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Islamic Republic of Afghanistan
Ministry of Rural Rehabilitation & Development

MRRD

Human Resource Policy Handbook (National Contracted Employees)

Effective 1st January, 2008

MRRD HUMAN RESOURCES POLICY HANDBOOK FOR NATIONAL CONTRACTED STAFF

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Human Resource Policy Handbook

A. ABOUT MRRD

1.0 History

MRRD (Ministry of Rural Rehabilitation and Development) first began as Rural Department Commission under the authority of Ministry of Commerce in 1333 (1954). In 1335 (1956) the Commission became an independent office under the Prime Minister's Office. Later, the name of the commission was changed to "Rural (Dehkada) Directorate" and it came under the authority of Ministry of Interior/Home Affairs in 1345 (1966). The commission was dissolved in 1348 (1969), and its property and personnel was dispersed into different ministries, such as Ministries of Education, Health, and Agriculture. The office was re-established under the name of Rural (Mahal) Development Office in 1349 (1970). After changing its name several times under different authorities, the office was dissolved again in 1363 (1984).

Finally, the Rural Management Office became an independent ministry known as MRRD on 21 Sour (the second month of Afghan year) 1367 (1984). The first office of MRRD was located in Dural Aman Area, District 6 in Kabul City.

When the Transitional Islamic State of Afghanistan was established in 2002, MRRD was reborn with its new mandate, policies and strategies to promote poverty reduction and social protection in rural Afghanistan. Since then, MRRD has embarked on a vigorous agenda of institutional reform and restructuring to serve the needs of the people of Afghanistan.

2.0 Mission

To ensure the social, economic and political well-being of rural society, especially poor and vulnerable people, through the provision of basic services, strengthening local governance and promoting sustainable livelihoods free from a dependency on illicit poppy cultivation.

3.0 The Core Values

The following core values are guideline principles for the ministry spanning the six strategic themes addresses in this document. In particular, individual freedom and rights, as enshrined in the constitution, are emphasized and understood as the fundamental right of all people, rather than a benefit entitled by the state.

Other overriding principles spanning beyond MRRD include the right to a long and healthy life, to enjoy a decent standard of living, freedom, dignity self-esteem and the respect of others.

MRRD is people focused, upholding the interests of all vulnerable and socially excluded groups within society.

MRRD favors participatory community led approaches

MRRD believes in equitable development

MRRD believes gender equity and equal opportunity

MRRD conduct all activities with honesty, integrity, transparency and accountability

MRRD promotes innovations and creativity

MRRD promotes cooperation, coordination and collaboration with relevant stake holders. MRRD believes in sustainability and self – reliance

B. INTRODUCTION

1.0 Purpose:

The purpose of the MRRD Human Resources Policy Handbook for National Employees is to ensure that:

- All national staff members receive fair and equitable treatment in accordance with the Code of Conduct stated in this policy handbook;
- MRRD is able to continue to attract, motivate and retain high caliber individuals;
- The work environment recognizes the dignity and worth of each national staff member, and creates a climate of mutual respect and understanding.

This document establishes guidelines for the wise management of human resources and the work environment for MRRD in accordance with the Code of Conduct and Personal Code of Conduct policies as stated in Section C below.

2.0 Applicability

The policies and procedures in this document apply to all full-time and part-time national employees of MRRD. Full-time and part-time employment is defined in Section D (2.0 Employment).

Some policies of this handbook such as Code of Conduct and Personal Code of Conduct as defined in Section C below will also apply to full and part-time national employees who are based in MRRD but are not originally recruited by it as well as short term national consultants. Short-term national employees will be required to sign the Code of Conduct and the Personal Code of Conduct Policy Agreement Notes before starting their work in MRRD.

3.0 Compliance with Afghanistan Laws

This policy handbook has been formulated in the light of relevant current Afghan Laws which have application to it. It is MRRD's policy not to state or maintain any policy that is not in compliance with Labor Law of the Government of Afghanistan in areas where applicable. This Policy Handbook is governed by the current Laws of Government of Afghanistan.

4.0 Administration

The MRRD Human Resources Contracted Staff Department is responsible for the administration of this Human Resources Policy Handbook. Not all situations will be covered by this document. Any unclear statements or subject matter not covered in this policy should be addressed with the Coordinator of the Human Resources Contracted Staff Department.

All MRRD national employees will receive a hard copy of this Human Resource Policy Handbook and training on these policies as part of their orientation to MRRD. National employees are expected to be familiar with and follow the policies and procedures contained in this Handbook. This Handbook will be translated into Pashto and Dari but the English version will be taken as the final interpretation relating to all matters.

4.1 Revisions

This handbook is effective on 01 January, 2008. This is an evolving document that will be revised and updated periodically. All revisions to this document will be provided to

each MRRD national employee in hard copy indicating the new effective date and any policy changes. On an annual basis, MRRD Human Resource Contracted Staff Department may review the HR policies and procedures and recommend changes for consideration and approval by the MRRD Leadership.

4.2 Exceptions

In exceptional or urgent circumstances, an exception to these policies may be considered. The request should be brought to the Director of Human Resources Contracted Staff Department who will make a decision after consultation with the Minister or the relevant Deputy Minister.

C. ORGANIZATIONAL VALUES

1.0 Code of Conduct

Every national employee of MRRD occupies a position of trust. In varying measure, each national employee represents the ministry in his or her relations with others, whether clients, suppliers, other colleagues, governments, or the general public. Whatever the area of activity and whatever the degree of responsibility, MRRD expects each national employee to act in a manner that will enhance its reputation for honesty, integrity and the faithful performance of its undertakings and obligations.

With this in mind, the Leadership of MRRD has adopted the following rules constituting a Code that sets forth the minimum standards of behavior required of all national contracted employees.

The provisions of this Code, as set forth in Sections 1.1 to 1.8 below is mandatory and full compliance is expected under all circumstances. The Code affirms the MRRD's commitment to uphold high moral and ethical standards and specifies the basic norms of behavior for all the national employees.

Failure to comply with the Code can have severe consequences for the national employee. MRRD will impose appropriate discipline in accordance to the disciplinary policy as described in Section 11.0 of this handbook including but not limited to termination for violations of the Code.

1.1 MRRD and its national employees shall comply fully with all Afghan lawful requirements applicable to the work of the national employee or MRRD

Note: Whenever a national employee is in doubt about the application or interpretation of any legal requirement, he/she should refer the matter to his or her superior who, if necessary, should seek clarification from Human Resources Contracted Staff Department.

1.2 National employees shall not furnish or accept, directly or indirectly, on behalf of MRRD, expensive gifts or provide excessive entertainment or benefit to other persons.

Note: Sometimes national employees may furnish or accept modest gifts, favors and entertainment other than public officials, if all of the following conditions are met:

1. They are not in cash or other negotiable instruments;
2. They cannot reasonably be interpreted as a bribe, payoff or other improper payment and are of nominal value;
3. They are made as a matter of general and accepted business practice;
4. They do not contravene any law and are made in accordance with generally accepted ethical practices;
5. If proper accounting is made; and
6. If subsequently disclosed to the public, their provision would not in any way embarrass the ministry or their recipients.

1.3 All dealings between national employees of MRRD and public officials in Afghanistan or overseas are to be conducted in a manner that will not compromise the integrity or impugn the reputation of any public official or MRRD or its affiliates.

Note: Even the appearance of impropriety in dealing with public officials is improper and unacceptable. Any participation, whether directly or indirectly, in any bribes, kickbacks, illegal gratuities, indirect contributions or similar payments is expressly forbidden. Maintenance of a high standard of integrity is of the utmost importance to MRRD.

1.4 National employees shall not use their employment status to obtain personal gain from those doing or seeking to do business with MRRD.

Note: Except as hereinafter provided, national employees should neither seek nor accept for themselves gifts, payments, services, fees, special advantage, special valuable privileges, pleasure or vacation trips or accommodations or loans from any person (except, in the case of loans, from persons in the business of lending and then only on conventional terms) or from any ministry or group that does, or is seeking to do business with MRRD or any of its affiliates. However, national employees may accept modest gifts, favors or entertainment provided that in so doing, standards consistent with the tests relating to the furnishing of gifts set forth in Section 1.2 above are met.

1.5 National employees must avoid all situations in which their personal interests conflict or might conflict with their duties to MRRD.

Note: National employees should seek to avoid acquiring any interests or participating in any activities that would tend to:

(a) Consume national employee's time required by the contract or this policy to perform his/her duties properly; or

(b) Create an obligation or distraction that would affect their judgment or ability to act solely in the ministry's best interest. In certain instances, ownership or other participation in a competing or complementary enterprise might create or appear to create such a conflict. National employees are required to disclose in writing to their supervisors all business, commercial financial interests or activities that might reasonably be regarded as creating an actual or potential conflict with their duties of employment.

Every national employee of MRRD is required to see that actions taken and decisions made within his or her jurisdiction are free from the influence of any interests that might reasonably be regarded as conflicting with those of MRRD. National employees must act in such a manner that their conduct will bear the closest scrutiny should circumstances demand that it be examined. Not only actual conflicts of interest but also the very appearance of conflict should be avoided.

(c) Every national employee is required to disclose in writing their family relations with other national or international employees working in MRRD in case they (the current national employees) are members of his / her immediate or extended family described in Section D, 1.3. National employees are required to disclose such information as mentioned above upon their hiring. However, if he/she does not disclose this information upon their hiring and Human Resources Department finds out about it during his/her employment with MRRD, it will take appropriate disciplinary actions.

1.6 MRRD considers all its records, reports, papers, plans or proposals as being strictly confidential in nature and national employees are forbidden to reveal this information to individuals or groups apart from the ministry without receiving proper authorization.

Note: MRRD is a part of the government of Afghanistan. It is the practice and belief of the ministry that national employees, private donors and outside funding institutions should have access to normal information concerning the ministry's operations, both programmatic and financial. As a result, it has developed comprehensive and responsible methods of disclosure. However, the ministry maintains as strictly confidential, information that may impair its ability to operate effectively, or which might infringe upon the private rights of individuals, enterprises or institutions. National employees are therefore prohibited from divulging confidential information to anyone, except as required in the performance of their duties, without receiving prior authorization. Whenever a national employee is in doubt as to whether certain information is confidential, or whether such information should be divulged, no disclosure should be made without first consulting Human Resources Contracted Staff Department.

1.7 MRRD's books and records must reflect, in an accurate, fair and timely manner, the transactions and disposition of assets of the ministry.

Note: All transactions must be authorized and executed in accordance with the instructions of MRRD Leadership and must be recorded so as to permit the accurate preparation of financial statements and to maintain accountability for assets. Access to assets is permitted only in accordance with the authorization of Management. All assets and funds are to be recorded and disclosed. The use of the ministry's funds or assets for any unlawful or improper purpose is strictly prohibited and those responsible for the accounting and record-keeping functions are expected to be vigilant in ensuring enforcement of this prohibition.

1.8 Protection For Reporting of Gross Misconduct

Note: Any national or international employee who becomes aware of a violation of the Code must report that information immediately to the Human Resources Department. It is a violation of this Code to discriminate or retaliate against a national or national employee for reporting such information.

2.0 Personal Code of Conduct

Every national employee of MRRD occupies a position of trust. In varying measure, each national employee represents the ministry in his or her relations with others, whether sub-contractors, other (national or international Contracted) employees, government agencies, or the general public. Whatever the area of activity and whatever the degree of responsibility, the ministry expects each national employee to act in a manner that will enhance MRRD's reputation for honesty and integrity.

MRRD expects all national employees to maintain a level of personal conduct that will not reflect negatively on themselves or on the credentials of MRRD. National employees whose conduct is contrary to the ethical standards of any profession and/or involves dishonesty and compromises the integrity of MRRD may be subject to disciplinary measures and/or dismissal.

While it is understood for many factors that personnel working and living in a high risk environment are under more stress than those working in a non risk environment, all national employees are expected to conduct themselves in a responsible manner at all times.

MRRD requires that all national employees must avoid the occurrence of the any of the following at their personal levels:

- No use of alcohol, the use of drugs or mind altering substances;
- The use of abusive or culturally sensitive language or behavior;
- A consistently promiscuous lifestyle that proves to be directly and negatively affecting other employees and the reputation of MRRD as a whole.

Furthermore, national employees understand that it is not appropriate to and accordingly shall not engage in personal relationships with local staff members and beneficiaries of MRRD to a degree that would create a distraction, obligation or dependency on the part of either party in the relationship.

D. GENERAL POLICIES AND PROCEDURES

1.0 Recruitment

MRRD is committed to recruiting the most suitably qualified candidate for a position through a fair, transparent and systematic process in order to ensure that MRRD meets its strategic objectives.

1.1 Equal Employment Opportunity

MRRD is committed to a policy of non-discrimination. As an Equal Opportunity Employer, MRRD evaluates candidates and national employees on the basis of merit, competence and qualifications. Applicants and national employees have the right to equal treatment without discrimination, on the basis of race, place of origin, color, ethnic origin, citizenship, creed, gender, sexual orientation, economic status, education, training, job level and responsibilities, culture, age, record of offences, marital status, handicap or any other such characteristics.

1.2 Age

MRRD reserves the right not to recruit applicants less than 18 and above 60 years of age. The age below and above this limit may result in unsatisfactory performance or the staff member may not have the required experience and expertise in the relevant area to perform the responsibilities properly.

1.3 Employment of Family Members

This policy is implemented to minimize the negative impact of hiring family members and to help ensure objectivity in all matters involving staff, operations and finance. Family members include immediate and extended families. For the purpose of this policy, immediate family includes parent, sister, brother, son, daughter and spouse whereas extended family includes uncle, aunt, cousin, grandparent, parent-in-law, sister-in law and brother-in law. These conditions must be considered for the recruitment immediate and extended family members:

- a) Family members may not report directly or indirectly to each other.
- b) Family members may not report directly or indirectly to the same manager.
- c) Staff may not directly participate in the hiring or promotion of a family member.

1.4 Recruitment Procedure

The Human Resources Department is responsible for coordinating the recruitment and selections process with the related stakeholders i.e. the hiring department. The following procedures outline the process to be followed for any recruitment. However, the following procedures may be adjusted as required for the recruitment of part time positions.

MRRD Standard recruitment forms must be used for any recruitment purposes. These forms are available from MRRD/HR.

1.4.1 Approval of Position and ToR

Head of the hiring department will prepare the ToR, determine and justify the need for a position. The recruitment request form along with the terms of reference form will be completed and sent to the Human Resources Contracted Staff Department after verification by the Program Manager. Human Resources Contracted Staff Department will review the recruitment request and ToR, conduct the budget check with the relevant position financier authority and propose the necessary changes prior to its approval by the relevant authorities (Minister, relevant Deputy Minister). If the HRCSD found the recruitment request justifiable then will forward it to the relevant Deputy Minister for initial approval. After initial approval by

the Deputy Minister the request will be forwarded to the MRRD Minister for final approval. Once the final approval of position is finalized it will be forwarded to the Programs' HRD to start the recruitment process.

MRRD Human Resources Department is the only source who has the authority to handle the above mentioned process across MRRD. However in case the Human Resources Contracted Staff Department feels that the MRRD HR policy has not been adhered has the authority to stop the process. In any recruitment case if the position is expected to be funded by Programs/Projects the approval of the Programs Deputy Minister must be obtained on the recruitment request form.

The position request form has to be filled and processed in accordance to the procedure detailed above for any kind of recruitment (e.g new positions, replacements)s

No position can be announced, unless and until the MRRD Human Resources Contracted Staff Department is sure that it needs to be filled and that there is a budget for it.

In case a position is advertised based on the detailed process in this policy and could not be filled, there is no need for re approval process. The position can be re - advertised.

In order to ensure fairness to applicants/candidates, the deadlines set for short-listing and interviews must be strictly followed. (The recruitment request and ToR forms are available from Human Resources Contracted Staff Department).

Main MRRD Ministry recruitment

For recruitment inside the Ministry, the above process will remain the same except with the following changes:

- 1- The request must be signed by Head of Department (No need for a Program Manager signature)
- 2- MRRD Human Resources Department for Contracted Staff is the only source responsible for conducting/processing any recruitment case across the Ministry.

1.4.2 Interview Panel

MRRD Human Resources Department will form the recruitment committee / Interview Panel to conduct the recruitment process. The compulsory recruitment committee / Interview Panel members will be head of the hiring department or his/her designate, a representative of the MRRD Human Resources Contracted Staff Department and additional member(s) who will be determined by MRRD Human Resources Contracted Staff Department. For more senior positions in Programs such as Head of Department, Deputy Head of Department, the panel members will be proposed by the MRRD HR and will be approved by DM/Minister.

1.4.3 Advertising

All positions will be advertised through appropriate media in order to ensure transparency. Only Human Resources Contracted Staff Department will advertise the vacant positions. Vacant positions will be advertised in Kabul and base duty station of the position if not located in Kabul. All candidates identified through personal contacts must go through the same recruitment process to prevent perceptions of discrimination, favoritism or bias.

The Job advertisement will include job responsibilities, job requirements and guidelines for submission of application.

Advertisement is the responsibility of Programs HR departments at Program level.

1.4.4 Resume/Application

All applications will be registered in the application bank and each individual application will receive a specific code number. Applications without a specific code number will not be

considered. The Human Resources Contracted Staff Department will conduct a preliminary pre-screening of all resumes and categorize candidates according to the requirements defined in the job description. This Department will share results of the pre-screening with the interview panel.

For Program vacancies the Human Resources Departments at Programs/Projects are responsible for resume and job application collections.

1.4.5 Short List

The Interview Panel / recruitment committee will short-list the candidates after the pre-screening of applications. Criteria for the short-listing of candidates will be set by the Interview Panel in accordance with requirements of the position.

1.4.6 Written Test

If the nature and scope of the position requires a written examination or specific competency test, the interview panel will prepare the test. However, a written test will be required for all technical positions. Test for these positions will be prepared by the hiring manager in coordination with MRRD human resources contracted staff department.

1.4.7 Interview

The interview process will be determined according to the type of position and number of candidates. The interview form will be filled out and signed by each interview panel member individually. For senior positions as identified above the interview report will be sent to Minister, relevant Deputy Minister for approval.

The Human Resources Department for Contracted Staff holds the authority of chairing the recruitment and interview committee and will make the decision based on the recruitment committee report, evidence and records making sure the MRRD recruitment standards are met properly. For the senior positions the Minister/DM will make the final decision on recruitment.

In case Human Resources Contracted Staff Department is not able to participate in the interview, it will introduce its representative to participate in the interview.

1.4.8 Reference Check

Prior to issuing the offer letter, the Human Resources Department will conduct at least two reference checks on the final candidate. This gives MRRD the opportunity to verify the information provided by the candidate. In case of internal candidates, there is no need for reference check, the recommendation and agreement of the existing line manager would be considered as reference check.

Reference check will be conducted through completing the reference check form by the Human Resources Department.

Programs HRD are responsible for conducting the reference checks.

1.4.9 Negotiation Interview

After the reference - check is completed, Programs Human Resources Department will hold a negotiation interview with the selected candidate to discuss and negotiate issues relating to the employment terms and determination of remunerations including salary and benefits this must be based on the approved recruitment request. In this interview, both MRRD and the selected candidate will come to an agreement on the employment terms and amount of salary and benefits which will be paid to the national employee during his/her employment with MRRD. All the issues on which both the sides will agree will be in accordance with this policy handbook.

Programs HRD are responsible for conducting the negotiation interview.

1.4.10 Offer of Employment

Once the recruitment process as detailed above for a position is completed, the finalized recruitment file plus the file of applications for the position under recruitment will be forwarded to the MRRD Human Resources Contracted Staff Department. No employment offer will be issued until and unless the MRRD HR has approved the recruitment file/report. Once the recruitment process is certified by MRRD HR, the programs HRD will issue the employment offer letter...

2.0 Employment

2.1 Full Time Employment

Employees of full-time employment status work full work-weeks and full work-days as described in Section 2.9 below.

2.2 Part Time Employment

Employees of part-time employment status work at least 18 hours per working week as described in Section 2.9 below. The schedule of working hours required of the part-time national employees will be determined by the contract. Part-time employees will not automatically be entitled to all the benefits stated in the policy handbook. Part-time employees are not automatically eligible to the benefits described in this policy handbook. These benefits will be determined through negotiations.

2.3 Temporary Duty Posting

MRRD may occasionally require temporary personnel assistance to handle increased workload, employee absences and/or specific technical or programming requirements. MRRD national employees may be called upon to take a Temporary Duty Posting (TDY) with another duty station. TDY assignments may cover periods from one week to three months depending on varying durations of the contract. MRRD supports the utilization of TDY assignments as an effective field operational tool and recognizes the cooperative spirit that must prevail in order to make these assignments possible. MRRD also recognizes the valued importance of the varied work experience acquired on a TDY assignment for its national employees.

2.4 Procedure

MRRD will assist the requesting department in identifying an appropriate national employee for a TDY. When a department anticipates the need for a TDY, it should complete, sign and submit to Human Resources Contracted Staff Department the TDY Form, available from the Human Resources Contracted Staff Department.

Human Resources Contracted Staff Department will contact the contributing department to recommend appropriate candidate(s) to the requesting department. Human Resources Contracted Staff Department will liaise with both the requesting department and contributing department director or his/ her designates in order to facilitate a successful match with a minimum of disruption to the employee's current work responsibilities.

Human Resources Department will forward a copy of the signed document to both the departments (the requesting and the contributing) and the employee. The request and agreement must be approved by Minister, Deputy Minister for Pillar or Program Manager of the requesting and contributing departments.

2.5 Employment Contract

An employment Contract is developed for each national employee working for MRRD. The Human Resources Contracted Staff Department is responsible to ensure that all national employees receive an Employment Contract, a job description and a hard copy of this Handbook. An original signed copy of the Contract and job description for all national employees will be kept in the employee's personnel file. Another original signed copy will also

be issued to the employee for his/her personal records.

The maximum duration of all MRRD contracted staff contracts is one year. However, there might be contracts of shorter duration depending on the type of position. The contract shall specify the following information:

1. The date when employment starts and ends.
2. Annual and/or monthly salary
3. The employee's title and duty station
4. Reference to the MRRD HR Policy Handbook as well as specific requirements and benefits of the employee as described in this Policy Handbook.
5. Signature on the agreement indicating the employee acceptance of this policy and terms of the agreement.

2.6 Contract Extension

Contract extension in MRRD depends on the availability of funds, and employee's performance. For national employees whose contracts are being extended, the same general conditions of employment will remain in effect unless otherwise stated. However, in all cases, contract extension for national employees is completely in MRRD's discretion. If MRRD wishes or does not wish to extend a national employee's contract, it will inform him/her prior to the expiration date of the contract according to following table:

All the contract extensions have to be approved by Minister and relevant Deputy Minister.

For more details please refer to the salary adjustment section.

Contract Duration	Prior notice
6 – 12 months	One month notice
Less than 6 months	One month notice

2.7 Probationary Period

All new national employees with six months or above contract will be given at least three-month probationary period during which their performance will be evaluated. National employees will receive regular pay during this period. There is no probationary period for consultants.

National employees serving in their probationary period will be treated as if other national employees.

2.8 Attendance

Every employee in MRRD is a part of a team no matter what his/her job is with MRRD. An employee's reputation for dependability is important to him/her and MRRD itself, and regular attendance is an essential function of his/her job at MRRD.

Absence from work places a burden on other employees. Excessive absenteeism, late comings regardless of the cause, cannot be tolerated and may result in disciplinary actions.

Absenteeism from work without notifying the supervisor for even one day may result in disciplinary actions if the employee has used all possible efforts in notifying his/her supervisor.

Attendance will be administered by HR through proper mechanisms including attendance sheet and timesheets. Employees who are required to use attendance sheet must sign the attendance sheet upon coming to (beginning of the day) and leaving (end of the day) the ministry. Employees who forget to sign the attendance sheet both/either at the beginning or end of the day will be considered absent.

In addition, employees who are required to use timesheets to track their attendance must complete their timesheets, approve them by their relevant supervisors and submit them to

Human Resources Contracted Staff Department by no later than 22nd of each month. Please refer to **Annex F for MRRD Timesheet Policy**.

2.9 Hours of Work

MRRD's working week is from Saturday to Thursday. Normal working hours required of all full-time national employees in MRRD vary depending on seasons as described below:

2.9.1 Summer:

From: April to September: Saturday to Wednesday from 8:00 to 4:00.
Thursdays' working hours are 8:00 to 1:30

2.9.2 Winter:

From: October to March: Saturday to Wednesday from 8:30 to 4:00.
Thursdays' working hours are from 8:30 to 1:30.

2.9.3 Ramadan:

Working hours may be adjusted during the month of Ramadan and announced to all the employees by Human Resources Contracted Staff Department.

2.9.4 Lunch Break

Lunch and pray time is from 12:00 PM to 1:00 PM.

2.10 Personnel Files

MRRD will maintain a file for each national staff member, which will contain:

1. Personal Information form (including address, and copy of ID);
2. Employment Contract and amendments attached to it;
3. Job description;
4. Updated Curriculum Vitae;
5. Salary history;
6. Leave records;
7. Performance evaluation records;
8. Credentials and testimonials; and
9. Correspondence exchanged between MRRD and the employee.

A national employee will have the opportunity, in the presence of staff from the Human Resources Contracted Staff Department to examine his/her individual personnel file. A copy of the information contained in the file will be provided upon the request of a national employee. In the event a staff member believes the information on file is inaccurate, he/she may add a statement to the file to document that opinion.

3.0 Salary

Salary for all national employees is determined based on experience and qualification of an employee upon his/her selection in the salary negotiation interview. All the salaries will be determined according to MRRD's salary scale for national staff.

3.1 Salary Adjustment

During a contract term, there will be no salary adjustment, i.e. salary increment, for a national employee. However, in case position of a national employee during a specific term is changed permanently with changes in responsibilities, his/her salary will be adjusted according to MRRD's salary scale for the national contracted employees. On annual basis, salaries of MRRD Contracted Staff will increase by 5% to cover the annual difference in cost of living regardless of performance. In addition, another 5% increment will be provided to employees with top performance, which will vary for other contracted employees with lower performances.

The performance assessment has to be filled and submitted to MRRD/Human Resources

department with specific recommendations such as salary increment, normal extension of contract.

The MRRD/HR department will review the assessment; it can propose the changes and if it was acceptable will forward it to the relevant Deputy Minister for initial approval which then will be forwarded to the Minister for final approval.

After the final approval the documents for Program Direct Positions will be sent to the relevant Program HR department to prepare the contract and submit to the MRRD HR for final approval by the MRRD Minister. MRRD/Human Resources Department is the only authority that can process the documents with in the Ministry as per these procedures.

For main Ministry Direct Positions, MRRD/HR will prepare the contracts for approval.

3.2 Salary Report

Human Resources Contracted Staff Department is responsible to submit the salary report to Finance Department by 25th each month to ensure a timely payment of salaries to the national employees.

3.3 Salary Payment

Salary is payable in equal monthly installments. All salaries will be paid in US Dollars or Afghanis as required by the financial policies of a program.

3.4 Taxes

Income Tax applies to all salaries and allowances paid by MRRD in accordance to Afghanistan income tax law. On behalf of each national employee, MRRD will remit the income tax deductions according to the Afghan Income Tax Law on all taxable salary and allowances.

4.0 Benefits

MRRD will not be responsible for all financial problems of an employee. However, at all the times, it will remain dedicated to making serious efforts to address its national employees' financial problems or concerns. MRRD encourages its national employees to develop and adopt sound financial plans so that they are able to be financially successful at their personal levels and avoid potential bankruptcy which might have negative impact on their job performance.

To be able to address its national employees' financial concerns at its highest level of commitment, MRRD will provide the following benefits, in addition to the salary, to its national staff to motivate them to work effectively and efficiently.

4.1 Hazard Allowance

The Hazard Allowance is designed to provide additional compensation above basic compensation to all MRRD national employees, where there exist conditions of civil war, insurrection, unstable security conditions, and remoteness when all these conditions pose a threat to physical well-being or imminent danger to the health or well-being of an employee.

All MRRD national contracted employees based in the following provinces whose job nature requires frequent travels to fields are entitled to this benefit as tabulated below:

Duty Station	Entitlement	Amount of Monthly Hazard Allowance
Category One: 1. Ghor	All provincial field employees	USD 40 / Month

2. Farah		
Category Two: 1. Logar; 2. Wardak; 3. Paktia; 4. Nuristan; 5. Nimroz; 6. Khost	All provincial field employees	USD 75 / Month
Category Three: 1. Helmand; 2. Kandahar; 3. Zabul; 4. Paktika; Kunar	All provincial field employees	USD 150 / Month

Hazard allowance policy is administered by MRRD Finance Department and will be paid to employees on monthly basis together with their salaries.

4.2 Salary Loan

A credit of one and one-half months' gross salary can be provided to the employee for exceptional and extraordinary cases. The credit must be repaid in a maximum of five (5) installments, beginning with the first salary after receiving the loan. The employee is limited to one salary loan per calendar year.

To request salary loan, employees should complete the Salary Loan Request Form and submit it to the Human Resources Contracted Staff Department. If the employee is eligible, Human Resources Contracted Staff Department will sign the request and send it to HE Minister/Program Manager for approval. The Finance Section will process the payments after receiving the approved Salary Loan Request Form.

4.3 Transportation

MRRD provides vehicles to its national employees for all work-related use. This includes use of vehicles for the purpose of taking national employees to the workplace, dropping them back at their lodgings and any other work related use during working or non-working hours. However, in case a personal need for the use of an MRRD vehicle based on an emergency situation arises during working hours, MRRD will provide vehicles to its national staff. This will be dealt with on case-by-case basis and MRRD does not guarantee to provide vehicles for personal use during the working hours at all time.

4.4 Educational Assistance

Educational Assistance is one of the ways of assisting employees to improve their core academic competencies and contribute to the success of MRRD. This assistance is not intended for the pursuit of personal interests or hobbies outside of an academic environment.

The institution providing the education must be recognized by the Government of Afghanistan Ministry of Higher Education. Educational Assistance is designed to reimburse employees for education that is pursued outside of normal working hours. Completion of a course does not imply that the employee's job status or salary will change.

To be eligible for Educational Assistance, the MRRD employee must meet the following

criteria:

- Be employed with MRRD for more than six months.
- Have a record of acceptable performance as indicated through the Performance Management Process
- Have no written disciplinary action during the previous 6 months
- Not all positions will be entitled to this benefit. The importance of the work of an employee as may be determined by HR is important in his/her eligibility to this benefit;

MRRD will pay in advance for 80% of a semester. Upon successful completion with documented proof of a passing mark, MRRD will reimburse the employee for the remaining 20% of the cost of that semester. Payment will include books or other materials submitted with a receipt.

Should the employee not complete the course, receive a failing mark, or leave MRRD prior to completion of the course, MRRD will consider all money paid for the course and materials as an employee loan which must be repaid. If the staff person remains as an employee, a suitable repayment plan will be established. If the employment is ended by the employee, MRRD has the right to collect repayment of the uncompleted portion of the course by withholding funds from final salary or leave payments or from the employee's severance pay.

After completion of the course, the employee must agree to continue employment with MRRD for a period of time at least 50% of the length of the course of study. If the employee voluntarily leaves prior to the end of that period, MRRD will require repayment of the course fees on a pro-rated basis.

To request Educational Assistance, staff must complete an Educational Assistance Request Form and submit this to their immediate supervisor. The supervisor will discuss this opportunity with the Human Resources Department. The Human Resources Contracted Staff Department will verify the request if it needs the above criteria and forward the request to the relevant deputy minister/program manager for approval. The factors to be considered by the Minister or relevant deputy minister will include the availability of funds in the MRRD budget and the fact that the pursuit of education will not impair the employee's ability to do his or her job.

It is important to note that this benefit is not automatic, that is, all employees are not eligible to this benefit. Employees who will be eligible to this benefit will be determined by Human Resources Contracted Staff Department. Factors to be considered by this department in choosing employees to use this benefit include the type of position the employee is holding and the importance of work he/she is carrying out.

4.5 Lost of Life

If an MRRD national employee dies under any circumstance (work-related or not), MRRD will provide the national employee's designated beneficiary with a payment of USD 5,000 for death related to work and USD 3,000 for death in conditions not related to work.

4.6 Travel

A national employee requested or requesting to travel will contact Human Resources Contracted Staff Department to complete the travel authorization form. The national employee will get the travel request approved by his/her direct supervisor or the relevant deputy minister before submitting it to the Human Resources Contracted Staff Department. All the travel request form must be approved by Security office at MRRD/Programs for security clearance purposes prior to the submission of form to the Human Resources Contracted Staff Department. After Human Resources Contracted Staff Department receives the approved travel request form, it will also sign it and submit it to the finance section for issuing travel advance

to the employee. A copy of this request will be kept in employee's personnel file for his/her records.

4.7 Per Diems

The per diem rate paid for overnight travel inside Afghanistan will be USD 10.

Per Diem rates for travels outside Afghanistan are based on the standard Afghanistan Government rates. Per Diem includes food, accommodation and any other expenses incurred by a national employee while on travel. All work-related transportation costs from the work station to the place of destination (inside or outside Afghanistan) or other work-related transportation costs incurred within the place of destination will be reimbursed against the invoices or bills to be provided by the national employee to Finance Section. It is important to mention that in case of travels outside of Afghanistan, no hazard allowance will be paid to the national employee.

Prior to traveling, national employees must complete the travel request form available from HR Contracted Staff Department. The number of days paid will be based on the number of nights away on official business.

In the event lodging and/or food costs are pre-paid or part of an all-inclusive price, the national employee will be reimbursed against actual official expenses not covered in the all-inclusive price stated above. After return from the travel, national employees are required to submit expense reports to the Finance Department for clearance of the travel advance no later than 7 work days after return from travel.

4.8 Mobile Phones

Many MRRD staff requires the use of a mobile phone for official MRRD business. For national employees requiring a mobile phone, MRRD will provide a phone.

To cover the cost of MRRD calls made on a mobile phone, MRRD will provide phone cards to national employees monthly according to the communication policy. Please refer to annex C for communication policy.

4.9 Job-Specific Training

MRRD supports training for staff to enhance and develop their specific job related skills. Staff development is tied to the Performance Management Process (see section 7.0 below). Through this process, areas for improvement or staff development are identified and training plans can be developed. In discussion with their immediate supervisor, staff should seek out training opportunities that are directly related their job duties and that address performance gaps or staff development plans as identified in the performance management process.

A request for training should be submitted to the immediate supervisor, who will consult with the Human Resources Department in approval of the training request. All training opportunities will be considered according to the following criteria:

- identification of needs: skill gap, enhanced/updated skills, or specific knowledge
- overall cost of training and time involved
- timing and availability of staff to attend

MRRD will pay all related expenses for training opportunities, including travel costs where appropriate.

To request a training opportunity, staff must submit a Training Request Form to their immediate supervisor. The supervisor will discuss this opportunity with the Human Resources Department. If the Human Resources Contracted Staff Department feels that the

staff needs training in order to fill performance gaps, it will forward the request to Relevant Deputy Minister/ Program Manager for approval.

The training request form is available from the Human Resources Contracted Staff Department.

4.10 Hospitalization Assistance

MRRD is concerned about the health and well-being of their staff. In case of injury of MRRD employee while carrying out official activities, MRRD will cover 75% hospitalization expenses not exceeding \$1500 per year of employment, as well as paid leave of up to 30 days to the employee.

4.11 Severance Pay

On monthly basis MRRD will deduct an amount equal to 10% of each national employee's base salary from employee's monthly base salary. At the beginning of employment each national employee will be required to sign an agreement expressing their willingness to contribute this amount. This money will be maintained by MRRD Finance Department through proper mechanisms. This amount will be paid only to employees separating from MRRD.

5.0 Leaves

5.1 Public Holidays

MRRD will observe all national public holidays as posted by the Government of Afghanistan. At the beginning of each Solar Year, the Human Resources Department will circulate to all staff a list of dates for all public holidays that will be observed by MRRD for that year.

5.2 Remoteness Leave

National employees those who have to travel at least one day with vehicle from their duty station to reach their family residence are entitled to 1.5 days of additional paid leave per calendar months. This leave should be used on accrual basis. Request for this leave must be made one week in advance according to the Leave Approval Procedure described in 5.6 below.

5.3 Annual Leave Vacation

The purpose of annual leave is to experience rest and renewal of body, mind and soul. Staff well-being and job performance benefit from vacation leave and MRRD strongly encourages staff to fully use the provisions of this policy.

- All MRRD national employees are entitled to paid annual vacation leave of 1.5 Working Days per month from the first day of employment with MRRD.
- Annual vacation leave will be used on accrual basis;
- Annual Vacation leave will not be taken during the probationary period of employment.
- At termination or the duly ending of the contract, no payment will be made to the national employee for or against the unused annual vacation leaves.
- All annual vacation leaves must be scheduled and approved by the immediate supervisor or the head of department.

5.4 Sick Leave

Sick leave is intended for national employees' illness and is not to be used for other purposes.

- All MRRD national employees may take up to one working day of paid sick leave per month from the first day of employment with MRRD.
- Sick leave will be used on accrual basis;
- If a national employee misses more than 3 consecutive days for reason of illness, he/she should inform his/her supervisor and must provide a doctor's certificate to Human Resources Contracted Staff Department.
- At termination, unused sick days will not be paid out to the national employee.

5.5 Unpaid Leave

Employees with twelve months contract are entitled to use a total number of 10 work days as unpaid leave. Unpaid leave entitlements for national employees with contracts less than 12 months are described below:

- Employees with contracts of 9-11 months are entitled to eight (8) work days of unpaid leave;
- Employees with contracts of 6-8 months are entitled to six (6) work days of unpaid leave.

If the number of unpaid leave of a national employee exceeds the specified number of days, appropriate disciplinary actions will be taken against the national employee by the Human Resources Contracted Staff Department in coordination with the national employee's supervisor including termination.

Unpaid leave will not be taken during the probationary period.

5.6 Maternity Leave

Maternity leave with pay for up to 40 calendar days around the birth of a child will be given for an employee who has been under contract with MRRD for at least six months. Maternity leave must be requested at least two months in advance. Any available Annual Leave or Sick Leave may be added to Maternity Leave.

5.6 Leave Approval Procedure

A request for approval of any kind of leave must be submitted and approved in advance of the time off. To allow for adequate coverage of program/department's operations, a national employee must submit an annual leave request to his/her supervisor at least two weeks in advance of the proposed time off.

The request for any kind of leave must be submitted in leave form to Human Resources Contracted Staff Department for verification prior to the approval by the employee's immediate supervisor.

After verification of leave by Human Resources Contracted Staff Department, the leave form will be forwarded to the employee's direct supervisor for approval. The approved leave form will be submitted back to Human Resources Contracted Staff Department for filing and

recording in the attendance sheet.

6.0 Health Certification

All national employees are required to provide a certificate from a licensed doctor of medicine (Doctor's Certification) to the Human Resources Contracted Department certifying that national employee is in good health, able to travel to and work in Afghanistan and is physically qualified to engage in the type of activity for which he/she is retained. The Health Certification document will be kept in the national employee's personnel file.

7.0 Performance Management Process

The purpose of the Performance Management Process is to manage and assess the performance of each national employee. It assists both the national employee and MRRD to achieve clearly defined goals. This process helps staff and supervisors to have a clear understanding of the job requirements and determine mutually acceptable performance objectives. With these objectives, supervisors use ongoing feedback and coaching to help staff reach their goals.

7.1 Goal of MRRD's Performance Management Process

- Align individual performance with MRRD's organizational objectives
- Encourage supervisors to provide balanced feedback and regular coaching
- Recognize individual achievements.

7.2 Employee Responsibility

Performance management is a partnership. To get the most value from this process, national employees need to:

- Focus on organizational results and their own contribution
- Actively participate in setting performance objectives, and follow through on their individual commitments ask for and listen openly to feedback from their supervisor and others
- Initiate professional development discussions, and
- Stay focused on their individual goals

7.3 Supervisor Responsibility

Supervisors are responsible for creating and sustaining an environment that supports our goals for performance by:

- Setting clear, measurable, and attainable Performance Objectives with input from national employees
- Providing honest and timely feedback to national employees, recognizing achievements, and tracking progress towards goals
- providing on job-training to the staff
- Initiating and conducting mid-term and final performance reviews
- Ensuring Human Resources receives completed and signed Performance Management Process Forms for each of their national employees

A guide for supervisors on setting objectives, providing feedback, and conducting the Performance Appraisal is available from Human Resources.

7.4 Performance Management Process

The Performance Management Process consists of the following steps:

1. Setting Performance Objectives
2. Mid-term Performance Reviews — "On-Going Feedback"
3. Final Performance Appraisal

Step 1: Setting Performance Objectives

The first step in this process is to clearly define Performance Objectives (what the employee will be held accountable for). As with every step in the process, this is a joint effort between

supervisor and employee. Normally a set of 5 to 8 Performance Objectives are sufficient to describe the most critical outcomes of a position. Objectives should be measurable, and indicate how performance of the job task will be assessed. In most cases performance objectives may be fewer than 5, and the final performance appraisal may focus on Section 2 of the PMP Form: General Standards of Performance.

This step should take place at the beginning of employment term of an national employee upon his or her hiring. It is important to specify that performance objectives for an employee should be set within the first week his/he employment with MRRD.

During this process the supervisor and national employee should also review General Standards of Performance (Section 2 of the Performance Management Process Form).

These standards apply to all national employees, regardless of position. It assesses qualities, interpersonal skills, and standards of performance that are common to all MRRD national employees. It is important that the employee understand prior to the appraisal period that these are standards upon which they will be assessed.

Step 2: Mid-term Performance Reviews: “On-Going Feedback”

It is critical that supervisors provide regular informal feedback sessions with national employees throughout their contract terms. Depending upon the position, this may be weekly, monthly or quarterly. If an employee is not meeting their Performance Objectives, the supervisor should address the issue in a timely manner, and not delay it until the final Performance Appraisal. A plan of action should be put in place to address the performance problem. Throughout the year, Performance Objectives can be reviewed and revised if changing conditions necessitate a modification.

Step 3: Final Performance Appraisal

The first phase of the final Performance Appraisal is the evaluation of the employee's progress. The appraisal is based on the employee's:

- Performance relative to their Performance Objectives
- Standard of performance relative to overall MRRD General Standards of Performance
- Additional achievements

The second phase of the Performance Appraisal is to create a development plan for the national employee. The goal of the development plan may be to improve on an area of performance, and/or to prepare the employee for advancement or job enrichment.

Performance Appraisals will be completed near the end of the fiscal year and conducted in a "face to face" meeting between the supervisor and the employee. The Performance Management Process Form is completed by the supervisor. The supervisor may also choose to review the appraisal with his or her manager for comments and ratings prior to meeting with the employee.

After the Performance Appraisal meeting, the supervisor will give a copy of the completed Performance Management Process Form to the national employee to review, make comments, sign, and return to the supervisor. The supervisor will then review any national employee comments, sign the form and send the original to Human Resources for the national employee's personnel file.

7.5 The Performance Management Process Form

The Performance Management Process Form is available from Human Resources. The form is comprised of the following four sections:

Section 1: Performance Objectives (Job Tasks and Standards)

List of 5 to 8 Performance Objectives to be completed in the fiscal year, including statements of how performance will be measured.

Section 2: General Standards of Performance

Qualities, interpersonal skills, and standards of performance that are common to all MRRDD national employees.

Section 3: Development Plans and Career Plans

Action plans to address areas of weakness identified in the evaluation process, (for example: training programs, one-on-one coaching, participation in workshops, courses, etc.) These may also include the national employee's career interests and areas of professional growth.

Section 4: national employee Comments

Provides a space for national employee's comments and a signature.

8.0 Confidentiality

The national employee should not, either during the contract term or within two (2) years after the expiration of the Contract, disclose any proprietary or confidential information relating to the Project, the Services, the Contract, or the MRRD's business or operations without the prior written consent of the MRRD.

9.0 Use of MRRD Property

MRRD national employees should be aware that all MRRD equipment and resources, including but not limited to office machines, computer hardware/software, vehicles and Internet and e-mail communications are the property of MRRD to be used only for MRRD related work. MRRD strongly prohibits the personal use of all these properties by its employees except for extraordinary and exceptional circumstances as may be identified by HR Contracted Staff Department.

9.1 Materials and Documents

All plans, drawings, specifications, designs, reports, and other documents and software submitted by the national employee shall become and remain the property of MRRD and the national employee should not later than upon termination or expiration of the Contract deliver all such documents and software to the MRRD together with a detailed inventory thereof. A national employee may retain a copy of such documents and software after receiving a written permission from MRRD. Restrictions about the future use of these documents is specified above in Section 8.0 Confidentiality.

9.2 Information Technology Equipments

The use of MRRD IT resources and equipments is governed by MRRD Information Technology Policy developed and implemented by the Information Technology and Communication Department of MRRD. Please refer to **annex A for Communication Policy**.

10.0 Grievances

A grievance arises when a national employee has a concern of complaint against a fellow employee (including direct or indirect supervisor) an MRRD policy or its application which he/she believes is unfair, inequitable or a hindrance to his/her effective job performance. An employee having grievance should follow these steps in order to address his/her grievance:

Step I: Every possible effort should be made by the national employee and his/her immediate supervisor to resolve the situation. If this is unsuccessful, the grievance should be discussed with the next highest manager to address the grievance. If this also fails, the national employee will be required to take the next step described below:

Step II: . After the first step does not address employee's concern, he/she should discuss the issue with Human Resources Contracted Staff Department. For this, employee is required to obtain the Grievance Form available from Human Resources Contracted Staff Department, complete and sign it before submitting to this department. Human Resources Contracted Staff Department will make serious efforts to address employee's concerns through using all possible ways of negotiations.

11.0 Discipline

When work performance is unsatisfactory and/or MRRD Human Resources Policies are violated, national employee's supervisor, in coordination with the Human Resources

Department will enforce the following progression of disciplinary actions:

- a) Verbal warning;
- b) Written warning;
- c) Disciplinary probation period;
- d) Suspension;
- d) Termination.

In case of written warnings, the Human Resources Contracted Staff Coordinator together with employee's supervisor will sign the written warning before issuing it to the national employee.

However, as an exception to the following under certain conditions the direct supervisor of the national employee and the Coordinator Human Resources Contracted Staff Department will recommend immediate dismissal. These conditions are elaborated on in Section 12.1 below.

12.0 Employment Termination

It is MRRD's goal that no national employee be unfairly dismissed. Each national employee will receive objective performance appraisals, counseling and training. Continued employment with MRRD will depend on the national employee's performance, general conduct on the job and availability of funding.

The reason for termination is based on just cause according to Afghanistan's Labor Law. These conditions may include:

- Continued poor performance after the disciplinary probation period as provided for in Section 2.7 above.
- Violation of the Code of Conduct specified in Section 1.0 after all the necessary disciplinary actions are taken.

12.1 Termination by the Employer

The Employer may terminate the national employee by no less than thirty (30) days' prior written notice to be given after the occurrence of any events specified above in this section.

As an exception to the above-noted prior written notice, the employer may immediately terminate the employment under the following conditions:

- A. If the national employee, in the judgment of the Employer has engaged in corrupt or fraudulent practices in competing for or in executing the contract.

For the purpose of this clause:

"Corrupt Practices" means the offering, giving, receiving or soliciting of anything of value to influence the action of a public official in the selection process or in contract execution.

"Fraudulent Practices" means a misrepresentation of facts in order to influence a selection process or the execution of a contract to the detriment of the employer, and includes collusive practices among national employees (prior to or after submission of proposals) designed to establish prices at artificial non-competitive levels and to deprive the employer of the benefits of free and open competition.

- B. If the national employee violates any domestic or foreign law, applicable to the work of the ministry as specified in Section C (Code of Conduct 1.1)
- C. If the national employee furnishes or accepts, directly or indirectly, on behalf of MRRD, expensive gifts or provide excessive entertainment or benefit to other persons as specified in Section C (Code of Conduct 1.2)
- D. If the national employee participates, whether directly or indirectly, in any bribes, kickbacks, illegal gratuities, indirect contributions or similar payments as specified in

- Section C (Code of Conduct 1.3).
- E. If the national employee uses his/her employment status to obtain personal gain from those doing or seeking to do business with MRRD as specified in Section C (Code of Conduct 1.4);
 - F. If the national employee alters any of the financial documents for his/her personal interests;
 - G. If the national employee uses drugs or mind altering substances in even very small amount at workplace; and
 - H. If the national employee uses culturally insensitive language or behavior towards other national employees or the public at workplace or outside the ministry;
 - I. Violation of Sexual-Harassment policy as specified in Section 13.1 below.

In all above-noted conditions the minister/the relevant deputy minister will approve the final termination.

For Program Direct Positions, the termination request along with the detailed reports and evidence will be submitted to the MRRD Human Resources Department for Contracted Staff. The report will be studied by the MRRD/HR and if it was justifiable and was in accordance to the MRRD/HR guidelines will forward it to the relevant Deputy Minister for initial approval which then documents will be sent to the Minister for final approval of termination of Employment.

The documents will be processed and channeled by MRRD Human Resources Department.

12.2 Termination by the national employee:

A national employee may terminate the employment, by no less than thirty (30) days' prior written notice to the Employer. However, for senior positions such as Head of Department, Deputy Head of Department, Head of Unit and Deputy Head of Unit, employees are required to give a prior notice of 45 days before leaving the ministry.

12.3 Payments upon Termination

Upon termination of the employment by either of the parties, the employer will make the following payments:

- Salary: Salary will be provided up to the date of termination.
- Severance pay.

Payment of the final salary and the severance will be made to the departing employee after all outstanding dues and expenses are cleared. This requires the employee to complete the Exit Form before submitting it to Human Resources Contracted Staff Department. After the Human Resources Contracted Staff Department receives the completed Exit Form, it will request the Finance Department to process the payment of final salary and severance pay to the departing employee.

13.0 Anti-Harassment.

MRRD strictly prohibits all forms of harassment directed to any of its national employees by anyone, including any supervisor or co-worker. Harassment consists of unwelcome conduct, whether verbal, physical or visual, that is based on a person's protected status, including sex, color, race, ancestry, religion, national origin, disability, health status, sexual orientation, or other protected conduct that effects employment conditions, that interfere unreasonably with any individual's work performance or creates an intimidating, hostile, or offensive work environment.

Any national employee who believes he or she has been subjected to, or has witnessed harassment is encouraged and requested to report the offence to the Human Resources Department on a confidential basis, providing such details as the name of the suspected harasser, date of the offence, location, and type of harassment committed.

The Human Resources Department will investigate the complaint on a confidential basis to determine whether MRRD's harassment policy has been violated and, if so, appropriate disciplinary procedures will be taken, including immediate dismissal.

13.1 Sexual Harassment

In addition to the Anti-Harassment policy, MRRD believes that sexual harassment should receive special recognition. MRRD promotes the right of every national employee to work in an environment free of sexual harassment. To this end, sexual harassment by and of national employees is prohibited and this policy applies to all MRRD national employees.

Sexual harassment is defined as any unsolicited and unwelcome sexually oriented behavior, which may include, but is not limited to, the following:

- a. An implied or expressed threat of punishment for refusal to comply with a sexually oriented request,
- b. A demand for sexual favors in return for (continued) employment or more favorable employment treatment,
- c. Demeaning and unwelcome remarks, jokes or verbal abuse of a sexual nature, about a person's attire, body or sexual orientation,
- d. Displaying of pornographic or sexist pictures or materials,
- e. Unwelcome physical contact or offensive gestures.

Employees encountering sexual harassment shall report the incident(s) (including dates, time and nature of the behavior and any witnesses) to their direct supervisor or the Human Resources Department.

Human resources department shall ensure that all complaints regarding sexual harassment are investigated promptly and take whatever steps are necessary to have the harassment stopped and necessary disciplinary action will be taken, up to and including termination. In all cases, the Coordinator of Human Resources Contracted Staff Department must be notified of the harassment.

14.0 Orientation

All national employees are provided with internal orientation and training during their probationary period as appropriate for their position. This will be coordinated with the direct supervisor and Human Resource Department. Orientation topics will include:

- Introduction to staff and facilities at MRRD;
- MRRD's history, philosophy and organizational structure;
- National HR Policy Handbook and other administrative procedures;
- Job content and responsibilities;
- MRRD's programs and donors; and
- Other information as necessary.

15.0 Internship

The purpose of internship policy of MRRD is to enable new graduates to acquire experience in a practical area of work, develop awareness, understanding and skills needed to achieve core competencies and provide MRRD with assistance of qualified graduates or students specialized in various professional fields. Please refer to **Annex E for Internship Policy**

16.0 HIV/AIDS

The purpose of this policy is to state that MRRD does not discriminate against national employees with HIV/AIDS. It is also to ensure the appropriate management of national employees exposed to or infected with the disease. MRRD recognizes that, because of the

stigma associated with HIV/AIDS, it can create challenges in the workplace. HIV/AIDS is not transmitted through casual contact, so there is no risk of transmission in the workplace. In order to safeguard the rights of people living with HIV/AIDS and relieve concerns that other national employees may have, we have developed the following policy guidelines for handling situations related to HIV/AIDS.

MRRD is committed to maintaining a safe and healthy work place for all national employees. MRRD respects national employees' right to confidentiality in the workplace. A national employee is not obliged to inform MRRD of his or her physical condition, such as HIV/AIDS. If the national employee chooses to disclose this information, it is to be kept private and confidential. In most cases, at the national employee's consent, only managers directly involved in providing assistance or arranging benefits may need to know a national employee's health status, and they are required to keep the information confidential. Anyone else, who acquires such information, even if told directly by the national employee, should keep the information confidential and not discuss it or share it with others.

MRRD recognizes that, as a result of their illness, national employees with HIV/AIDS may have special needs that should be accommodated in the workplace. MRRD will treat HIV/AIDS like other illnesses in terms of national employee policies and benefits, and leaves of absence. National employees living with HIV/AIDS will be treated like national employees with other disabling conditions: with compassion and understanding.

Employees may continue to work or return to work after a period of disability as long as they are able to perform their duties safely and in accordance with performance standards. Disabled national employees are responsible for asking for assistance, if required. MRRD will respond to national employees' changing health status by providing reasonable accommodations at workplace.

Recognizing the need for all national employees to be informed about health and safety issues in the workplace, MRRD will provide education to national employees about HIV/AIDS.

Co-workers are expected to continue to maintain effective working relationships with any national employee with HIV/AIDS.

Co-workers who refuse to work with, withhold services from, harass or otherwise discriminate against a national employee with HIV/AIDS will be subject to the same disciplinary procedures that apply to other policy violations.

Every situation is different; therefore, each will be handled on a case-by-case basis to correspond the needs of the national employee and the organization.

17.0 Crisis and Security

MRRD is committed to giving prompt and appropriate attention to crisis or emergency situations that may include, but are not limited to robbery, embezzlement, kidnapping, accidental deaths, political violence, medical emergencies and disasters. MRRD Security Department is responsible to develop, maintain and implement comprehensive security policies and procedures that include all possible security situations and prudent measures to be taken by MRRD in such situations.

MRRD Security Department is responsible to ensure every national employee has received the required training and understands security policies and measures and apply prudent measures in all security situations. Please refer to Annex B for MRRD Security Policy Manual.

E. Annexes

- Annex A. IT Policy
- Annex B. Security Policy
- Annex C. Communication Policy

Annex D: Salary Scale
Annex E: Internship Policy
Annex F: Timesheet Policy