level work may not merit a salary increase.
- Performance-based pay is applicable in WPEI. Salary is linked to end of year performance appraisals and review increment subject to staff ratings.
- In the case of staff in lower administrative levels where opportunity for growth is limited, WPEI may design a fair and transparent system to compensate – without creating an imbalance in the overall grading system – which is otherwise linked to the level of responsibility.
- Individual salary levels will be confidential though details of organisational salary scales must be available to all staff.
- New staff is normally placed at the start of the scale though there exists some flexibility for placing individuals above their salary scale entry point if they demonstrate a significant level of relevant previous experience. Some individuals, especially women, do not normally negotiate over salary – such people’s interests must be protected. It is the responsibility of the Director, OE to determine the salary level and benefits for new appointees and for managing the remuneration system.
- WPEI pays overtime only to junior staff i.e. cleaners & drivers. However, all other staff (including cleaners and drivers if the option is preferred) will be given TOIL (Time - Off – In - Lieu). Details of this are found under “Leave and Official Holidays”.

5.1 Salary Review/Increments/Adjustments

5.1.1 Step increment has been discontinued and performance-based pay established.

5.1.2 An on-going review to take account of inflation will be carried out and salaries will be adjusted for inflation on the 1st of January each year.

Depending on the resources of the organization, there will be one major salary review once in every three years after a thorough comparator exercise is undertaken. However, when there is a major change in the cost of living of Nigerians, the review could be held more frequently.

5.2 Annual Bonus

Staff will receive an annual bonus to be taken in December of each year which is equivalent of one month of the basic salary. Only staff who are on the payroll as at December of the year will be entitled to this annual bonus.

5.3 Salary Advance

5.3.1 Staff members will be eligible for salary advance in exceptional cases.

5.3.2 Such requests must be made in writing to the Director, OE

5.3.3 The amount of the salary shall not exceed the staff member's monthly salary and shall be deducted from the following month's salary.

5.4 Salary Deductions

5.4.1 Salary deductions may be made for the following reasons:

- Taxes, levies and other statutory deductions e.g. the pension, NHF schemes
- Salary advance or loan

5.4.2 All deductions must be reflected in the pay slip and at least 331/3 of a member of staff's monthly take home salary shall be left for the staff's upkeep.

5.4.3 Incidental/travel allowance will be made at the discretion of the Country Director

5.51 Substitution Pay

Substitution pay, may, at Country Director's discretion, be paid to an officer who, for at least one consecutive month carried out the full duties of a local position, at least one grade higher of a local position.

The rates of pay will be the difference between the basic salary of the higher position and the officer acting's basic salary. Unit heads and the DIRECTOR, OE will collaborate on the decision and approval will be given by the Country Director. A contract will be issued to the officer to cover the acting period by the DIRECTOR, OE for documentation.

Substitution pay will be paid from the start of the qualifying period of notification, as approved by the Country Director.

Where a locally engaged staff performs the duties of Country Director for a minimum of one consecutive month, the Country Director, may, at his/her discretion, grant a substitution pay of 10% monthly gross of the officer's pay.

5.52 Additional Responsibility allowance

However, staff who take up roles in a lower position or on the same grade level as an expanded role to fill a gap within the organisation will also be entitled to an 'Additional responsibility allowance' at the rate of 20% of the monthly basic salary of the original position holder as approved by the Country Director. This will only be applicable in cases of maternity leave and long term illness and it will not be applicable where a position is vacant.

5.6 Relocation Allowance

This allowance would be paid to staff relocating (on his or her request) from one state to the other. For new Staff, relocation would only be paid when moving from one State to the duty station if it is another State.

The relocation allowance will be 21 days accommodation and per diem at the prevalent rates in the State of responsibility. Staff will not be given accommodation or per diem as soon as the relocation allowance is paid and staff leaves for his/her duty station after induction. Staff will only be paid per diem and accommodated in an WPEI approved hotel while on induction at the Country Office if staff is based in the fields.

A redeployment letter will be issued to the staff stating the effective date of resumption at the new location.

6.0 STAFF WELFARE AND BENEFITS

Worthy Plan Empowerment Initiative Nigeria recognises that staff welfare is of the utmost importance and will provide various benefits within the scope of its financial capabilities, the needs of staff and current practices in other comparable organisations.

WPEI has a staff welfare committee that give support to staff's emergencies. Details of this are in the guidelines on the Welfare committee. WPEI shall regularly review its benefits package in an attempt to attract competent employees, increase staff morale, reduce staff turnover, increase job satisfaction and enhance organisational image among staff.

6.1 Pension/Terminal Benefits

Staff will be entitled on termination/resignation/end of project to an end of service gratuity equivalent to one month's pay for each full year of service with Worthy Plan Empowerment Initiative. The gratuity will be calculated on the basis of staff full final salary. Payment will be prorated to the last working day.

In addition, WPEI in accordance with the Nigerian Pension Reform Act 2004, Act No. 2 will deduct 8% of each employee monthly emolument and contribute 10%. This brings the total monthly deduction to 18% as organization/staff monthly pension contribution. The amount so deducted will be saved and accessed by staff in accordance with provision of the Nigerian Pension Reform Act 2004.

It shall be the duty of each staff, to provide details of their Pension Fund Administrators to the Director, OE upon assumption of duty.

6.2 Staff Medical Scheme

a) 6.2.1 WPEI will provide medical care managed by reputable Health Management Organization for staff, spouse and maximum of four dependants (as agreed with the Health Management Organization)

6.2.2 Issues on HIV/AIDS and staff are as provided in the international HIV&AIDS workplace policy.

Long Service Award

WPEI will give long service award to staff that have served for five years and after every additional five years thereafter. The gift items will be as approved and reviewed from time to time by Management.

6.3 Personal Accident and Injury Insurance

Worthy Plan Empowerment Initiative provides insurance against death or disablement whilst in active service. This cover does not include accidents caused by dangerous pursuits (such as mountain climbing or motor racing) or self-inflicted injury. Insurance rates are as follows:

6.3.1 Death (payments are made to next of kin): with a cover of five times annual total emolument with a minimum cover of N1, 000,000.00.

6.3.2 Permanent disability: five times annual total emolument with a minimum cover of N1, 000,000.00 on a sliding scale according to the degree of injury and pro rata to the above. For example: -

Total loss of speech or total loss of sight in both eyes 100%

Total deafness of both ears 80%

Loss of leg below the knee

50%

WPEI will take special care to ensure staff working in conflict and emergency workstations are covered for all risks faced. If insurance does not cover such risks the organisation would set aside resources to self-insure staff.

6.3.3 Funeral Support

In the event of the death of an employee or an employee's family member (parent, spouse or child), WPEI would pay a lump sum payment equal to one month's gross salary of the employee to the employee's next of kin or the employee as the case may be.

This shall be paid only to duly declared next of kin in WPEI's staff's next of kin form in the case of death of staff. WPEI will make available a vehicle free of charge for transporting the body of the deceased staff member to where the funeral will take place.

Funeral expenses of N500, 000 will be incurred on burial arrangements in the case of death of WPEI staff.

6.4 Official & Emergency Use of WPEI's Vehicles • Staff members shall be eligible for

Official and Emergency use of WPEI's vehicles depending on the availability of such vehicles, with approval from the CD.

- All Private users must pay charges at the rates established by WPEI.
- A detailed vehicle policy and procedures manual is available separately and use of vehicles must comply with this policy at all times.

6.5 Staff loan

6.5.1 WPEI does not give loans. However, salary advance requests can be made to the Director, OE. No advance may exceed the sum total of the staff member's accrued monthly salary. A repayment schedule must be agreed in writing at the time of advance loan issue and a copy passed on to the HOF in order to ensure deductions.

6.5.2 Please refer to the Finance Policy Manual for further clarification.

6.6 Leave and Official Holidays

Annual Leave

All staff members are entitled to 24 working days prorated to 2 days per month and 6 working days casual leave. The leave year runs from January to December each year.

Annual leave for mid-year appointments and termination is calculated on pro rata basis. Any annual leave accrued but not taken at the date of termination of employment will be paid in lieu using 10% of annual basic salary for its calculations.

All annual leave must be approved in advance by staff's line manager. Staff wishing to take more than two week's leave must seek the approval of the line and Director, OE at least one (1) month in advance. All staff are to write a handover note stating outstanding assignments, cover arrangements (as agreed by line manager) and contact details during the leave period.

When an officer resigns or the appointment is terminated, any earned leave must be taken within the period of notice or where a month's basic salary is paid in lieu of notice it will be deemed that the earned leave has been accounted for in the one month's pay. In exceptional circumstances, earned leave may be extended beyond the notice period with Country Director's written approval. During the period of notice, officers remain under contract and continue to earn leave.

Employees on probation are not entitled to any leave days. An employee whose employment is terminated during, or at the end of, the probationary period will not be entitled to leave or payment in lieu of leave. However, if the employee's appointment is confirmed at the end of the probationary period, the leave entitlement will be calculated from the date he/she was first employed by WPEI.

In addition, WPEI offices will close between 3rd Friday of December and 1st Monday of January the following year. In such circumstances, staff will be obliged to take those days between the periods as part of their annual leave.

Leave must be taken at the times agreed with the employee's line manager and no period of leave must exceed four weeks unless with the prior agreement of the line manager. Leave schedules will be made at the beginning of the financial year.

Leave grant: Worthy Plan Empowerment Initiative pays an annual leave grant, which is equivalent to 10% of staff's annual basic salary.

6.7 Compassionate Leave

The Country Director may exceptionally grant up to a maximum of an additional 10 days' paid leave per annum on compassionate grounds.

6.8 Sicknesses and Injury

Should staff be unable to work for any reason, due to sickness, such staff are required to notify their line managers by mid-day on the first day of absence, or as soon as possible thereafter. A medical certificate from a medical practitioner approved by the Country Director must support absence from work due to illness. Failure to provide notification or certification, without good reason, salary for the relevant number of days will be withheld.

6.9 Maternity Leave

Four month's leave on full pay is the entitlement of female staff of WPEI. This entitlement will also apply to part-time staff, for which the amount will be adjusted pro rata.

Worthy Plan Empowerment Initiative will deduct any maternity allowance due from the State from the above benefits. Maternity leave counts as continuous service for the purposes of employment protection and annual increments where applicable.

Additional unpaid leave for up to 29 weeks after the date of confinement is to be negotiated with management.

Timing of maternity leave – staff must notify the DIRECTOR, OE as early as possible of their intention to take maternity leave and present a certificate confirming the expected date of the birth provided by an Worthy Plan Empowerment Initiative approved doctor or midwife.

Leave may commence from the 11th week before the expected date of confinement and continue for up to 29 weeks after birth.

Return to work – staff must give the Country Director at least four week's written notice of their intention to return to work and confirm the actual date on which they intend to return.

During a period of 12 months, a breast feeding woman would be given one hour off per day to enable her to breast feed her child. These periods shall be considered as working hours and paid as such.

Where office accommodation allows, WPEI will provide a comfortable nursing room within the office complex for infants up to 12 months old. However, if the office complex cannot accommodate this, WPEI will settle the cost of the same in a moderately priced crèche or baby care centre that is not more than ₦10, 000.00 per month at the Country Office, Lagos, Port Harcourt and Calabar. At the state or zonal offices, ₦5, 000.00 per month will be paid on behalf of the staff.

This will be subject to prevailing rates in each environment. Only nursing mothers are entitled to this privilege.

6.10 Paternity Leave

Staff are entitled to 10 days paid paternity leave, which should be taken within three months of the child's (children's) birth once a year.

6.11 Casual Leave

There will be 6 days casual leave for family emergencies for each staff. This leave days can only be accessed after staff has expended all his/her leave days appoint able.

6.12 Hours of Work

Normal hours of work will be 8:00am to 4:30pm, Mondays to Thursdays, and 8:00am – 2:00pm on Friday. The distribution of weekly working hours which may be varied from time to time according to operational requirements.

• Time Off In Lieu (TOIL)

TOIL may be taken under the following conditions:

- TOIL will be taken for the exact time that was given to WPEI on work free days.
- TOIL should be approved in advance and line managers should give such approvals.
- TOIL should be taken within one month of it becoming due.

• Overtime and Overnight Allowances

Overtime – Only Office Assistants and Drivers are entitled to overtime allowances.

Drivers who work beyond 5:00pm may claim overtime at the rate of 1.5 of the hourly rate. The hourly rate is determined by dividing the monthly basic rate by the monthly working hours (8.5hrs/day x 5days/week x 4 weeks/month = 170hours), and 2.0 of the hourly rate for non-work days. (i.e. weekends and public holidays). Where the driver works beyond 10pm on normal working days, he/she is entitled to overnight allowance of ₦2,000.00 (two thousand naira only).

However, when the driver is on travel duty and is provided with accommodation and per diem, he is not entitled to overnight allowance.

Whilst all staff are required to be flexible in the hours they work when this is in the interests of WPEI's mission, work outside the contracted 40 working hours per week should be kept to a minimum. Drivers put themselves and their passengers at risk if they work extended hours without adequate rest.

Therefore, managers and drivers must carefully consider alternatives before opting to work extra hours.

As a result, the following must be taken into account:

- Drivers should rest for 1 hour after driving for at least 4 hours at a stretch before any other long trip.
- A maximum of 12 out of 24 hours should be the limit of work in each day
- A maximum of 6 out of 7 days is the limit of work each week
- Any extension on the above will require the DIRECTOR, OE's approval

Managers will respect the entitlement to overtime pay for those staff who have this in their contract, but written approvals will be required from the budget holder before the work is done. The associated overtime costs will be charged from the relevant budget accordingly.

6.13 Touring Subsistence

(a) Worthy Plan Empowerment Initiative pays for staff's hotel accommodation (in a moderately prized hotel only) and in addition will pay a per diem, which varies according to the cost of living. The rates on the above are found below:

Current Hotel Accommodation rates are:

| Location | Accommodation |
|---------------|---------------|
| All locations | N22,000 |

PER DIEMS

Policies

- Per Diem is paid when staff is out of primary station for the WPEI business.
- Per Diem rates to be paid are function of the locations the staff when the per diem is earned.
- To earn breakfast the staff must have proceeded on the journey by 7am
- To earn lunch must have proceeded on the journey before 12noon
- To earn dinner the staff would not have returned to the primary station by 7pm
- The same local per Diem rates apply to WPEI visitors and consultants.
- Per Diem should be paid at the point of entry for visitors.
- WPEI staff are subject to local per diem rates in a visiting CP/affiliate/secretariat
- GBP and US per diem rates will be determined for foreign locations where there are no WPEI CP/affiliate/secretariat.
- In addition to the regular per diem, an incidental allowance of N2,500 per day is paid to staff visiting special locations, (the high risk States) **Borno, Katsina, Adamawa, Gombe, Yobe, Taraba, Kaduna, Plateau and Zamfara.**

Current Rates (Nigerian Naira)

| Locations | Break fast | Lunch | Dinner | Total |
|------------------|------------|-------|--------|--------|
| High band states | 3,000 | 4,500 | 4,500 | 12,000 |
| Low band states | 3,000 | 3,500 | 3,500 | 10,000 |

Kindly refer to categorisation table, in appendix for list of High and Low bands states.

Per Diem Rates (GBP) for foreign Locations where WPEI has no office/function

| | GBP | US\$ |
|-----------|-----|------|
| Breakfast | 5 | 10 |

| | | |
|--------|------|----|
| Lunch | 12.5 | 15 |
| Dinner | 12.5 | 15 |
| Total | 30 | 40 |

- If any staff decides against staying in a hotel, a N3, 000.00 flat rate is paid to such staff per day in addition to his feeding allowance.
- Staff staying for at least one week (five working days) at a stretch on any official assignment will be entitled to laundry services in the hotel where he/she is staying.

Transportation Refunds for Participants at WPEI Programmes

Staff/Partners/Participants based in the city where programmes (workshops) are being organised are not entitled to staff in the hotel with others from other locations. The only exception to this rule must be authorised by the CMT member responsible for event and final approval rests with the CD or his designate.

As a result of the above, the following are rates of transportation refunds (return) to participants/staff/partners that are not staying at the hotel on a work-free day. The rates below also apply when staff comes to work on a work-free day. Finally, the rates below apply when staff leave the office on official assignments and does not have access to any WPEI vehicle.

| | |
|---|------------|
| Abuja & as applicable (within the township) | N3,000.00 |
| Abuja & as applicable (outskirts) (return rates) | N5, 000.00 |

Exception to this is the transport reimbursement paid to journalists who cover WPEI events; which is N7,500 for radio/print and N15,000 for Television due to the nature of their assignment.

Please refer to the Finance Policy Manual for further clarification on allowances.

6.14 Housing

Worthy Plan Empowerment Initiative Nigeria does not provide housing. All staff will receive a monthly housing allowance each month. Staff may apply for an advance for annual housing allowance which, must be paid back within 12 months of the date of taking the allowance up-front.

6.15 Trade Union Membership

Staff may belong to a registered trade union of their choice or may choose not to belong to any registered or unregistered body of workers without prejudicing their employment with Worthy Plan Empowerment Initiative.

6.16 Special Allowance

This allowance is for our **project staff** based in States affected by insecurity in Nigeria. Worthy Plan Empowerment Initiative Nigeria recognizes the extra level of stress that can be placed on an individual by the nature and location of their work, differing standards of accommodation, security threats and lack of opportunity to have a break from the work place. In recognition of this, staff based in these locations will be entitled to 10% of their basic monthly salary as special allowance; this allowance will be paid monthly. These locations are currently: Adamawa, Borno, Gombe and Yobe. The States will be reviewed when necessary in line with security situations in the country.

6.17 Staff travelling with children

Female staff with children up to the age of eighteen months are eligible to bring their children along for official assignments. Worthy Plan Empowerment Initiative Nigeria (WPEI) will bear the travel costs (airfare and insurance) for the child, as well as costs for child minder arrangements (including per diem) during official assignments. Should the staff bring her own child minder if Worthy Plan Empowerment Initiative Nigeria is unable to provide a minder, WPEI will support the full travel cost as well as insurance cover of the child minder. This will also be applicable to male staff who are primary givers for the child.

7.0 STAFF PERFORMANCE APPRAISAL

Staff Performance Appraisal

7.1.1 Staff appraisals or performance evaluation gives both the staff member and the line manager the opportunity to analyse the steps so far achieved in the execution of tasks entrusted to the employee. The appraisal will also analyse the constraints and bring solutions for a better output in the future.

This appraisal will be conducted twice in a year for all staff. However, in the case of staff on probation, appraisals may be thrice because of the mandatory confirmatory appraisal.

7.1.2 The appraisal will also assess and track the personal development needs of staff. All Line Managers will appraise staff annually on their performance at work.

7.1.3 Results of the appraisal must be strictly confidential to the HROE unit except to the appraisee and Line Manager.

7.1.4 Pre-designed forms shall be used for the appraisal interview and staff will be reminded of the appraisals two weeks before the due date and a deadline given to all concerned for the appraisal to be completed.

7.1.5 The 360⁰ forms will be circulated and filled out from mid-October to ending of November, while annual reviews will be done in December. Objective setting will be done in January.

7.1.6 The completed form will form part of the staff personal file.

8.0 STAFF TRAINING AND DEVELOPMENT

8.1 Personal Development Plans

WPEI recognises that human resources are its most important asset and that the only way to fulfil its mission is by attracting and retaining professionally competent and motivated staff.

In order to continuously develop the technical and managerial skills of its staff, WPEI will establish training and development opportunities for its staff. A capacity building schedule will be drawn up each year for each staff to benefit from - subject to available funds for capacity building for staff.

WPEI will try to consider individual aspirations as much as it can. However, the main objective for offering training opportunities is to fulfil the needs of WPEI by developing the staff to be more effective. Therefore, training will not be regarded as an entitlement and shall not guarantee promotion or increment of salary.

WPEI will concentrate on short term training involving workshops, seminars, mentoring, coaching, exchange and peer visits to other WPEI Offices and/or other WPEI Country Programmes, other INGOs, etc. as the opportunity comes up.

8.2 Mentoring/Coaching

8.2.1 Mentoring

- a. Mentoring is an integral component of the human resource management strategy and participants are encouraged to benefit from the advice of experienced managers acting as mentors. It is a supportive learning relationship between an individual—the mentor—who shares his or her

knowledge, experience and insights with another less-experienced person—the “learning associate”—who is willing and ready to benefit from this exchange.

- b. The nature of the relationship varies with the personal styles of the partners. Ideally, mentoring should be a simple and uncomplicated process based on mutual respect, trust and interest. Mentoring relationships should be founded on realistic expectations on both sides and be adaptable to changes in circumstances.

Successful mentoring relationships depend on compatibility, but not necessarily identical, personal styles.

- c. Mentoring relationships should not necessarily be restricted within an organization. It could involve mentors chosen from the same sector/profession. These mentors must be seasoned professionals who have had some cognate years of experience in the sector/profession.

8.2.2 Participation in a Mentoring Relationship

- a. Mentors could be identified by the staff, staff supervisor or Director, OE. However, the above persons must be in agreement before a mentoring relationship can be successful.
- b. Identification of the need for a mentor could be as a result of the performance appraisal duly conducted and gaps identified, development of a staff in a particular skill or career direction (for succession planning) & induction of a new staff in technical area necessary for success on the job.
- c. Impact of the relationship should be measured at appraisal periods by the appraisee and supervisor.
- d. Anyone willing to make a positive effort and contribution may participate in a mentoring relationship, either as a mentor or as an associate depending on their particular needs and experience.

To benefit fully from the mentoring relationship, both mentor and associate must be willing and able to invest the time and effort required.

8.2.3 Mentoring/Coaching Benefits

- more knowledgeable employees with broader perspectives
- a visible commitment to developing and retaining leaders
- improved communications and sharing values
- a more motivating and effective workplace
- good role models for employees

8.3 Personal Development Fees

WPEI will pay the cost of professional membership(s), educations and/or training that the staff considers beneficial and job-related up to a maximum of N240, 000 each year but this limit will be evaluated for review from time to time according to availability of funds at the organisation. Individual employees should apply to the Director, OE through their Line Manager

8.4 Commendation Letters for Accident-free Drivers In line with WPEI's values, financial incentives are not considered part of our organisation's approach to staff motivation. On recommendation from OE Unit, letters of commendation will be issued by the Country Director for drivers who are accident free by the end of the year.

A. For Associates:

- sound advice
- guidance and encouragement
- exposure to the decision—making and leadership styles of more senior managers
- exposure to organizational knowledge
- networking opportunities
- aid in developing new skills

B. For Mentors

- Exposure to new and different thinking knowledge and perspectives styles,
- helping to develop future leaders
- honing leadership skills
- personal satisfaction
- occasion to reflect on important issues, both personal and organizational

C. For Organizations:

In any case, accidents may be caused by other drivers and it would therefore be impractical to administer a bonus scheme. Drivers are expected to drive with all due care at all times. Training will be provided as appropriate.

9.0 DISCIPLINARY AND GRIEVANCE PROCEDURES

9.1 Introduction

WPEI encourages a climate of mutual respect, openness, and understanding among all staff. It is obvious that the absence of these may lead to grievances and subsequently to an undesirable working atmosphere. Even though the continuous effort is made to integrate the organisational culture where the above traits are prevalent, situations may arise where matters need to be handled procedurally. It is with regard to this that the following provisions are stipulated in this policy manual.

9.2 Disciplinary and Grievance Procedure

Disciplinary procedure in WPEI is aimed at encouraging staff to achieve and maintain high standards of behaviour and performance. They also aim at ensuring that staff accused of unacceptable conduct are granted fair hearing by an impartial person/body within a reasonable time.

Grievance procedures offer staff the opportunity to raise a defence and have it considered by the disciplinary body before or during the decision-making process relative to that purpose. Staff are also free to ventilate dissatisfaction to appropriate appellate organs within WPEI with respect to decisions that affect them. The disciplinary procedure shall aim at settling grievances fairly and quickly and also to help prevent minor disagreements developing into more serious disputes.

Grievance procedures are procedures whereby staff can raise their dissatisfaction in respect to decision taken on them. They aim at settling grievances fairly and quickly and also help prevent minor disagreements developing into more serious disputes.

WPEI encourages a climate of mutual respect, openness, and understanding among all staff. It is obvious that the absence of these may lead to grievances and subsequently to an undesirable working atmosphere.

Even though the continuous effort is made to integrate the organisational culture where the above traits are prevalent, situations may arise where matters need to be handled procedurally. It is with regard to this that the following provisions are stipulated in this policy manual.

9.2 General Obligations of Staff

The purpose of this section is to state unacceptable conducts while working with WPEI. These will help staff to refrain from unlawful acts, which may lead to disciplinary actions being taken. It should be stated that the list below is by no means exhaustive.

Staff shall have the following obligations:

- To perform in person the work specified in the job description and performance plans.
- To follow instructions given based on the terms of employment.
- To handle with due care all instruments and tools entrusted to them for work.
- To report for work always in a fit mental and physical state and to dress for work according to the context of the situation.
- To give all proper aid when an accident occurs or an imminent danger threatens life or property in their place of work without endangering their own safety and health.
- To observe work rules and directives issued by the organisation.
- Not to accept any assignment on behalf of Worthy Plan Empowerment Initiative by other organisations/institutions without the approval of the Country Director.
- Not to engage in purchases or procurement services for WPEI from businesses in which they or other WPEI staff have direct financial or pecuniary interest unless the nature of the interest is first disclosed to Management.
- Not to use their position as Worthy Plan Empowerment Initiative staff to engage in partisan politics as WPEI is a non-political organisation but staff, as responsible citizens, are encouraged to exercise their franchise during elections in support of any candidate of their choice.
- To show an acceptable, disciplined conduct during interactions with partner organisations, the community and other stakeholders.
- Not to intentionally commit in the place of work, any act, which endangers life or property.
- Not to take away property restricted for official use within the office environment without the authorisation of relevant authority.
- To report to work at the stipulated resumption time.
- Not to create or engage in brawls or bullying in the workplace or at any WPEI event or function. WPEI staff shall be expected to conduct herself/himself with a high level of discipline, decency and decorum both within and outside the workplace.
- Not to accept gifts, pecuniary rewards or fees of any type from a third party in the course of work for WPEI. However, in circumstances where refusal would be culturally or otherwise inconceivable staff are required to declare and where appropriate, surrender to WPEI, as soon as practicable but not later than seven days after returning to work, all such gifts, pecuniary rewards or fees of any type received from any third party.
- To keep confidential information in line with contractual terms.

9.2.1 Misconducts:

Conducts, which may subject a staff member to disciplinary measures, shall include:

1. Repeated lateness in coming to work,
2. Unauthorised absence during office hours or leaving earlier than the office closing hours.
3. Insubordination
4. Disorderly or indecent behaviour (e.g. libel, slander, drunkenness, fighting, use of abusive language, etc).

5. Negligence in doing the job or in handling property.
6. Assault or intimidation of other staff members
7. Violence within the work environment
8. Sabotage or wilful damage to WPEI's property
9. Theft of WPEI's money or property; theft in the workplace generally.
10. Fraud or dishonesty
11. Abandonment of post
12. Giving false information in respect of educational qualifications or experience, or at investigations authorised by WPEI.
13. Obstructing investigations authorised or carried out by WPEI.
14. Breach of WPEI's work rules.
15. Unwillingness to perform prescribed duties in a satisfactory manner.
16. Unauthorised disclosure of any confidential or classified information.
17. Abuse of authority, sexual harassment, corruption etc.
18. Carrying non-WPEI personnel in WPEI vehicles without authorisation.
19. Conflict of Interest.

Misconducts: Disciplinary Procedure Guidelines

For the purpose of disciplinary measures, misconducts shall be classified as gross misconducts and other misconducts. Depending on the gravity of the misconduct, various penalties may be imposed as follows:

- Verbal warning
- Written warning
- Suspension without pay
- Termination
- Summary dismissal

In each case, the employee shall retain the right to appeal against the decision. In the period up to the appeal decision being communicated, and where the disciplinary measure involves non-payment of salaries, the employee will not be paid. However, if the appeal is successful and the employee is reinstated, he/she will be reimbursed for the salary loss.

9.4. APPEAL PROCEDURE

Appeals shall run across the following procedures:

1. Staff can appeal to Management for a re-consideration or variation of an earlier decision based on the emergence of new evidence, facts or circumstances that come to light.
2. Appeals against Management decisions relating to disciplinary measures shall lie to the Governance Board which shall be the highest appellate body within WPEI.

9.5. VERBAL WARNING

A verbal warning shall be given for the following first time misconducts:

1. Insubordination: refusal to follow decisions of a line manager
2. Negligence in job or in handling property as per assignment and rules and regulations of WPEI.
3. Lateness in coming to work or leaving earlier than the office closing hours.
4. Unwillingness to perform prescribed duties in the prescribed manner.
5. Breach of WPEI's work rules
6. Any repeated query on the above (but not restricted to the above) up to 2 times will attract a written warning.

9.6. WRITTEN WARNING

A written warning shall be given for the following misconducts in the following cases:

1. Repeated Insubordination: refusal to follow decisions of a line manager.
2. Negligence in job or in handling property as per assignment and rules and regulations of WPEI.
3. Repeated lateness in coming to work or leaving earlier than the office closing hours.
4. Unwillingness to perform prescribed duties in the prescribed manner.
5. Any repeated written warning on a particular issue up to 3 times will lead to suspension.

9.7. SUSPENSION

Misconducts leading to suspension shall include the following:

1. Sabotage or wilful damage to WPEI's property
2. Obstructing investigations authorised or carried out by WPEI
3. Unauthorised disclosure of any confidential or classified information
4. Conflict of interest for first time offenders.
5. 3 written warnings in a year

9.8. TERMINATION OF APPOINTMENT

Misconducts leading to termination shall include the following

1. Job Abandonment (Absence from work for a total of 3 (three) consecutive days or more without permission or notification) within one month.
2. Theft within the office environment.
3. Fraud or dishonesty generally, other than theft.
4. Sabotage or wilful damage to WPEI's property, including reputation.
5. Giving false information in respect of educational qualifications or experience or at investigations authorised by WPEI.

6. Obstructing investigations authorised or carried out by WPEI.
7. Repeatedly reporting for work inebriated by alcohol or drugs (including when on official tour).
8. Physical violence against another member of staff or personnel of partner organisations.
9. Deliberate refusal to answer to queries duly given.
10. Failure to disclose record of conviction for a criminal offence involving danger to life, fraud or dishonesty.
11. Involvement in activity or conduct adjudged by WPEI management as inconsistent with the standard of conduct of WPEI staff whether it involves fraud or dishonesty or not.
12. Sexual harassment of co-worker, whether WPEI staff or partner.
13. Abuse of authority.
14. Repeated Conflict of Interest.
16. Any offence after two separate suspensions

9.9. DISMISSAL FOR GROSS MISCONDUCT

Gross misconduct leading to summary dismissal shall include:

1. Proven case of Child Abuse
2. Fraud
3. Theft of WPEI's money or property involving subsequent and deliberate attempts at cover-up
4. Double employment
5. Conviction by court of law of a crime which is adjudged by WPEI management as inconsistent with the standard of conduct of WPEI staff whether it involves fraud or dishonesty or not.

N.B: In the event of suspected gross misconduct, the staff member may be suspended from work pending a full investigation of the situation. Full details of this are stipulated in staff's contract of employment. References should be made to the contract for further clarification, including appeals and the right to be accompanied.

9.10. Disciplinary Procedure:

From the Disciplinary Committee recommendations shall lie to Management which shall decide disciplinary measures and communicate to the staff concerned.

Further Guidelines

1. Queries must first be issued for all offences and responses will determine the next line of action.
2. In the event of an allegation being made against any staff of misconduct considered to be a breach of organisational policies and values, the HROD unit shall ask for a documentation of such report. Evidences necessary as a back up to this report shall be provided where this is available.

3. A panel of enquiry to be known as the disciplinary committee consisting of not less than 3 persons shall be set up by the Management to investigate the allegations. This panel must have representation of; management, staff, male and female.
4. The employee in question will be allowed access to details of the allegations and any evidence in support of this during the investigation and they will be given the opportunity to state their case.
5. The employee is entitled to be accompanied by any person of his/her choice to such panel of enquiry meetings provided that such accompanying person shall merely observe the proceedings but shall not have a right of audience.
6. All proceedings of an investigation shall be kept strictly confidential but made available to the employee for sighting on request.
7. The employee may be invited to sit in on meetings where witnesses are questioned and they shall have an opportunity to defend themselves against allegations made and may examine their accuser(s) or witnesses.
8. Nothing in this staff manual shall abate the right of WPEI to encourage whistleblowing in line with her Whistle-blowing Policy.

9.11. Right to Fair Hearing

1. Before summary dismissal, termination and suspension with or without pay is effected, the employee shall be afforded the opportunity to defend him/herself before a committee to be constituted by the Management.
2. The committee shall make recommendations to the Management who shall approve or disapprove the recommendation for dismissal.
3. During specific investigations WPEI may suspend the service of a staff member.
4. In the event of unsatisfactory work or conduct the disciplinary procedures should apply.

9.12. Notification of Rights of Appeal

1. When notifying a staff of any disciplinary action to be taken, whether it is a warning or dismissal, the staff will also be notified of their right of appeal.
2. The staff may appeal against any disciplinary action that has been imposed by a Line Manager below Country Director level, to the Country Director.
3. The staff may appeal against any disciplinary action taken by the Country Director to the Board. Such appeal must be made in writing to the Board, setting out the grounds for the appeal, within 10 days of receipt of notification of the disciplinary action.

9.13. Termination of Disciplinary Procedures

1. At the point when the Country Director considers that disciplinary procedures are at an end because the staff conduct is no longer unsatisfactory, this fact should be recorded in writing on the staff file and the staff will be informed in writing.

2. The existence of a spent disciplinary procedure will not prejudice future opportunities for job advancement, training and references where the staff has shown a track record of change in attitude and behaviour.

9.14. Grievance Procedure Guidelines

1. Where it is possible all grievances should be resolved in an informal way and in a timely manner. While balancing the need to resolve the issues as quickly as possible, grievances should also be investigated properly.
2. In cases where the grievances cannot be resolved in an informal way, a report will be sent to the Director, OE and a formal meeting set up.
3. All formalised reports shall be logged in the Conflict Resolution Register.

9.15. Informal Procedure

1. Grievances can often be resolved quickly and informally through discussion with line managers and there is an expectation that every effort will be made to resolve matters informally. Employees are therefore expected to raise any concerns or issues informally with their line manager, where the grievance is against the line manager, report should be made to the Head of Unit.
2. Managers will discuss an employee's concerns in confidence with him/her, make discreet investigations as appropriate, and attempt to address his/her concerns fairly and promptly.
3. It is the manager's responsibility to seek to resolve the grievance informally and to notify the individual of the outcome.
4. It is expected that an employee will seek to resolve his/her grievance informally in the first instance and will only progress to a formal grievance if the issue cannot be resolved by informal means. Where the informal procedure has been unsuccessful, or circumstances make it inappropriate, the matter should be raised formally through the grievance procedure.

9.16. Formal Procedure

1. If it is not possible to resolve a grievance informally, the employee should raise the matter formally with the line manager, and without unreasonable delay, by putting his/her grievance in writing.
2. The manager will write to the employee acknowledging receipt of the grievance within five working days and invite the employee to attend a formal grievance

meeting within five working days of the written acknowledgement involving the aggrieved party and other relevant staff in order to discuss the grievance unless the manager is out of office.

3. As a result of the initial grievance meeting, the manager may determine that it is necessary to make further enquiries. At this point, the report should be shared with the Director, OE to conduct an impartial and thorough investigation into the background facts or into any allegations made by the employee.

9.17. Investigation

1. If an investigation is deemed appropriate, the Country Director will set up a committee including members of the aggrieved employee's team. Where the grievance relates to other employees, the individuals involved will be informed in writing of the nature of the complaint and will be given the opportunity to submit a response.
2. The results of the investigation will be provided to the manager in the form of an investigation report. This report will also be made available to the employee raising the grievance and any employee(s) named in the grievance.
3. In some cases it might be appropriate to hold a grievance hearing with the aggrieved individual and the individual(s) against whom the grievance lies.

The observance of grievance procedure should not substitute for normal day to day conflict resolution within units.

10.0 Termination of Employment

10.1 Redundancy

- The service of a member of staff can be terminated with notice when the operation of the organisation requires the cancellation of the post of the staff member, re-classification of posts or reduction of posts or work force.
- The notice of termination shall be made in writing and state the reasons for, and effective date of termination and it shall be the Country Director's authority to issue such termination letters to staff.
- A redundancy payment equal to one month's gross salary for every year worked up to 6 years (or as hereafter determined by the policy manual) is to be made to such staff in addition to gratuity. This payment shall be known as the

redundancy package and shall not be payable on retirement, resignation, death, or dismissal.

- Letter(s) of redundancy termination shall be handed to the staff member in person. In case of refusal of the staff member to receive and/or acknowledge the letter or inability to find the staff member, the letter shall be sent by email and registered post to the last known address of the individual.
- The period of notice for such redundancy termination shall be:
 - One month in the case of a staff member who has completed his/her probation and has served less than one year.
 - Two months for staff members with more than one year's service

10.2. Retirement

Staff must retire at the retirement age laid down by the national government, currently 60. Where staff continues to be employed beyond this age by mutual agreement between the Country Director and the member of staff concerned, this will be on a fixed term contract of one year's duration.

10.3. Probationary Termination

10.3.1. WPEI can terminate the employment of a staff member on probation before the probation period expires.

10.3.2. The decision for termination must be based upon an objective assessment of the performance of the staff member and such an assessment must be formal.

10.3.3. The Country Director will make such termination in writing to the staff member.

10.3.4. A month's prior notice shall be given in such cases.

10.4. Disciplinary Termination

10.4.1 Termination due to a major offence resulting in summary dismissal can take place without notice in accordance with the provisions stated in staff's contract of employment (as stated above).

10.4.2 Termination due to other offences, not resulting in summary dismissal, shall take place with prior notice up to a maximum of one calendar month.

10.5. Resignation

10.5.1 All staff members shall have the right to resign from their services in writing with a notice period as stipulated in contract terms between one month and three months.

Untaken leave days accrued may be added to the notice period. Staff may resign their appointments by making payment in lieu of notice. This will be calculated as basic salary for the number of months of notice. The letter should be addressed to the Country Director copying the Director of OE.

10.5.2 WPEI shall have the option of accepting, rejecting or negotiating resignations.

10.5.3 A staff with a renewable contract should give notice as stated in their contract of employment of their intention for non-renewal.

10.5.3 A staff leaving without giving notice or payment in lieu of notice as stipulated in the staff manual would be in the breach of contract and WPEI will:

- ✦ Withhold any benefits due to staff or,
- ✦ Notify the former staff's new employers' of the breach; or ✦ Take the former staff to court.

10.5.4 Absence from work without good reason (as stipulated above) for at least three consecutive working days shall be considered resignation without notice and the right to terminate the employment of the staff member in accordance with the disciplinary provisions stipulated in this manual.

10.5.5 Notice of termination would be confirmed in writing. The period of Notice, which must be given for different grades of employment at WPEI are as follows:

| <u>Grades of Employee</u> | <u>Period of notice</u> |
|----------------------------------|--------------------------------|
| Pay band 11-12 | 3 months |
| Pay band 7 – 10 | 2 months |
| Pay band 2 - 6 | 1 month |

Employment may also be terminated by payment of salary in lieu of the prescribed period of notice by either party.

10.6 Termination due to ill health/Terminal Illness

10.6.1 The employment of a staff member can be terminated if he/she is for reasons of health or disability, unable to carry out his/her obligations under the terms of employment.

10.6.2 The employment of a staff member who absents him/herself beyond the sick leave entitlement of six months (this absence having already been agreed in writing by the County Director in any twelve-month period shall be subject to termination due to health problems.

10.6.3 The Country Director shall have the right to initiate termination of the services of a staff member who is incapacitated by reasons of mental or physical conditions. However before such termination is initiated effort shall be made to find a post, which can be compatible with the staff member's health and qualifications.

10.6.4 The initiation of such termination shall begin with sending a confidential letter to the staff member stating the reasons for the termination and asking the staff member to respond within two weeks.

10.6.5 In case of not responding, the staff member can immediately be terminated.

10.6.6 In case of disagreement, the Country Director can designate a medical practitioner to examine the staff member and based on the report take a decision.

10.6.7 If the staff member does not accept the decision of the Country Director, he/she can take the matter to the appropriate legal authority.

10.6.8 The case of injury while in active service the Nigeria labour laws will apply.

10.6.9 The staff treatment clause of 'up to six months' is not an annual clause nor is it time bound.

10.7 Worthy Plan Empowerment Initiative's HIV/AIDS Policy

This will be provided on demand from the DIRECTOR, OE.

10.8 Cessation of the Organisation

If an event, which entails cessation of the organisation in part or whole occurs, the provision of the Labour law shall be applied and WPEI's termination policy.

10.9 Poor Performance

10.9.1 The employment of any permanent or contract staff may be terminated due to inability to perform prescribed duties in a satisfactory manner.

10.9.2 A staff member should be informed of his/her poor performance verbally as well as in writing before the Country Director proposes termination.

10.9.3 The decision to terminate a staff member shall take place with one month's prior notice.

10.10 Imprisonment/Conviction of an Offence

- 10.10.1 All Staff must report to the Country Director or his/her designate any Charges brought against him/her for criminal offences, including traffic Offences involving an Worthy Plan Empowerment Initiative vehicle.
- 10.10.2 Absence from work due to a sentence of imprisonment other than that passed whilst staff is engaged in lawful performance of WPEI's duties shall be subject to termination.
- 10.10.3 A staff member's employment shall be terminated if he/she is convicted for an offence involving fraud, dishonesty and which is adjudged by WPEI Management as inconsistent with the standard of conduct required of WPEI staff.

11.0 TERMINATION PAYMENTS

Termination benefits shall be applicable to all staff employed by WPEI with the exception of casual staff and/or consultants. Termination payment shall be made to the staff member that will help alleviate financial pressure at the time of termination service.

Termination payments shall be made as quickly as possible provided staff members or dependants present clearance.

12.0 Short Term Study/Examination Leave policy

General Policy Statement

Study leaves are awarded on the basis of demonstrated benefit to Worthy Plan Empowerment Initiative and the employee and are subject to approval by the Country Director. This policy serves to motivate WPEI staff to remain with the organisation as well as have the opportunity to improve as they grow with the organisation. It is also pertinent to note that Management's approval and decision is final on who should go for study leave or not.

- a. To promote academic and professional development, a confirmed employee may apply for fully paid short term study/examination leave to a maximum of 10 working days within a calendar year provided such employee has proof of study.
- b. Every such application shall be premised on a previous approval applied for and obtained from Management before commencement of the course of study

- or for new staff upon assumption of duty and shall be decided upon after considering the work schedule of the applicant, the examination timetable and the needs of WPEI.
- c. Staff on probation may still apply for short-term study/examination leave up to the stated maximum number of leave days at no cost to WPEI.
 - d. Examination or study leave days cannot be carried over from one year to another.

Eligibility

Study Leave of up to one year, shall be granted on the basis of demonstrated benefit to Worthy Plan Empowerment Initiative Nigeria.

- Volunteers, interns and other temporary staff e.g. consultants are not entitled to study leave.
- Staff who have completed up to 3 years service to WPEI may be granted up to one year study leave.
- Course of study must reflect benefit to Worthy Plan Empowerment Initiative Nigeria before staff can be eligible to apply for the study leave.
- Criteria for Approval of Study Leave for staff should include but not limited to the following: Length of service to the organization; Performance of the Staff as stated in the Performance Appraisal of Staff & availability of person to backstop for the staff (release by Line Manager that the Staff can go for study leave).
- Study leave approvals will be the responsibility of management and approvals on recipients for the study leave each year will be determined by the Country Management Team (CMT).

Procedure

- Any staff intending to apply for study leave must send a written application to the Director, OE (through his/her line Manager) of his/her intention at least six months before the program of study commences. The Director, OE will review and forward the requests to the Country Director.
- Once/if a request for study leave is received, the Country Director will set up a study leave committee (which comprise of staff from finance, programme, HROE & Internal Audit) to evaluate the request(s) and make its recommendations to the CMT.
- All copies of proof of admission and other relevant documents shall be submitted along with the application to the HROE unit initially and these shall be made available to the committee.
- A staff can be eligible for study leave only once while in the employment of Worthy Plan Empowerment Initiative Nigeria.

Return to WPEI after Study Leave

- Staff will be expected to return to WPEI and work for a minimum of one year after their study leave. However, if staff failed to return after study leave without communication or approval to be away for a longer period, this shall be deemed as abandonment of position.
- Staff who decides not to return to Worthy Plan Empowerment Initiative Nigeria would be required to inform the organisation with a formal letter to the Country Director through the Director, OE of his/her intention at least three months to the expected date of resumption. Staff not willing to return after the study leave will be required to pay an equivalent of three months gross salary.
- In the event WPEI is unable to reabsorb the staff, it will pay the equivalent of one month's gross salary to the staff.

Other Guidelines

- Availability of positions after study leave is not a right but a privilege. Therefore, this will be subject to availability of comparable positions within the organisation. This would constitute an important consideration before Management approves any study leave.
- Employees returning from study leave will be required to submit reports to CMT through their line managers.
- The Director, OE will, create an opportunity for study leave returnees to share their learning with the Country Programme in one of WPEI's monthly development fora.
- Line Managers are encouraged to put an enabling succession plan in place to ensure that the position can be sufficiently covered by others whilst away on Study Leave to encourage other staff.
- Any staff can take his/her accrued leave before going on study leave. No staff is entitled to annual vacation as well as study leave within the same year.
- Staff on study leave are considered as bonafide staff and therefore will remain insured on Group Life Accident Cover and Health Insurance.
- Staff will not be entitled to step increments during the year away on study leave but the step increment will be prorated in a manner that no study leave returnee is deprived of their movement when due.

13.0 AUTHORITY FOR INTERPETATION AND AMENDMENT

The authority to interpret or amend any of the provisions stipulated in this policy manual shall be vested in the DIRECTOR, OE and ultimately Country Director of Worthy Plan Empowerment Initiative Nigeria.

Appendix:

A. Categorisation into high band and low band states

| Categorisation of states as high band and low band | | | | |
|---|---------------------------|----------------|---------------------------------------|---------------------------------|
| S/N | State | Capital | High/or Low band state | Remarks |
| 1 | Abia State | Umuahia | LOW | |
| 2 | Adamawa State | Yola | LOW | Incidental allowance applicable |
| 3 | Akwa Ibom State | Uyo | HIGH | |
| 4 | Anambra State | Awka | LOW | |
| 5 | Bauchi State | Bauchi | LOW | Incidental allowance applicable |
| 6 | Bayelsa State | Yenagoa | HIGH | |
| 7 | Benue State | Makurdi | LOW | Incidental allowance applicable |
| 8 | Borno State | Maiduguri | HIGH | Incidental allowance applicable |
| 9 | Cross River State | Calabar | HIGH | |
| 10 | Delta State | Asaba | HIGH | |
| 11 | Ebonyi State | Abakaliki | LOW | |
| 12 | Edo State | Benin City | HIGH | |
| 13 | Ekiti State | Ado-Ekiti | LOW | |
| 14 | Enugu State | Enugu | LOW | |
| 15 | Federal Capital Territory | Abuja | HIGH | |
| 16 | Gombe State | Gombe | LOW | Incidental allowance applicable |
| 17 | Imo State | Owerri | LOW | |

| | | | | |
|----|----------------|---------------|------|---------------------------------|
| 18 | Jigawa State | Dutse | LOW | |
| 19 | Kaduna State | Kaduna | LOW | Incidental allowance applicable |
| 20 | Kano State | Kano | HIGH | |
| 21 | Katsina State | Katsina | LOW | |
| 22 | Kebbi State | Birnin Kebbi | LOW | |
| 23 | Kogi State | Lokoja | LOW | |
| 24 | Kwara State | Ilorin | LOW | |
| 25 | Lagos State | Ikeja | HIGH | |
| 26 | Nasarawa State | Lafia | LOW | |
| 27 | Niger State | Minna | LOW | |
| 28 | Ogun State | Abeokuta | LOW | |
| 29 | Ondo State | Akure | LOW | |
| 30 | Osun State | Oshogbo | LOW | |
| 31 | Oyo State | Ibadan | LOW | |
| 32 | Plateau State | Jos | LOW | Incidental allowance applicable |
| 33 | Rivers State | Port Harcourt | HIGH | |
| 34 | Sokoto State | Sokoto | LOW | |
| 35 | Taraba State | Jalingo | LOW | Incidental allowance applicable |
| 36 | Yobe State | Damaturu | LOW | Incidental allowance applicable |
| 37 | Zamfara State | Gusau | LOW | Incidental allowance applicable |