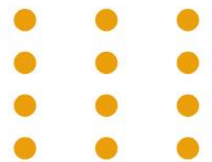
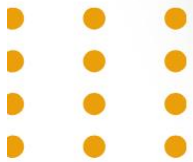




UNIFIED CULTURE
PROMOTION FOUNDATION



HUMAN RESOURCE MANUAL



2024



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1.0 INTRODUCTION

The Unified Culture Promotion Foundation (UNICPF) is a Non-Governmental Organization established in July 2023 under the Corporate Affairs Commission with registration number 7067806. Our primary focus is on promoting cultural understanding, diversity, and harmony to foster peace and social inclusion. UNICPF operates on the belief that cultural expressions such as dance, music, and traditional practices can bridge societal gaps and catalyze harmony across regions and nations. We deliver technical and professional assistance to governments, community structures, and various stakeholders to strengthen their capacities for cultural promotion and effective service delivery to target populations.

1.1 Vision:

UNICPF envisions resilient communities worldwide, achieved through the integration of cultural activities into humanitarian aid, peace-building efforts, and sustainable development initiatives.

1.2 Mission:

Our mission is to harness the power of culture as a fundamental tool in humanitarian efforts, development initiatives, peace-building endeavors, and social integration. We strive to foster a world where cultural tolerance and appreciation serve as catalysts for lasting peace and community solidarity.

1.3 Core Values:

Accountability, Commitment, Inclusivity, Integrity, Equity, Justice, and Teamwork

1.4 Programme Areas:

Assistance and Protection, Peace-building & Social inclusion, Human Security, Policy advocacy, cultural advocacy and promotion, psychosocial support.

2.0 EMPLOYEE POLICY MANUAL PURPOSE

The purpose of the UNICPF Employee Policy and Procedure Manual is to outline the rights and responsibilities of the employer, Unified Culture Promotion Foundation (hereinafter referred to as

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UNICPF), and our staff as the employees. The manual also contains a comprehensive listing of benefits offered by UNICPF as part of our strategy to recruit and retain the highest quality workforce. This document serves as the primary policy document defining the relationship between the employee and the employer, guiding employer-employee relations. It should be used in conjunction with specific job descriptions, individual letters of hire, and other written policies, and it is consistent with the applicable Labor Laws in Nigeria.

A copy of this manual is provided to each employee. Each employee is required, upon receipt of this manual, to complete the attached acknowledgment form, confirming that they have read, understood, and agree to comply with all provisions of the manual. The acknowledgment form must be returned to the Human Resource Manager or the Executive Director and will be filed in the individual employee's folder.

In cases where a specific written policy or procedure does not exist in the Standard Operating Procedures, the UNICPF Employee Policy Manual will take precedence. The Employee Policy Manual held by the Executive Director will be the controlling document should there be any disputes regarding different versions of the document that may exist.

Policy updates will be inserted into the manual upon the recommendations of the UNICPF Board of Directors as they occur and are approved by the Chairman. Any such changes will be distributed by email to all staff, and a hard copy will be retained by the Director of Management Support Services. A complete revision of the manual will be conducted within five years from the date of approval by the UNICPF Board.

Subsisting Nigerian Labor Laws will govern any provisions not detailed in this manual.

2.1 Employment

The information contained in this Manual applies to all employees of UNICPF. Following the policies described in this Manual is considered a condition of continued employment. However, nothing in this Manual alters an employee's status. The Manual is a summary of our policies, which are presented here only as a matter of information.

While we hope that our employment relationship will be mutually rewarding, this Policy and Procedures Manual should not be construed as a contract of employment, nor does it guarantee



employment for any specific duration other than what is contained in the most recent letter of hire or employment contract. Either the employee or the employer can end this relationship at any time. In cases where there is a conflict between what is contained in this manual and the letter of employment, the letter of employment will take precedence. Employees of UNICPF are responsible for reading, understanding, and complying with the provisions of this Manual. Our objective is to provide you with a work environment that is conducive to both personal and professional growth.

2.2 Changes in Policy

Since our organization is subject to change, we reserve the right to interpret, change, suspend, cancel, or dispute with or without notice all or any part of our policies, procedures, and benefits at any time. We will notify all employees of these changes. Changes will be effective on the dates determined by UNICPF, and after those dates, all superseded policies will be null.

No individual supervisor or manager has the authority to change policies at any time. If you are uncertain about any policy or procedure, speak with your direct supervisor. Management reserves the right to modify, alter, or delete policies contained in this manual with due notice, including but not limited to, policies on discipline or termination of employment.

The policies in this manual have been written considering the following ruling authorities:

- a) Laws of Nigeria
- b) Donor regulations

The terms and conditions of service are written in the official language of Nigeria, English. The Executive Director will render a final decision in the event of contradictions or gaps between this Manual and any other document.

2.3 Equal Opportunity Employer

UNICPF is an equal opportunity employer. We do not discriminate against employees or applicants for employment because of race, color, sex, gender, religion, creed, national and ethnic origin, age, citizenship, status as a perceived or actual victim of domestic violence, disability, marital status, sexual orientation, status as a veteran, or any other legally protected status.



2.4 Employment Applications

UNICPF relies upon the accuracy of information contained in employment applications and other data presented throughout the hiring process and employment. Any misrepresentations, falsifications, or material omissions in any of this information or data may result in exclusion from further consideration for employment or, if hired, termination of employment.

3.0 EMPLOYEE STATUS

3.1 Full-Time Employees

A full-time employee works the standard 8-hour workday, Monday through Friday, with a 1-hour lunch break, totaling 40 hours per week (resumption time is 8:00 am, and closing time is 5:00 pm). Employees who, for personal reasons, need to adjust their workweek may do so at the discretion of their Supervisor, in consultation with and approval from the Executive Director. Full-time employees are eligible for paid holiday, sick, and vacation time, as well as the complete employee benefits package.

3.2 Part-Time Employees

Part-time employees include those whose performances are being evaluated to determine whether further employment in a specific position or with the organization is appropriate, or individuals hired as interim replacements, to assist in the completion of a specific project, or for vacation relief. Employment beyond any initially stated period does not imply a change in employment status. Temporary employees retain that status until notified of a change. They are not eligible for any of the organization's benefit programs. Regular part-time employees work at least 20 hours per week on a regular schedule. Employees working less than full-time receive Half Salary Value (HSV) on a prorated basis.

3.3 Volunteers

UNICPF may engage volunteers from time to time to assist in project activities at the central and field office levels. At the discretion of the Executive Director, and with funding availability, such volunteers may be paid stipends to cover transportation and feeding costs while engaged with



UNICPF. Volunteers are not eligible for any of UNICPF's benefit programs. Volunteers who wish to become employees of UNICPF will go through the normal recruitment process and be absorbed where vacancies become available.

3.4 Consultants

Consultants may be hired on a daily basis for specific tasks and durations. A Consultant Agreement Letter (see Appendix: Consultant Agreement Letter) must be approved and exchanged in advance, detailing the consultant's scope of work and specifying the maximum number of approved days and daily rate of pay. Consultants receive no additional benefits and are not considered employees of UNICPF.

4.0 RECRUITMENT AND PROBATIONARY PROCESS

4.1 Non-Discrimination

To provide equal employment and advancement opportunities to all individuals, employment decisions at UNICPF will be based on merit, qualifications, and abilities. UNICPF does not discriminate in employment opportunities or practices because of race, color, religion, sex, national origin, age, or disability. UNICPF will make reasonable accommodations for qualified individuals with known disabilities unless doing so would result in undue hardship. This policy governs all aspects of employment, including selection, job assignment, compensation, discipline, termination, and access to benefits and training.

Employees with questions or concerns about discrimination in the workplace are encouraged to bring these issues to the attention of their supervisor. Employees can raise concerns and make reports without fear of reprisal. Anyone found to be engaging in unlawful discrimination will be subject to disciplinary action, including termination of employment.



4.2 Recruitment

As an equal opportunity employer, UNICPF will normally advertise new or vacant positions in one or more online media platforms or Nigerian newspapers, with applications for employment open to any qualified Nigerian citizen and permanent resident. Depending on the position and special circumstances, other recruitment methods may be utilized, such as head hunting, public announcements, professional recruitment agents, and existing databases of previous applicants or employees.

A Job Description or Position Summary shall be included in each staff member's Letter of Hire (see Appendix: Sample Hire Letter). The Hire Letter will include the following:

- a) Position title
- b) Place of Employment
- c) Complete position description
- d) Starting salary and currency
- e) Complete compensation package
- f) Name of Supervisor
- g) Start date
- h) Requirement of acceptance of Employee Policy Manual
- i) Signature of hiring authority
- j) Signature of employee

The employee will effectively carry out the tasks assigned by the designated supervisor or representatives and will observe all regulations governing the program. Employees should note that functions and job responsibilities may change during the program life, and UNICPF has the right to make such changes with little or no notice.



4.3 New Employee Orientation

Orientation is a formal welcoming process designed to make the new employee feel comfortable, informed about the organization, and prepared for their position. New employee orientation is conducted by a Human Resources representative and includes an overview of UNICPF's history, an explanation of the organization's core values, vision, and mission, and organizational goals and objectives. In addition, the new employee will be given an overview of benefits, tax, and legal issues and complete any necessary paperwork.

Employees are presented with all codes, keys, and procedures needed to navigate within the workplace. The new employee's supervisor then introduces the new hire to staff throughout the organization, reviews their job description and scope of position, explains the organization's evaluation procedures, and helps the new employee get started on specific functions.

4.4 Medical Examination

To ensure that all our employees are medically fit for employment and that given their medical and personal histories, they will not be exposed to any health risk, a medical examination is required. This examination is designed to determine an applicant's ability to perform their job functions and identify any condition(s) that may prevent or hinder the applicant from effectively carrying out their duties or which may place the individual, colleagues, or others at risk.

Once a provisional offer has been made to an applicant and the applicant accepts the offer, a medical examination will be conducted at UNICPF's expense by a health professional of UNICPF's choice. Some health conditions may result in the candidate being deemed unfit to undertake a position with UNICPF due to potential health risks associated with the position.

Drivers may be required to have a full medical examination, including optical tests, and submit a medical certificate of fitness prior to accepting employment with UNICPF. This too will be conducted at UNICPF's expense.

4.5 Probationary Period

The probationary period for regular full-time and regular part-time employees lasts up to 90 days from the date of hire. During this time, employees can evaluate our organization as a place to work, and management has its first opportunity to evaluate the employee. During this introductory



period, both the employee and the organization have the right to terminate employment without notice. Upon satisfactory completion of the probationary period, a 90-day review will be conducted, and benefits will begin as appropriate. All employees, regardless of classification or length of service, are expected to meet and maintain standards for job performance and behavior.

The probationary period is intended to give new employees the opportunity to demonstrate their ability to achieve a satisfactory level of performance and to determine whether the new position meets their expectations.

UNICPF will also use this time to evaluate employee capabilities, work habits, and overall performance. Newly hired staff are considered probationary until the completion of 90 days of employment. The start date for probation is the employee's hire date. Either party may terminate employment anytime during the probationary period by giving two weeks' notice.

While an employee is on probation, they will be evaluated on an ongoing basis. It is important for line managers to provide regular feedback to new employees during this probation period through discussions on job tasks, identification of employee strengths and weaknesses, and suggestions on purposeful approaches for meeting performance targets and objectives. The supervisor or line manager is advised to hold a formal performance review meeting with the new staff after the initial six weeks of employment. At the end of the 90-day period, a formal evaluation will be conducted, and a decision made on whether to confirm the employment contract, extend the probation, or terminate the employment contract.

If the employee's performance during the probation period is not satisfactory, the probation period may be extended at the discretion of the Executive Director, subject to a maximum extension of three months beyond the initial 90 days. Any extension of probation must be in writing, and the reasons for extension documented.

If, at the end of the extension period, the employee's performance is still not up to the required standard, UNICPF may terminate their employment with two weeks' written notice.

The end of the probationary period will be signified by a satisfactorily completed performance evaluation and a formal letter of confirmation issued to the staff. Confirmation of an employee

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will be signed by the Executive Director or delegated authority.

5.0 OFFICE AND WORK SCHEDULE

5.1 Place of Employment

The place of employment shall be the UNICPF operational main office in Maiduguri, or any of the other office locations as stipulated in the employment offer letter. However, staff may be reassigned to another place of employment to meet changing UNICPF requirements.

5.2 Transfers between UNICPF Offices

Depending on operational requirements, the employer may exercise the discretion of transferring any staff from one office location to another. Notification of such transfers will be communicated through a written correspondence signed by the Executive Director or their designate. The consent of the employee will be sought, and agreements reached before the transfer is effected.

In the case where a staff member has been transferred, UNICPF will be responsible for the following:

- a) Two weeks (14 days) stay in a hotel designated by UNICPF in the new location. No payment will be made in lieu of stay in the hotel.
- b) Two weeks (14 days) Lodging, Miscellaneous & Incidental expenses (M&IE) computed based on the applicable rate for the new location.
- c) A lump sum reimbursement for expenses incurred to move personal effects to the new location, not exceeding the limit set by the Finance Manager. This will be computed based on the prevailing UNICPF mileage rates and family size.
- d) The hotel stay may be extended on a need basis to newly employed staff at the discretion of the Executive Director.

5.3 Working Hours and Lunch Time

Official working hours are from 8:00 am to 5:00 pm, Monday through Friday, with a one-hour lunch break each day, except on holidays. Support staff may be asked to modify their starting and

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ending work times or the timing/duration of their lunch break to accommodate the needs of the office.

Standard working hours for drivers are also 40 hours a week, Monday through Friday. However, they may be required to work extra hours as needed and paid overtime at the discretion of the Executive Director. Employees are allowed a one-hour lunch break, generally taken from 1:00 pm to 2:00 pm.

5.4 Attendance & Tardiness

Regular, punctual attendance is essential for effective performance. Employees are expected to report to work on time and return from lunch break promptly. An attendance register may be instituted if deemed necessary to assist Management in ensuring good attendance and team performance.

Supervisors are responsible for monitoring the punctuality and attendance of all employees. Attendance problems should be reflected in employee performance evaluations. Emergencies or other circumstances preventing an employee from reporting to work as scheduled must be communicated to the supervisor ahead of the reporting time or no later than 9:30 am.

Absence due to medical conditions involving the staff or immediate family members will be documented, and the days taken from their sick leave. If the staff has used up their available sick time, the days of absence will be deducted from their annual leave. Absences due to ill health for more than 48 hours must be supported by a medical certificate. Absence without permission or cause for three consecutive days will be considered abandonment of position, and progressive disciplinary actions will commence.

5.5 Overtime Policy Statement

UNICPF does not expect, require, or encourage any of its employees to work overtime. However, under certain circumstances, staff may need to remain after hours or come in on weekends to complete an assignment with no additional remuneration unless exceptionally approved by the Executive Director. Only drivers, cleaners, stores assistants, and office assistants are entitled to overtime when exceptionally approved. Where overtime is approved the pay, rate will be hourly basic pay rate x1.5.



5.6 Use of Personal Vehicles for UNICPF Activities

UNICPF does not expect, require, or encourage employees to use their private vehicles for program activities. However, if necessary, employees may use their own vehicles and will be reimbursed at the applicable rate per kilometer. Prior approval must be obtained from the Executive Director _____ or _____ designate.

An employee in unavoidable circumstances requiring use of his/her personal vehicle for UNICPF activities is expected to immediately obtain the prior approval for the use of the vehicle from the Executive Director, or the Head of Finance and Administration or designate. He/she should maintain accurate records of each trip made with their personal vehicle using the Travel Business Expense Report Form. (See SOPs).

Employees using the Program vehicle are expected to abide by all traffic laws in Nigeria (seatbelts, speed limits, road signs, no smoking, etc.). If an employee commits a traffic violation, s/he is responsible for payment of all fines and may be subject to disciplinary action as deemed appropriate by the Executive Director.

5.7 Use of UNICPF Vehicles on Personal Business

Business use of vehicles takes precedence over personal use. Personal use of UNICPF vehicles must be approved in writing by the Executive Director. The cost of fuel and oil for personal use must be calculated and recovered using the applicable mileage rate. Staff must assume responsibility for any damage to the vehicle due to negligent acts or omissions.

5.8 Phone Usage

UNICPF telephones are intended for official business use. Personal usage during business hours is discouraged except for emergencies. Employees must inform family and friends to limit personal calls during working hours. UNICPF will be responsible to pay for official telephone calls only and its leadership will from time to time approve appropriate policy intended to ensure that communications costs are brought to a minimum.



5.9 Unscheduled Office Closings

The Executive Director may officially delay opening, close early, or close the office for the entire day due to unplanned events (e.g., inclement weather, power failure, political unrest). When an office officially closes, employees who were scheduled to work should use code “X” on their timesheets to account for hours not worked.

5.10 Travel on UNICPF Business

All travel must be approved by the Executive Director or designate before the journey. Travel request must be made at least 72 hours before the travel date. Travel advances will be made based on approved Lodging, Miscellaneous & Incidental Expenses (M&IE). Granting of travel advances must be in line with the SOP -Travel advances shall be retired not later than 5 days after the conclusion of the trip. No additional advances shall be issued to employees who have more than one non-retired travel advances from previous trips.

Staff travelling on UNICPF business will receive M&IE which is intended to cover travel expenses such as meals, and other incidental expenses. Where any of these is provided directly by UNICPF or at a cost borne directly by UNICPF or as a part of a hotel room charge paid by UNICPF, reduced rates of M&IE will be paid.

No receipts are required for expenses covered under M&IE.

Rates for M&IE vary from location to location in Nigeria and will be subject to 6 monthly reviews by UNICPF Leadership. Where meals are provided, the following reduced rates are applicable:

Breakfast only – 15% off the M&IE rate

Lunch only– 25% off M&IE rates

Dinner only– 40% off M&IE rates

All meals – 80% off M&IE rates

Cost of accommodation will be paid on actual cost incurred but must be within maximum limits allowed for each location and must be supported by receipts and guest folio.



5.11 Work-related Expenses Incurred by Employees

Expenses not covered by M&IE, in the course of an employee performing his/her project duties on a field trip, such as long-distance calls or transportation, must be itemized on a Travel Business Expense Report (TBER) and approved prior to reimbursement. Receipts are required for all items on a TBER.

5.12 Workplace HIV/AIDS Policy

UNICPF's workplace HIV/AIDS policy includes:

- a) Non-discrimination statement
- b) No mandatory HIV testing
- c) No denial of employment based on known or assumed HIV status
- d) Reasonable accommodation
- e) Safe work environment/universal precautions
- f) Medical confidentiality
- g) No job termination if fit to work
- h) Same opportunities/benefit as other employees
- i) Facilitation of access to government HIV care and treatment programs

UNICPF not discriminate against any qualified individual based on known or assumed HIV/AIDS status. Non-discrimination applies to job applications, hiring, advancement, termination, compensation, or training.

Furthermore, UNICPF will treat HIV infection and AIDS the same as other illnesses in terms of all our employee policies and benefits, including health and life insurance, disability benefits and leaves of absence.

Anti-retroviral Drugs: UNICPF will help facilitate enrollment for the HIV infected employee or dependents in the National Care and Treatment Program. UNICPF will cover ARV drugs for HIV-positive employees and eligible dependents only if the infected cannot be enrolled in the National Program.



6.0 SALARY COMPENSATION AND INCREASES

6.1 Salary Rates

UNICPF compensates staff in line with the UNICPF Compensation Plan, updated at the discretion of the Board of Trustees. Increases are made at the discretion of the Executive Director and budget availability. All salaries are paid in Nigeria Naira (₦). Fluctuations in the US dollar exchange rate have no bearing on salary rates paid to UNICPF employees.

6.2 Annual Performance Appraisal and Increase

For all regular full-time employees of UNICPF, their performance will be evaluated according to an ongoing 12-month cycle tied to each COP year using the UNICPF performance evaluation forms. The completed performance evaluation form must be signed both by the supervisor/line manager and the individual being appraised with a copy retained by the supervisor/line manager and the employee, and a copy sent to Human Resources to be retained in the staff Employee folder.

Annual merit increases will be awarded to deserving staff based on the result of the performance appraisals process which will be in line with the performance management guidelines approved by UNICPF leadership from time to time. Only staff who have spent a minimum of six months within the performance appraisal cycle are eligible to receive a merit increase for that year. Each employee's annual salary may be reviewed at least once each year based on budget availability. The employee's review date will usually be conducted on or about the anniversary date of employment or the date of the previous compensation review. Such reviews may be conducted more frequently for a newly created position or based on a recent promotion. Increases will be determined based on performance, adherence to organization policies and procedures, and ability to meet or exceed duties per job description and achieve performance goals.

Any employee who is awarded an overall performance rating of "Did not meet expectations" will have a 3-month Performance Improvement plan drawn up for them by the position supervisor in consultation with Human Resources. This plan will be discussed thoroughly with the employee. At the expiration of the performance improvement plan period and depending on the improvements observed in the 3-month period, a report will be made on the employee's continued employment with UNICPF according to the provisions of Section XIV of this manual. Continued inability to



meet job expectations beyond the performance improvement plan period will result in termination of employment.

6.3 Promotion

Promotion opportunities within UNICPF are limited due to donor-funded projects. Positions will be filled by advertisement and interview, with internal candidates encouraged to apply. Successful internal candidates for positions with increased responsibilities will be eligible for promotional salary increases.

6.4 Reclassification/Restructuring

Reclassification/restructuring occurs when different skills are needed due to job responsibility changes. UNICPF will provide training and assistance to obtain necessary skills. If the employee cannot meet the new responsibilities, they may be offered another position or terminated after a performance improvement period.

6.5 Salary Advances

Personal salary advances to employees are prohibited by UNICPF policy. Employees will not receive advance payments against future salaries. In the rare case that the office feels an exception is warranted, this requires the explicit approval of the Executive Director.

Salary advances are neither a “benefit” nor a "right" of employment; it is for truly exceptional emergency purposes and may not exceed ten per cent (10%) of the employee’s annual salary. The advance must be deducted during the next round of payment of salaries. The procedures for this exception are available in the UNICPF Standard Operation Procedures (SOP) document.

7.0 TIME SHEETS AND PAY PERIOD

Each employee must maintain an accurate, up-to-date timesheet daily. Each employee should submit a completed monthly timesheet to the Executive Director or designate who must countersign to indicate review and approval. Traveling staff should complete their timesheet prior to departure. A completed and signed timesheet must be submitted to support corresponding salary payments for that pay period. The time sheet cycle runs from the 21st day of the preceding month to the 20th day of the current month. (See Appendix: Employee Timesheet). Salaries will be paid



monthly, on the 25th day of each month. In December, salaries may be paid by the 18th of December.

8.0 TAXES

In accordance with Nigerian Tax Laws, staff members are responsible for payment of personal income taxes. The Director, Management Support Services ensures appropriate taxes are deducted and paid to the relevant tax authority monthly. UNICPF reserves the right to deduct penalties, costs, and damages due to incorrect tax information provided by staff.

9.0 BENEFITS

In accordance with Local Nigerian law and UNICPF principles, employees are entitled

9.1 Housing Allowance

UNICPF will consider requests from employees for an annual upfront advance of housing allowance. The amount of the advance of housing allowance will be equal to the total monthly housing allowance component of the staff salary in a given year hence will vary depending on the grade of the staff. For new hires that have successfully completed the probationary period, advance of 2-year housing allowance may be considered to enable them to secure an initial property lease. As repayment to UNICPF, allowance payment are required to appoint a guarantor and sign a deed of guarantee. The employee will also sign an undertaking to refund any unearned portion of the allowance before their last day of employment with UNICPF in the event of disengagement. If the employee defaults, the liability is automatically transferred to the guarantor. The loan guarantor is also discharged once the loan amount has been fully repaid. the employee shall not receive his/her monthly housing allowance for the entire COP year from date of the advance. Employees requesting for an advance of Housing

9.2 Transportation Allowance

A monthly transportation allowance is paid to all employees, varying by employee grade.



9.3 Miscellaneous Benefit Allowance

This allowance covers miscellaneous benefits, including education benefits, loans, payments in kind, and social programs. It varies by employee grade and is paid monthly.

9.4 Meal Allowance

This allowance covers meals and beverages, varying by employee grade, and is paid monthly.

9.5 Thirteenth Month Payment

Subject to availability of funds and to be determined from time to time by the Executive Director in accordance with donor policy, a thirteenth Month payment will be paid at the end of Mid-December of each year equivalent to one additional month's basic salary. Only full-time employees qualify for this annual payment.

The Thirteenth Month Payment is pro-rated for employees who have not completed one year of employment as of 30th November. The pro-rated amount of the 13th month payment is calculated based on the employee's hire date and will include employees who have spent a minimum of one full month as of November 30th.

9.6 Medical Allowance and Benefits

UNICPF provides comprehensive health care for all full-time employees in accordance with Nigerian labor law

Nigerian labor law obligates UNICPF to provide comprehensive health care for their employees. Therefore, all full-time employees are entitled to medical insurance benefits for themselves and their dependents (current spouse and biological or legally adopted economically dependent, unmarried children under the age of 18).

All staff are required to take a medical insurance cover from an agency of their choice and the premium paid will be deducted from the allowable maximum annual medical benefit of ₦300,000.00. Any balance after deducting this premium will be used to offset any medical expenses not covered by such a policy.



Balance of the medical benefit after deducting the medical insurance premium will be available to staff and used to meet the medical expenses excluded from the medical Insurance cover.

9.6.1 Exclusions

No reimbursement will be made for the following categories of medical expenses:

- a) Cosmetic surgery, special nursing care, physical therapy, ambulance service, or psychiatric treatment.
- b) Where the illness or injury is the result of an unlawful action on the part of the employee; the practice of a dangerous sport; excessive or illegal use of alcohol or drugs; or a self-inflicted wound.
- c) Costs paid by a third party or Government/public agency.
- d) Costs already covered by a medical insurance plan.
- e) Expenses incurred after an employee leaves the service of UNICPF.

9.7 End of Career Benefits

Severance/Redundancy Pay: UNICPF's redundancy provisions are in line with the redundancy provisions of the Nigerian labor law. Redundancy Pay is paid only when an employee becomes redundant by means of termination of employment due to a reduction in the work force or project closing. Employees are eligible after one year of service. Eligible employees will receive one month of basic salary per year of service. Redundancy pay is computed on basic salary and does not including allowances earned as at date of redundancy. Before payment is effected, any funds owed UNICPF will be deducted. For purposes of this computation it is assumed that there are 52 weeks in a year. The 13th month pay does not figure into this calculation.

9.7.1 Gratuity Pay

An employee, whose employment is terminated, either voluntarily or involuntarily, is eligible for gratuity pay after one year of service. However, employees separated for reasons stated in the summary dismissal section of this handbook are ineligible for this benefit.



Upon completion of up to two years of service, eligible employees are entitled one-month basic pay times the number of years of service.

Employees who are disengaging from employment with UNICPF after more than five (5) years of employment would be eligible to receive one month's salary per year of service.

Gratuity is computed on basic salary only. The basic pay as at date of disengagement will form the basis for computing gratuity in all cases.

Before payment is effected, any funds owed to UNICPF will be deducted. For purposes of this computation it is assumed that there are 52 weeks in a year.

The financial provisions for severance will be accrued by UNICPF and the funds maintained/managed by a licensed custodian.

9.8 Contributory Pension Fund

All UNICPF employees will join the insured retirement Pension Scheme. It is a contributory scheme and the ratio of contribution is as follows:

Employee: 3% of basic pay, Housing Allowance and Transport Allowances.

UNICPF: 16% of basic pay, Housing Allowance and Transport Allowances.

Of this total 19% contribution, 15% will be remitted to the employee's Retirement Savings Account through his/her chosen Pension Fund Administrator. The balance of 4% will be remitted to a Staff Welfare fund account for pay-out to employees upon disengagement from the services of UNICPF.

Eligibility shall begin as of the date of joining UNICPF as a full-time employee.

9.9 Death/Funeral

All full-time UNICPF employees will be entitled to the following benefits upon the death (during the period of service) of the employee:

a) Reimbursement of the employee's funeral expenses (i.e. cost of coffin, transport, and obituary/funeral announcement) up to #150,000.

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b) The sum assured which the employee's designated next of kin can claim as a death benefit per the insurance cover which UNICPF has taken on behalf of each staff (equivalent of annual salary x 3 where annual salary is defined as sum of basic salary, housing, and transport allowances only). This is consistent with the provisions of the Nigeria Pension Reform Act 2004.

9.9.1 Next of Kin

Staff should indicate in their personal file their next of kin or person(s) to whom benefits should be paid in the event of death. Each staff member has the sole responsibility of constantly updating information on their next of kin.

9.9.2 Group Life Assurance and Disability Policy

According to the labor laws of Nigeria, UNICPF provides an insurance scheme known as the Group Life Assurance and Accident Policy that covers all enlisted staff. By this policy, the insurance organization undertakes to provide insurance coverage against:

- a) Natural Death: 3 x Total Emolument
- b) Accidental Death: 3 x Total Emolument
- c) Permanent Disability /Temporary Total Disablement: 100% of weekly period of 52 weeks.
- d) Medical expenses: Maximum expenses of #300,000.00

The salaries applied are those in effect at the time the policy is in effect and is the employee's total annual basic salary, housing, and transport allowances.



10.0 LEAVE

10.1 Holiday

UNICPF observes all official Nigerian holidays. Each year the Executive Director will list the specific dates published by the Nigerian government.

10.2 Annual Vacation/Leave

All full-time employees on UNICPF Grade A1-B2 will earn 22 workdays of annual leave per year and a full-time employee on UNICPF Grade B3-D2 will earn 24 workdays. Up to half of the annual leave can be carried over only for one year and be accrued for up to a maximum of 10 days for staff on Grade level A1-B2 and 13 days for staff on Grade B3-D2 respectively. Regular part-time employee's leave is earned on a prorated basis. When planning vacation, staff must obtain approval from their supervisor, preferably two weeks in advance of the departure date, and where possible, plan to take vacation around programmatic needs (e.g. not coinciding with deadlines, etc.). Accrued (unused) annual leave will be paid out at the time of termination of employment to a maximum of 30 days and 39 days for UNICPF grades A1-B2 and B3-D2 respectively. Annual leave days forfeited in any year cannot be commuted to cash. Requests for annual leave should be submitted to the Human Resources Manager two weeks before the commencement date of the leave, using the approved leave form. The form should be submitted to the employee's supervisor with the handover form attached. The handover form should have pending tasks and activities that are expected to take place during the period of absence clearly listed. The leave form and handover form should state clearly the name of the person who will be responsible for those tasks while the employee is away on leave. Staff must receive the Executive Director's approval for the leave before proceeding on leave.

The tasks and activities must be discussed with the nominated back-stopper, and he/she must append their signature on the form before it is forwarded for approval. Staff who have notified UNICPF of their intention to resign their appointment cannot apply any unutilized leave days to make up the required notice period to be given to UNICPF.



10.3 Sick Leave

Sick/medical leave can be used for an employee's personal illness or to care for an immediate family member (child, spouse, or parent). It is also intended to provide time off with pay when an illness or an accident outside of work makes it medically inadvisable for the employee to work and to provide for a temporary period of recuperation. Employees may not take more than twelve paid sick days in any given year. If the employee requires additional sick leave, he/she should use accrued annual vacation days. In a case where the employee needs to take more than two days sick leave to care for an ill family member, the employee must provide a medical certificate from a registered medical practitioner verifying the illness and need for care to their immediate supervisors and the Human Resources and Administration Manager within a maximum of 48 hours before taking the time off. Sick leave will not be carried over to any subsequent years and unused sick leave is not paid out at the end of the calendar year or at the end of employment. Time spent on doctor or other medical appointments that cannot be scheduled during non-work hours shall be charged to sick leave. The use of sick leave will be tracked according to the above UNICPF standardized policies. In exceptional cases where a staff has a prolonged illness for more than one month and applies for short-term medical leave with a medical certificate from a registered medical practitioner, this shall be granted with full salary for the first month and half salary for the subsequent months subject to a maximum of six months. At the end of six (6) months of continued illness, UNICPF shall constitute a medical committee to determine the employee fitness to perform his/her duties. The committee will comprise certified physicians with the training and skills to make informed medical determination of fitness. The committee's report and recommendations shall be reviewed by leadership and appropriate decisions made based on the nature and condition of the employee. Notwithstanding the above, the employee will be expected to provide certification of discharge from treatment duly issued by a medical practitioner registered under Nigerian law. While the employee is on prolonged sick leave, he/she must continue to inform the Human Resources Manager and the supervisor on a weekly basis about the progress or otherwise of his or her health condition.

10.4 Compassionate Leave

Staff will be granted a maximum of 5 days paid compassionate leave upon the death of a member of the immediate family in any calendar year. Immediate family includes father, mother, spouse,

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sister, brother, biological or legally adopted child, grandchild, or grandparent. Payment cannot be made in lieu of compassionate leave. The Executive Director or Designate approval must be obtained before proceeding on such leave.

10.5 Leave without Pay or Leave of Absence

UNICPF full-time employees who have completed a minimum of 12 months of service may be granted a leave of absence to attend a staff development-related activity, such as writing an examination or attending a course, without pay, at the discretion of the Executive Director. The maximum duration of leave without pay is four (4) weeks. Employee benefits and accruals of holiday time shall be suspended during the Leave without pay period.

10.6 Maternity Leave

Twelve weeks of paid maternity leave is available to all female employees who give birth to or adopt a child or children and have already completed 12 months of consecutive employment with the Program. Requests for maternity leave must be made in writing to the Executive Director at least 6 weeks before the expected date of delivery and must commence the leave at least one month before the date of delivery. The request must be supported by an expected date of delivery report from the medical practitioner. Upon approval of the Executive Director, annual leave or leave without pay may be used to extend the maternity leave period. Maternity leave can only be taken once every 2 years to encourage the well-being of the mother and in accordance with the national population policy. Staff cannot take annual leave in the year of taking maternity leave. While on Maternity leave, the employee will receive 85% of her basic salary and 100% of the miscellaneous benefits. Transportation and Meals allowances will not be paid. A female employee who goes on maternity leave before completing one year of service will be paid only 50% of her basic salary. No transportation allowance or miscellaneous benefits will be paid.

10.7 Early Closing for Nursing Mothers

A female member of staff who is a nursing mother shall be allowed to close two hours before the normal closing hours until the baby is six months old. Where a female member of staff who is a nursing mother can close two hours before the normal closing hours, she will not be entitled to a lunch break before she closes from work for the day. The effective date for the early closing is the resumption date from maternity leave. A nursing mother closing two hours before the normal

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closing hours shall be required to complete all pending job(s) before closing. However, where such job(s) cannot be completed before closing hour, the staff must inform her supervisor for any further appropriate action.

10.8 Paternity Leave

Employees with more than 12 months continuous service with UNICPF are entitled to five days paid Paternity Leave. For staff to be able to access this benefit, they will be required to present a medical certificate indicating the Expected Date of Delivery (EDD) at least 2 months prior to the actual delivery date. The leave can be taken anytime within six months after the birth of the baby. Paternity leave can only be taken by a staff member once within a two-year period and must be in relation to a duly registered spouse as contained in the Employee Personal Information Form.

11.0 CODE OF CONDUCT

11.1 Confidentiality

During employment, an employee may have access to confidential or proprietary information. Examples of this type of information may include financial data, patient info/data, computer programs, proposals, documents, procedures, and information in a formative stage. This information may be the property of UNICPF or a client, e.g., UNICPF/USAID/FGN other donors. Employees are prohibited from sharing and/or disclosing such information to outside parties. Wherever any employee is unclear about the sensitivity of the information being sought by outside parties, such an employee is required to seek appropriate guidance from the Executive Director.

11.2 Legal Indemnity

UNICPF shall accept no liability for claims by third parties in respect of liabilities suffered as a result of an act which constitutes a breach/infringement of the rights of the said third party by an employee of UNICPF, where such an act was performed in his personal/domestic capacity or performed negligently or in excess of express instructions given by his/her Supervisor or anyone with the capacity to so give, while in UNICPF's employment.

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11.3 Conflict of Interest

UNICPF respects the rights of its employees relative to activities outside this employment which are private, and which do not conflict with or reflect adversely upon UNICPF. Similarly, employees are asked to refrain from any activity that would negatively impact UNICPF or its ability to do business in Nigeria or elsewhere. UNICPF staff are expected to promote UNICPF's interests and to refrain from using their position in the organization to supplement their incomes directly or indirectly, or to obtain other material benefits including gifts. An employee of UNICPF may perform work or services for other organizations only to the extent that the activity does not prevent the employee from devoting the time and effort to UNICPF business that her/his position requires, and such work takes place outside business hours. UNICPF staff may not, directly or indirectly, be financially engaged or involved in any enterprise or program to which UNICPF is helping. No staff member should knowingly act in a capacity or urge the Program to act in a manner designed to confer any financial or commercial benefit, whether actual or potential, on her or himself (including family members), or on any firm or corporation in which s/he has a significant interest as partner, stockholder, director or officer. If a situation should arise, the individual should disclose the nature of such interest to her/his direct supervisor. Information obtained because of employment at UNICPF that is not generally available to the public should not be communicated to any individual(s) or organization(s) outside UNICPF. The organization reserves the exclusive right to determine what information can or cannot be communicated outside the organization. Whereas local employees are free to participate in the political process of their country, they may not under any circumstances link UNICPF or its organizational relation to their political activities unless stated otherwise by the organization. Foreign employees are forbidden to interfere in the internal political affairs of Nigeria. UNICPF strives to be in strict compliance with all laws and regulations that are applicable to its activities. If a regulation is ambiguous or difficult to interpret, UNICPF has access to legal counsel to determine compliance with a policy and observance of all laws and regulations. Such advice shall be sought if any questions arise.



11.4 Substance Free Workplace

UNICPF operates a substance-free workplace. The following policies apply:

Smoking is prohibited in all Program-owned, leased, or controlled facilities and vehicles. This includes all corporate and administrative offices, laboratories, and other offices. Employees are asked to smoke outside of such facilities only. Alcohol and other banned substances may not be consumed during work hours. No employee may work or operate program vehicles under the influence of alcohol no matter where it is consumed. An employee found to be under the influence of drugs or alcohol during working hours is subject to immediate dismissal. The use, manufacture, sale, or distribution of illegal drugs, or working under their influence on Program premises or while operating Program vehicles is strictly forbidden and grounds for immediate dismissal. Employees should not operate Program vehicles while under the influence of a legal drug, which may cause drowsiness or other side effects that may be dangerous under certain circumstances.

11.5 Harassment

Employees shall have the right to the enjoyment of a workplace that is free from all forms of harassment by word of mouth or conduct resulting in fear, pressure, or discomfort caused by any other fellow employee. Employees who engage in any form of harassment and bodily harm of other employees shall be in breach of this agreement and shall be liable to disciplinary action or immediate dismissal.

11.6 Workplace Violence

UNICPF does not tolerate any acts or threats of violence committed by or against employees. UNICPF will discipline or terminate any employee found to have violated this policy. Any employee carrying firearms or other weapons, concealed or otherwise, in Program offices will be subject to immediate disciplinary action up to and including termination.

11.7 Nepotism

Relatives of employees are generally considered for employment based on their qualifications. However, where the employment of a worker's family member results in the types of prohibited employment relationships identified below, UNICPF will not consider or accept applications for employment. Hiring of family members is prohibited if employment results in the creation of:



- a) A supervisory/subordinate relationship between family members. If a direct supervisory or managerial relationship would be established, family members of a current employee cannot be considered for an open position.
- b) An actual conflict of interest or the appearance of a conflict of interest. Generally, this bars employment of an employee's family member who has an auditing or control relationship to the employee's job.

Employees are responsible for full disclosure of any such relationships at the time of hire. Failure to disclose such relationships will constitute grounds for disciplinary actions including termination. Employees who marry or establish a close personal relationship can continue in their current positions if a prohibited employment relationship is not created. If one of the situations specified above does occur, attempts will be made to find another position within the organization to which one of the employees can transfer. All practical efforts will be made to arrange such a transfer at the earliest possible time. If accommodations of this nature are not feasible, the employees will be permitted to determine which one of them will resign within a specified period. If neither party resigns, UNICPF reserves the right to terminate the employment of both for operational requirements.

11.8 Official Communications

While the importance of official communication in an organization like UNICPF cannot be over emphasized, Staff must follow proper channel of communication to ensure orderliness, harmonious relationship and improved productivity in the organization. This is imperative for effective social interaction, sharing of ideas and experience and fostering of good relationship that promotes self-fulfillment and outstanding performance in the workplace. To this end, the following channel and method of official communication shall be observed in the organization. All applications or request for the Executive Director's approval shall pass through the staff's Supervisor who will comment on such applications or request before forwarding same through the appropriate designate authority.



Official mail or Letter by any employee to another employee or Department within the organization must first be discussed by the employees' Supervisor who must also be copied when the mail or Letter is finally sent to the recipient. This is to ensure that necessary inputs have been made to the final mail or Letter and that all the relevant stakeholders are aware of the contents and subject of the mail.

No employee shall address the press on behalf of UNICPF or on matters relating to UNICPF without approval from the Executive Director or designate authority.

No employee will provide a professional reference on behalf of UNICPF in respect of a present or former employee of UNICPF without the authorization of the Executive Director.

Any employee who fails to comply with the above channel of communication shall be regarded to have breached the approved channel of communication and this shall attract disciplinary action

11.9 Dress Code

Because of the highly visible and public nature of UNICPF work, employees are encouraged to maintain a neat, clean and professional appearance and should consider conforming to the standards of business attire most common to the location of their job and site assignment. In deciding appropriate dressing, employees are expected to give attention to choose of colors (mild colors preferably), personal safety and moderation/modesty.

As a general reference, the following are considered inappropriate attire for the office:

- a) Jeans trousers (except on Fridays or while travelling to field locations)
- b) Plastic flip flops
- c) Torn clothing
- d) Sweatpants/track suits
- e) Shorts
- f) Tank or halter tops
- g) Clothes with high slits

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- h) Tight fitting or “body hugging” clothes
- i) Clothing that exposes waistline, arms /shoulders or undergarments

Where uniforms or ID cards are provided, employees shall always wear them in the required form. The uniforms shall be replaced as deemed fit by the Management or when necessary because of fair wear-and-tear. Any staff that loses his/her uniform may be surcharged. An employee who is issued a UNICPF uniform will be required to hand over the uniform in a clean and good condition to the Human Resources Manager before final disengagement.

12.0 EQUIPMENT USAGE, RETURN & RESPONSIBILITY

Program equipment shall be used for Program specific duties only and not to be used for personal use or removed from the office without the authority of the Executive Director.

12.1 Communication Usage

Communication services such as telephone e-mail and internet will be used solely for Program business purposes. Personal phones should be used to place personal calls and limit the business time used for the personal conversation in the office. Internet usage should only be used for appropriate sites and content matter pertaining to Program operation and function. The following web content or usage is considered unprofessional and not allowed by the Program and will be followed by disciplinary measure: sexually explicit material, downloaded music, games and other material defined as such by UNICPF leadership and communicated to the employee(s).

12.2 Equipment Return

Employees shall return any materials, equipment, or funds belonging to the program before their last day of employment. The employee will be held responsible, at the discretion of the Executive Director, for replacement and repair of any materials or equipment damaged through negligence.

12.3 Financial Responsibility

Advances made to employees are intended solely for approved program-specific purposes and must adhere to UNICPF’s financial policies and procedures. Any outstanding advances as of the



employee's final day of employment will be deducted from any final payments due to the employee.

12.4 Office Security

Employees authorized to handle office keys must not give these keys to non-UNICPF personnel under any circumstances. In the event of lost, misplaced, or stolen keys, the Executive Director must be informed immediately. The Head of Administration and Human Resources will maintain a log of all staff members issued office keys.

12.5 Loss of Personal Property on UNICPF Premises

UNICPF will not be liable for the loss of personal property belonging to employees or their visitors while on UNICPF premises. Employees using their personal property on UNICPF property are responsible for taking appropriate measures to secure their belongings.

13.0 Training and Staff Development

UNICPF is committed to providing employees with opportunities to enhance their skills and knowledge in alignment with UNICPF program objectives, subject to available funding. Employees may benefit from training initiatives either organized by UNICPF or sponsored by donors. Nominations for such training will be considered on a case-by-case basis based on the needs and priorities of UNICPF.

Employees can also propose training and development opportunities for which they seek UNICPF support. To be eligible for UNICPF training support, the following conditions must be met:

- a) The employee must have been employed by UNICPF for a minimum of three (3) years.
- b) The training must be included in the employee's development plan.
- c) The employee's supervisor must confirm that the proposed training is relevant to the employee's performance.

UNICPF will provide up to 40% of the total training cost or US\$2,000 (whichever is higher) within any three-year period, subject to funding availability and at the discretion of the Executive



Director. Employees receiving training support from UNICPF will be required to sign a bond committing to a period of return service with UNICPF upon completing the training. The bond will be finalized after application approval.

Upon returning from training, employees must submit a training report detailing how the acquired skills and knowledge will enhance their job performance. Supervisors will monitor the performance of employees post-training to ensure the effective application of new skills. Supervisors will prepare a progress report, a copy of which will be sent to the Head of Administration and Human Resources. This report will be reviewed during the annual staff performance appraisal.

14.0 Disciplinary Actions and Separation for Cause

UNICPF expects high standards of behavior from its employees. Employees who act unacceptably or violate UNICPF policies will face disciplinary actions proportionate to the offense. Disciplinary actions include:

14.1 Oral Warning

An oral warning will generally be issued by the immediate supervisor and/or the Executive Director.

14.2 Written Reprimand

A written reprimand will be issued if an oral warning has not resulted in improved behavior or when the severity of misconduct warrants formal documentation. A copy of the reprimand will be added to the employee's file for consideration during the annual performance evaluation.

14.3 Suspension without Pay

An employee may be suspended without pay for up to ten (10) days per violation, or thirty (30) days per calendar year. Suspension may be applied if prior actions have been ineffective or if the offense is severe enough to necessitate a more serious corrective measure. A disciplinary infringement is deemed serious if it is intentional, repetitive, and poses significant risk to UNICPF.



14.4 Separation for Cause

Unsatisfactory performance or gross misconduct will result in separation for cause. Employees recommended for involuntary termination will receive written notice and a 30-day notice period, subject to approval from the Executive Director. Alternatively, the Executive Director may choose to provide 30 days' salary in lieu of notice for immediate termination. The reasons for termination will be documented by the supervisor and filed in the employee's personnel record.

15.0 Termination Policies

UNICPF will adhere to all relevant sections of applicable labor laws. Termination or dismissal for cause may occur due to:

- a) Repeated absenteeism, tardiness, or unauthorized absence from work;
- b) Insubordination or refusal to follow lawful orders and work assignments;
- c) Misconduct, including drug and/or alcohol use or possession in the workplace;
- d) Unsatisfactory performance;
- e) Failure to comply with rules, regulations, and policies;
- f) Sexual or other harassment;
- g) Gross negligence;
- h) Conviction for a criminal offense;
- i) Fraudulent misrepresentation of employment information.

15.1 Gross Misconduct

Gross misconduct will lead to immediate termination. This includes, but is not limited to, misappropriation or unauthorized use of UNICPF funds, equipment, or property; violent behavior or assault.



15.1.1 Procedure for Handling Cases of Gross Misconduct

In cases of gross misconduct, the following procedure will be followed:

a) Investigation: An investigator or panel will be appointed by the Executive Director to conduct a thorough investigation, gather evidence, and report findings. This includes interviewing witnesses, collecting statements, and obtaining relevant documents.

b) Disciplinary Hearing/Interview: The investigation report will be reviewed by the Executive Director, who will decide if a disciplinary committee should be constituted. The committee will follow established procedures for the hearing.

c) Before the Interview: The employee will be informed in writing of the interview's purpose, the alleged offense, and any supporting documents. They will also be informed of potential penalties if the allegations are upheld.

d) At the Interview: The employee will be given an opportunity to respond to the allegations. The committee will make a decision based on the interview and advise the employee of their right to appeal.

e) The employee may nominate one witness to attend the interview.

f) Right of Appeal: Employees suspended or dismissed have the right to appeal if they believe they have been treated unfairly. The appeal must be sent to the Executive Director, stating the reasons for disagreement.

g) In the event of gross misconduct by the employee or conviction of a criminal offence of such kind as to make the employee concerned unsuitable for the particular duties that he or she is required to perform or unacceptable to other members of staff; an employee may be summarily dismissed (i.e. following due processes of investigation and a disciplinary interview the employee may be dismissed without notice or pay in lieu of notice).



h) In such cases, the employee will retain the right to appeal against the decision. In the period up to the appeal decision being communicated, 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.

i) In the event of an allegation of gross misconduct, the staff member may be suspended from work pending a full investigation of the situation. Where the suspected misconduct is not proven, the staff member will be reinstated.

15.2 Reduction in Workforce

If funding decreases or terminates, UNICPF may reduce or terminate its workforce. UNICPF will strive to provide advance notice of such reductions. Terminated employees will be eligible for benefits as outlined in the Voluntary Termination section below. Notice period will be in line with the notice period required for such a post.

15.2.1 Voluntary Termination

Voluntary termination by an employee must be submitted in writing and comply with the notice period for the position. Unused vacation time earned within the year of termination will be paid, but unused sick leave will not. Vacation time cannot be taken from notice until the last working day without prior approval from the Executive Director.

Failure to Provide Notice of Termination

a) If either party fails to give the required 30 calendar days' notice, the non-breaching party is entitled to payment equal to the employee's last monthly salary for the number of days short of the notice period worked.

b) Employees terminated for cause will not receive payment in lieu of notice and are not entitled to salary or costs beyond the termination date. All obligations to UNICPF must be settled before or by the last working day.

c) Employees who resign and do not wait for acceptance of their resignation will be considered to have abandoned their employment. Salary will be paid up to the last day worked, and any notice period liability will be deducted from terminal benefits.



Notice Period

For purposes of termination of appointment either by the employer or employee, the following notice must be observed, or money paid in lieu of the notice period except in cases of gross misconduct on the part of the employee. Payment in lieu of notice will be the basic salary only.

	Grade	Notice period
1	Managers and Directors (B3-D2)	60 days
2	Officers (B1 -B2)	30 working days
3	Assistants (A1-A2)	30 working days

Advance Reconciliation

Any outstanding advances as of the employee's last day of employment will be deducted from any funds due to the employee.

16.0 GRIEVANCE PROCEDURES

Grievance procedures are procedures whereby employees can raise their dissatisfaction in respect to any decisions taken on them. They are aimed at settling a grievance fairly and quickly and to help prevent minor disagreements developing into more serious disputes.

UNICPF 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. Situations will and do arise in the office that need to be handled procedurally, which is why this section is in place.

It is expected that if an employee has a work-related problem, he/she will discuss it first with his/her supervisor. If such a discussion is not possible or is inappropriate, he/she should discuss it with the Executive Director or Head of Administration and Human Resource.



The objective of the grievance procedure is to resolve disputes as quickly and as possible. If an employee feels at any time that disciplinary action taken against him/her is unfair, or he/she has any grievance against the Program, he/she may invoke the grievance procedure as follows:

Any grievance must first be raised with the employee's supervisor. Every effort must be made by both parties to resolve the grievance. If no satisfactory settlement can be reached, the grievance will be referred to the Executive Director for resolution.

If a grievance is raised during disciplinary procedures, notice of dismissal may not be given until the grievance is resolved.

The decision of the Executive Director on the issue is considered final unless the grievance is against the Executive Director, in which case the issue will be decided by the Board of Trustees.

17.0 EMPLOYEE FILE

Each employee shall be expected to provide the following items upon hire:

- a) An Employee Biographical Data Form duly completed. (see Appendix)
- b) Certified copies of academic certificates and testimonials
- c) Copy of Marriage Certificates if applicable
- d) Copies of Children's Birth Certificates or legal adoption documentation
- e) Copy of Driving License (Program Drivers and any other staff who might have occasion to operate a Program vehicle)
- f) Bank Information/ Pension Fund Administrator details

A confidential Employee file on each staff member will be maintained. This file will include, but will not be limited to, copies of the following:

- a) Employment contract or letter of appointment (see Appendix)
- b) Curriculum vitae with photo
- c) Certificates and testimonials



- d) Emergency contact information
- e) Dependent information (list of names, relationship, date of birth), supported by corresponding marriage and birth certificates
- f) Key correspondence
- g) Acceptance of Employee Policy Form (see Appendix)
- h) Performance appraisals.
- i) Next of kin information and passport photograph

The Employee files will be kept in the custody of the Head of Administration and Human Resource. Any employee may view his or her employee file, with notice to the Head of Structure, and in the presence of the Head of Administration and Human Resources.

All information of a personal nature maintained by UNICPF in each employee's employee file will be kept confidential and may be released for inspection only when requested by duly authorized agencies, with the written consent of the employee, or by due process of law.

Employees must notify their immediate supervisor and the Head of Administration and Human Resource of any changes in status in the following areas:

- a) Postal and physical address and phone numbers
- b) Person to be notified in case of emergency
- c) Legal change in name with the effective date
- d) Change of marital status with effective date
- e) Birth of child, or any change of dependents
- f) Death of any immediate family member covered under the medical insurance scheme
- g) Change in academic or professional qualifications
- h) Changes in next of kin along with the passport for the next in kin



18.0 ACCEPTANCE OF UNICPFEMPLOYEE POLICY MANUAL

Name: _____ I have received a copy of the UNICPF Human Resource Manual, this day _____ I have read and understood the manual and its attachments and agree to the rules and regulations which it contains. I understand that the UNICPF Human Resource Manual is subject to change and I will be notified in writing of any such changes.

Signature

Date



(Continue numbering if needed)

PART III: NEXT OF KIN

Next of Kin: _____

Relationship: _____

Contact Address: _____

Contact Phone Number(s): _____

Note: Passport photograph of the next of kin must be attached to the form.



UNICPF

(Affix ADDRESS)

Nigeria.

Date: _____

Ref: _____

Abuja, Nigeria

Dear M.....(name)

On behalf of UNICPF, it is with pleasure that we offer you the position of the (Title). The position will be based in (Specify location in Nigeria) and is effective from _____. Your immediate supervisor will be(name), (the title) for the project in (specify geographical location in Nigeria).

Your total compensation for this position will be Naira per month. Your monthly compensation and applicable benefits will be prorated for any partial month employment.

In addition to your monthly basic salary, UNICPF will make the following monthly allowance payments:

- Monthly Housing Allowance.....Naira
- Monthly Transportation AllowanceNaira
- Monthly Meal & Beverage allowance.....Naira
- Monthly Miscellaneous Allowance.....Naira

You will receive the full set of benefits as described in the UNICPF Human Resource Manual enclosed.

You are responsible for ensuring that all appropriate income taxes as per Nigerian laws and regulations are remitted and UNICPF reserves the right to deduct from source any penalties, damages or costs due to the Nigerian tax authorities as a consequence of your noncompliance with the appropriate laws .

As with all staff, you serve at the pleasure of UNICPF(Nigeria). If you accept the terms of this employment offer letter, please sign below.

We welcome you and look forward to a mutually beneficial work relationship.

Sincerely,

Designated Officer

Executive Director

UNICPF

Accepted

Signature: _____

Date _____

CC: UNICPF Human Resources & Original in Employee File



CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET								
1. Name (Last, First, Middle)				2. Contractor's Name				
3. Employee's Address (include ZIP code)				4. Contract Number		5. Position Under Contract		
				6. Proposed Salary		7. Duration of Assignment		
8. Telephone Number		9. Place of Birth		10. Citizenship (If non-Nigerian citizen, give visa status)				
11. Names, Ages and Relationship of Dependents to Accompany Individual to Country of Assignment								
12. EDUCATION (include all college or university degrees)						13. LANGUAGE PROFICIENCY (See instructions on reverse)		
NAME AND LOCATION OF INSTITUTION		MAJOR	DEGREE	DATE	LANGUAGE	PROFICIENCY SPEAKING	PROFICIENCY READING	
14. EMPLOYMENT HISTORY								
<p>a) Give last three (3) years. List salaries separate for each year. Continue on separate sheet of paper if required to list all employment related to duties of proposed assignment.</p> <p>b) Salary definition - basic periodic payment for services rendered. Exclude bonuses, profit-sharing arrangements, commissions, consultant fees, extra or overtime work payments, overseas differential, or quarters, cost of living or dependent education allowances.</p>								
POSITION TITLE		EMPLOYER'S NAME AND ADDRESS POINT OF CONTACT AND TELEPHONE			Dates of employment (M/D/Y)		Annual Salary	
					From	To	₦	



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15. SPECIFIC CONSULTANT SERVICES (*give last three (3) years*)

SERVICES PERFORMED	EMPLOYER'S NAME AND ADDRESS POINT OF CONTACT AND TELEPHONE #	Dates of employment (M/D/Y)		Day sat	Daily Rate in ₦
		From	To	Rate	

16. CERTIFICATION: To the best of my knowledge, the above facts as stated are true and correct.

Signature of Employee –

Date :

17/ CONTRACTOR'S CERTIFICATION (To be signed by responsible representative of Contractor)

Contractor certifies in submitting this form that it has taken reasonable steps (in accordance with sound business practices) to verify the information contained in this form. Contractor understands that _____ (*specify principal donor for the project*) may rely on the accuracy of such information in negotiating and reimbursing Employee under this contract. The making of certifications that are false, fictitious or fraudulent, or that are based on inadequately verified information may result in appropriate remedial action by _____ (*specify principal donor for the project*), taking into consideration all of the pertinent facts and circumstances, ranging from refund claims to criminal prosecution.

Signature of Contractor's Representative

Date

AID 1420-17 (9/94)



UNICPF LEAVE TRACKING SHEET

Employee Name: _____

Calendar Year: _____

Month	Balance Forward	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Total
Vacation														
Sick														



UNICPF EMPLOYEE TIMESHEET

UNICPF

Name: _____

Dates of Work: _____

Total Available Hours: _____

Activity	Tot																			
Time Worked																				
Holiday																				
Sick																				
Vacation																				
Total:																				

Employee Signature: _____ Supervisor Signature: _____



UNICPF

Salary and Allowance Acknowledgement Form

Name: _____

Salary Month and Dates _____

Monthly Payment (₦): _____

By signing the line below the employee certifies they have received monthly salary and allowance payments in accordance to UNICPF Policies and in observance of Nigerian laborlaw.

Employee Signature

Head of Structure

Date

Date



Sign/Date.....

Jude Shagba

Board Chairman, UNICPF

Approved on behalf of the Management and Board of Trustee