



## MOTHERS AND MAGINALISED ADVOCACY CENTRE

### PERSONNEL POLICIES AND PROCEDURES

# CHAPTER 1: INTRODUCTION

**1.1 PURPOSE OF MANUAL** This Personnel Manual is intended to inform MAMA Centre’s employees of the personnel policies of the organization and provide general information on employee benefits. The policies and the benefits package described in this manual are subject to periodic review. MAMA Centre may amend, modify or eliminate benefits, work rules or policies described here at any time and without prior notice. Employees will receive written notification of changes to these policies, as well as new policies, as they are established, and where possible, be informed in advance and/or consulted.

This manual does not constitute an employment contract, nor do the policies and procedures expressed herein constitute contractual commitments by MAMA Centre. Consequently, the contents of this manual do not constitute an express or implied contract of employment or an entitlement to any benefits. Employees may be officially hired only through the signing of appointment letters by the Executive Director or his/her designee.

In the event that there is a discrepancy between this manual and statements made by a supervisor or other organizational representative, this manual takes precedence. If you have any questions about the policies in this manual, please ask your supervisor for clarification. Policies contained in this manual may be amended during a formal policy review process or between reviews, but only with the approval of the Executive Director and Board Members.

All employees are required to acknowledge that they have read and accepted the manual via their signature on the standard Personnel Manual Receipt Acknowledgment form on file with the Administration Department.

## **1.2 MAMA Centre’s Values, Mission, Goals and Vision**

### **1.2.1 Mission**

“Women and marginalized groups participate in governance and economic resources are distributed equitably”.

### **1.2.2 Vision**

“A world where women are involved in decisions making for sustained development”

### **1.2.3Motto**

“Giving voice to marginalised”

**1.3 Respect for Local Labor Law:** It is MAMA Centre’s policy to respect laws and regulations in force in Nigeria. The Centre will operate in accordance with these laws, to the best of the organization's knowledge and ability to comply. For any labor issues not specifically addressed in this manual, relevant provisions of the Labor Law of Nigeria will be applied.

**1.4 Violation of Policies:** All employees are expected to follow the policies and procedures listed herein at all times. Employees found to be in violation of MAMA Centre’s policies will be dealt with in accordance to the processes set forth in Section 2.7.7.

## **CHAPTER 2: EMPLOYMENT POLICIES**

2.1 Staffing Characteristics: MAMA Centre places very few restrictions on who can apply and work for the organisation. At minimum, the potential employee must be of legal age and must possess legal authority to work in Nigeria.

In addition, to avoid any possible conflict and conflicts of interest in a small program office, relatives, spouses and domestic partners of current employees are not eligible for employment. In extremely rare circumstances, exceptions can be made to this policy only at the Executive Director's discretion, only when the justification is well documented.

2.1.1 Equal Employment Opportunity and Diversity Mama Centre is committed to the principle of equal employment opportunity. It is MAMA Centre's policy to recruit, hire, train and promote individuals, as well as administer any and all personnel actions without regard to race, color, religion, ethnicity, creed, age, gender, sexual orientation, national origin or ancestry, marital status, family responsibilities, political affiliation, HIV/AIDS status or disability, in accordance with applicable laws. Any incident or situation believed to involve discrimination should be brought to the immediate attention of the Executive Director for investigation and appropriate corrective action. Where inequities do exist or develop, Mama Centre will seek to carry out appropriate affirmative action in order to achieve a balanced representation of women and minority groups at all staff levels in order to reflect the rich ethnic, cultural, and social diversity of Nigeria.

2.1.2 Persons with Disabilities MAMA Centre judges individuals by their abilities, not their disabilities, and seeks to give full and equal employment opportunities to all persons capable of performing successfully in any position.

A disability is defined as a physical or mental impairment that substantially limits one or more of the major life activities of an individual. MAMA Centre will treat all information concerning an individual's disabilities, and his or her need with the utmost discretion. It is our wish to provide conducive working space for persons living with disability to thrive.

As an equal opportunity organization, MAMA Centre does not discriminate in the area of employment against persons living with disability.

### **2.2 Staff Categories**

2.2.1 Employees Employees hired under fixed-term contracts of one-year or more for full-time work of 8 hours per day and 40 hours per week, and who are classified according to the MAMA Centre's Local Compensation Plan, are also compensated according to that plan. These staff members are eligible for full coverage under MAMA Centre's benefits, subject to the terms, conditions and limitations of each benefit program.

2.2.2 Consultants: The consultant category encompasses anyone who works with MAMA Centre on a basis that is less than fulltime, less than a year, or for general support services. This category includes part-time staff, consultants, interns and National Youth Service Corps volunteers. The contract for these individuals cannot exceed a term of one-year at a time. However, at the end of each term, it is renewable for another year (or less) at MAMA Centre's discretion. Generally, consultants are not eligible for most benefits. However, consultants who have had their one-year

contracts renewed by MAMA Centre for two years (or otherwise at the Executive Director's discretion) are eligible for severance and health insurance, as well as a small housing stipend.

Consultants, Volunteers and Liaison Officers are not employees of MAMA Centre are independent actors who are hired by MAMA Centre through contractual arrangements specifying the period of the contract, the nature of the assignment, including deliverables, and the terms thereof, including length of service and compensation. The compensation rate may be limited by the guidelines of donor organizations with which MAMA Centre has a grant, contract or cooperative agreement. Fees are determined by the Executive Director or his/her designee and the consultant/volunteer prior to the assignment, and are based on type of work involved and the consultant's previous salary or rate levels. MAMA Centre may withhold taxes from consultants, based on Nigeria's taxation law.

MAMA Centre recognizes the benefit of young practical experience and, may from time to time engage Corpers under the National Youth Service Corps scheme. Corpers so engaged occupy one year, full time positions except the mandatory NYSC CDS day, and must be selected and managed in accordance with the NYSC requirements/policies. Students and otherwise qualified candidates seeking for internship positions may also be engaged as interns for not more than six months. Compensation and job descriptions for both positions are determined at the commencement of the engagement and communicated via the appointment letter.

## **2.3 Hiring Practices**

2.3.1 Recruitment Process Selection of new full-time employees will be based on how well an applicant's experience, education and past job performance relates to the requirements for the position. All personnel selections will be made in accordance with MAMA Centre's commitment to equal opportunities. MAMA Centre will seek individuals who best match the skills and qualifications posted in the job description. Recruitment of full-time permanent staff must be competitive and transparent to ensure selection of the best possible candidate. The steps laid out in this section describe the normal process to be followed in order to ensure this.

First, to initiate the recruitment process, the supervisor prepares a position description for the proposed full-time staff position. These must be submitted to the Executive Director for review and approval.

Second, every effort should be made to encourage qualified, high caliber candidates to apply, so MAMA Centre should distribute the announcement as widely as is feasible. This might include distribution to other organizations, posting on the MAMA Centre's website, etc. In addition, MAMA Centre encourages staff to seek advancement opportunities within the organization. Notices of job openings within MAMA Centre will be circulated internally so that present employees have adequate opportunity to present themselves for consideration along with outside candidates.

Next, a short-listing of candidates based on qualifications and experience will be completed to determine candidates to be interviewed. Interview expenses if any will be determined by the Executive Director.

MAMA Centre will utilize a selection committee consisting of a minimum of two people to conduct interviews for full time staff positions. In addition to an oral interview, applicants may be asked to take a written test and/or prepare a presentation based on the requirements of the position. Relevant scoring sheets will be developed and shared within the committee for the interviews. While the comparative score will be the primary determinant, the selection committee may consider other non-scored attributes or intangibles for the candidates (e.g., start date availability, gender balance,

etc.). If the selection committee cannot reach a consensus choice, the final decision will be made by the Executive Director.

In rare circumstances (such as a returning employee, an individual written into a proposal, or the hiring of someone whose work is already well known to the organization) the Executive Director can authorize the hiring of someone without the use of the full competitive process described above. However, the detailed justification for the decision must be written for the file.

**2.3.2 Employment Contracts** Final offers of employment are made after appropriate employment verifications and reference checks have been made. No offer of employment will be effective without written approval of the Executive Director or his/her designee. Selected candidates will receive appointment letters describing the terms and conditions of their employment. Before beginning work with MAMA Centre, the selected candidate is expected to read and accept his/her position description, the terms and conditions of his/her employment and the policies and procedures described in this manual. The candidate will signify this by signing his/her appointment letter.

The candidate will be required to write an acceptance letter for MAMA Centre within five working days after signing the offer letter. The Employment contract will be between an employee and MAMA Centre. A valid contract must be signed by the employee and the Executive or his/her designee. The employment contract will indicate the type of contract, probation period, the job description, supervision and other related information.

Employment positions with MAMA Centre are at will – that is, they are for no definite duration, unless otherwise stipulated in a specific employment agreement. This also means that both the employee and MAMA Centre may terminate the employment relationship at any time, with or without notice, and for any lawful reason. Nothing in this manual or in any other policy, procedure or oral statement shall limit the at-will nature of the employment relationship. The at-will nature of the employment relationship can be altered with the express written consent of the Executive Director.

**2.3.3 Recruitment Incentives** At the discretion of the Executive Director, MAMA Centre can pay recruitment incentives such as payment of up to three month's basic salary to compensate for income lost by employees who opt out of notice requirements in their contracts. This can be done if the Executive Director determines that it is in the best interests of MAMA Centre to hire personnel sooner than the end of their notice requirements. Recruitment incentives can also include relocation expenses, which are entirely up to the discretion of the Executive Director to allow and authorize, provided there is sufficient funding in the organization's budget(s).

## **2.4 Employment Procedures**

**2.4.1 Orientation:** An Induction and orientation program will be conducted for all new members of staff. The orientation program will be conducted by the Admin Officer or his/her designee, Program Staff, Communications and Monitoring & Evaluation Officer. The employee will be given an induction package inclusive of this personnel manual, policies (such as the fraud policy) for signature, relevant standard MAMA Centre forms (such as travel advance requests and leave requests), and all other required paper work (e.g. pension and medical plan enrollment). The Admin Officer will give a tour of MAMA Centre's offices, introduce the new staff to all employees and arrange for him/her to meet with different program members for a brief explanation of their team activities. The immediate supervisor of the new employee will explain the detailed functions and responsibilities of the position as listed on the position description, as well as share any relevant program documents.

Additional content of the new employee orientation to be shared by the Admin Officer includes:

- Background information on MAMA Centre and its programs.
- The organizational structure of MAMA Centre
- The roles and responsibilities of each MAMA Centre department
- All MAMA Centre's personnel policies and procedures covered in this manual (including a detailed discussion of benefits and attendance expectations)
- Any additional relevant policies and procedures not described in this manual (such as procurement and compliance, Financial Policy, Petty Cash, and Memo writing)
- Security and emergency procedures
- Staff contact information
- How to access and use MAMA Centre's information systems such as e-mail and shared drives

**2.4.3 Probationary Period** At the beginning of their employment, all new employees shall be subject to an introductory period of three months' probation to orient them to MAMA Centre's business and personnel. During this introductory period, the supervisor may periodically review the employee's performance. At the end of the introductory period, the employee's supervisor will review the employee's performance to date. Based on employee's performance, the employee may have his/her contract of employment confirmed, the probation period may be extended, or the employee's employment agreement with MAMA Centre terminated.

Like all other employees, employees in their introductory probation period work may be discharged or resign during the first three months of employment, or any time after the introductory period, for any reason or no reason, with or without notice. Any employee resigning during their probation period will not receive any additional compensation, severance, or payment for unused leave.

Employees may generally not take vacation during the initial ninety days of employment; however, an employee may use leave without pay with advance written approval from the employee's supervisor.

#### **2.4.4 Employee Files:**

Immediately upon hiring, the Admin Officer will set-up files for each employee. These will be maintained throughout the employment of the staff person, and will contain:

- Personnel Records Control Form
- Employee's name, address and telephone number
- Emergency contact information
- Resume/CV and bio-data form
- Offer Letter (signed by the Executive Director and the employee)
- Employment Contract (signed by the Executive Director and the employee)
- Job description
- Employee-signed Conflict of Interest Statement
- Employee-signed Code of Ethics Statement
- Employee-signed Confidentiality Statement
- Employee-signed Drugs in the Workplace Statement
- Employee-signed Fraud Policy
- Any other required MAMA Centre policies

- Written Performance Evaluations
- Personnel Action Forms
- Written disciplinary warnings
- Other documentation related to the hiring and employment of the individual
- Information related to employee's professional development/training
- A record of assets in the employee's care (complete with inventory numbers and an asset audit upon departure from MAMA Centre)

It is necessary to maintain records with accurate personal information for each employee for a number of reasons, including the administration of a proper benefits program. It is the responsibility of each employee to inform MAMA promptly of any change in address, telephone number, marital status, and number of dependents, beneficiary designation, or anything else that would affect employee benefits or the ability to make contact quickly. Such changes should be submitted in writing to the Admin Officer.

Personnel files are considered confidential and, therefore, are locked in a secure location. Access to personnel files is limited to the Executive Director and the Admin Officer. MAMA Centre's employees may, at any time, examine their personnel files in the presence of the Admin Officer. The employee may request copies of their records but may not remove any item from the file.

#### **2.4.5 Job Description**

Each employee will have a written job description, which delineates the position title and the supervisory relationship involved, as well as a brief summary of overall responsibilities and duties to be performed. Such descriptions may be revised by MAMA Centre at its discretion, depending on the needs of the organization.

#### **2.5 Schedule and Attendance**

2.5.1 Regular Hours MAMA Centre's standard work week for full time employees is 40 hours, Monday through Friday, although the hours that each employee actually works may vary according to position, program needs and supervisor approval. The official work week begins Monday morning 12:01 and ends on Friday at 12:00 midnight. The individual's day begins when the employee comes in at his/her designated scheduled time, as approved by his/her supervisor, and ends eight working hours later. MAMA Centre's public office hours are 8:30 a.m. to 5:30 p.m. All employees are expected to be present at the office during working hours unless the absence is authorized by the employee's supervisor. When these office hours are unsuitable to accommodate certain meetings or purposes, individuals will be required to be present during non-public hours. All efforts, however, will be made to keep this to a minimum.

The standard work day is eight hours, plus one hour for lunch. Employees are encouraged to take up to the full hour for lunch, but are expected to put in an eight hour day regardless of whether lunch is taken, and regardless of whether start or end time has deviated from the employee's regularly scheduled work hours. Lunch break should normally be taken at some point between 12:00 pm and 3:00 pm. In case an employee is out on business appointment during this time, the lunch hour can be taken when the employee returns to the office. If the employee will be out of the office on a combination of business and lunch time, the employee must notify their supervisor in advance.

**2.5.2 Unexcused Absences/ Tardiness:** An unexcused absence is the failure to report for and/or remain at work as scheduled. This includes late arrival at work and early departure. Absence includes all time lost from the job whether excused or unexcused, avoidable or unavoidable.

It is each employee's obligation to notify his/her supervisor and the receptionist, as far in advance as possible, whenever the employee will be late or absent, and to advise of the time of expected return to work. If the supervisor is not available, the employee must inform the receptionist, including a telephone number where the employee may be reached.

The absence of one employee places an added burden on his or her co-workers. MAMA Centre may take a number of steps to correct an irresponsible, chronic absentee problem. These steps may include private, individual counseling between supervisor and employee, verbal warnings, written warnings and, ultimately, discharge.

In regards to tardiness, MAMA Centre pays an employee for a full day of work. This requires employees to be present and ready to begin work at their normal starting time and, with the exception of their scheduled lunch break, remain for their normal hours of work. Occasionally a situation may arise that will delay an employee in his/her efforts to get to work at the proper time. Tardiness is defined as reporting to work 15 minutes or more after normal starting time or leaving 15 minutes or more before regular closing time.

Employees who, because of personal business, must be absent from work for an hour or more should arrange with their supervisor to be excused. Supervisors, however, are not obligated to approve payment for any tardiness if, in their opinion, the reason for the lateness is not acceptable. MAMA Centre may take a number of steps to correct an irresponsible, chronic tardiness problem. These steps may include private, individual counseling between supervisor and employee, verbal warnings, written warnings and, ultimately, discharge.

**2.5.3 Flex-time** In order to maintain a proper work/life balance and to be responsive to employees with personal commitments such as young children, MAMA Centre will in some cases allow flex-time schedules where it is reasonable and practical to do so, and where operational needs will not be adversely affected.

Flex-time allows an employee to work extra hours either before MAMA Centre's regular start time of 8:30 am, during the day by skipping a lunch hour, or after the regular closing time of 5:30 pm. At no time should an employee work less than 40 hours per week. However, by working extra hours early, late, or through lunch, an employee can use a flex-time schedule to then arrive later or leave earlier than normal business hours. At no time should an employee arrive later than 9:30 am or leave earlier than 4:00 pm.

Employees may apply flex-time in one of four ways:

- Arrive and leave early each day, while still maintaining an 8 hour workday
- Arrive and leave late each day, while still maintaining an 8 hour workday
- Take up to 2 hours for lunch, while arriving either early, late, or both so as to maintain an 8 hour workday

Because MAMA Centre must maintain overall coverage of services and office hours, not every employee may be able to take advantage of flex-time, and not every employee in each department



will be able to work similar flex-time schedules. Therefore, supervisors will have to carefully examine the flex-time schedules which their employees request, so that they can coordinate work schedules which ensure ample employee coverage during regular MAMA Centre hours of 8:30 am to 5:00 pm. Requests for flex-time schedules must be submitted in writing to the supervisor and approved by both he/she, as well as the Executive Director.

Flex-time allows individuals to organize their own lives more effectively, but it must be recognized that it places an additional burden on colleagues. Therefore, it is important to maintain a clearly defined flex-time schedule that changes infrequently, if at all, and only with the approval of a supervisor and clear communication to the rest of the staff. MAMA Centre's employees must know when they can rely on their colleagues to be in attendance in order to coordinate interrelated tasks. Therefore, once an employee signs up for a particular flex-time schedule, the individual is expected to work that schedule in a consistent manner. Flex-time schedules will be placed in a central, easily accessible location so that all employees stay aware of each other's work schedule.

Flex-time is a privilege, not a right. As such, if the privilege is abused (e.g., by not consistently following the agreed upon schedule) or if it fails to provide adequate coverage, it can be taken away for both individuals (at the discretion of the supervisor) and for the entire staff.

Trust is a big factor in the success of this policy; supervisors must feel confident that employees will not abuse the benefits that are inherent in a flex-time schedule. However, it is still the responsibility of supervisor to verify and ensure performance of employees with flex-time schedules. Any supervisor that approves a flex-time schedule will be required to spot-check each employee's attendance personally at least once a month.

**2.5.4 Compensatory Time:** Since most MAMA Centre's employees are not eligible for overtime pay (see section 2.6.2), they may take time off in compensation of overtime worked equivalent to hours worked in a month that are in excess of the month's expected required hours. The employee must seek written approval in advance from the supervisor, and document the time appropriately on the timesheet.

The amount of compensatory time claimed cannot exceed the actual hours of overtime worked (e.g. two hours of work-related travel on a weekend does not accrue a full day of compensatory time). In addition, the number of compensatory days claimed cannot exceed three per month. Time off in compensation of excess hours worked in a month must be taken within 30 days of the overtime activity. It can be carried only to the next 30 days upon approval by the supervisor.

**2.5.5 Documentation of Hours Worked:** Employees are required to sign in and out daily in the attendance register at the front desk. When working outside the office or attending a meeting outside the office, employees must sign the movement register at the Admin Office.

Repeated failure to sign the register may result in withholding payment of salary and disciplinary action.

**2.5.6 Holidays:** MAMA Centre has established a policy of observing all official holidays recognized by the Federal Government of Nigeria, a total of 13 dates. Additionally, days will be

recognized during the course of the year for unexpected holidays declared by the Federal Government of Nigeria.

The following holidays are recognized:

- New Year's Day January
- Id-el-Kabir (2 days)
- Good Friday March/April \*
- Easter Monday March/April\*
- Id-el-Maulud April \*
- International Worker's Day May 1
- Democracy Day May 29
- Independence Day October 1
- Id-el-Fitri (2 days)\*
- Christmas Day December 25
- Boxing Day December 26
- 2 Flex Holidays
- Likely taken between Christmas and New Years

Holidays identified by asterisks are subject to change, and MAMA Centre will recognize them on the date they are declared by the government. For those holidays falling on a Saturday or Sunday, an alternative day will be selected by the Executive Director based on government declaration, when applicable. Whenever possible, the Admin Officer will officially inform all staff as to the expected dates of each holiday (e.g., when the flex holidays will be used, or whether a weekend holiday will be honored on a Monday or a Friday). In the case where the government unexpectedly declares a shift in a holiday from the date of which staff had previously been informed, staff members may either take off on the date the holiday was originally designated, or the date it was moved to, but in no case should the employee take off both the new and old dates.

In some cases, holidays may be observed in the middle of the week instead of attached to a weekend. In such cases, MAMA Centre wishes to be flexible to allow employees the maximum possible opportunity to enjoy an uninterrupted holiday. Therefore, employees may (only with supervisor's approval, and only when the request does not leave the office uncovered during non-holidays) request to be allowed to observe a holiday or holidays attached to a weekend (provided that the observance takes place within seven days of the holiday's actual date.) In addition, solely at the discretion of the Executive Director, additional holidays or early departures may be authorized in special cases (e.g., if one additional holiday day will allow a complete week of vacation between Christmas and New Year).

While it is not preferable, employees may sometimes be required to work on holidays. In such cases, the employee may earn overtime pay or compensatory time, as befits their salary grade.

## **2.6 Compensation**

2.6.1 Salary Payment MAMA Centre makes salary payments via transfer to the Employee's Bank Account on a monthly basis. Payment will be made on the 25th of each month, or and when that date falls on a weekend, payment will be made on the next business day. December payments are done on or before the 15th of December to prepare for the end of year holidays.

2.6.2 Overtime MAMA Centre does not pay overtime for employees, but instead provides compensatory time as described in section 2.5.4.

Overtime is any amount of time that exceeds the contractual work week, or takes place on a holiday, and is paid in the amount of half again the base salary of the worker. In the event that overtime is required, it must be approved in writing and in advance of working overtime.

2.6.3 Salary Deductions MAMA Centre will withhold any income tax, social security and other payroll taxes from the employee's gross wages, as required by local tax laws. MAMA Centre is, for any reason, unable to withhold these taxes (due to registration or other issues) the employee (or consultant) is responsible for paying these taxes to the government and then confirming to MAMA Centre that they have paid. For employees, this requires an annual written and signed declaration, as well as an annual certification from the government indicating that all relevant taxes have been paid.

The following taxes will be withheld:

- Income Tax: MAMA Centre will be responsible for withholding and paying income tax to the Government of Nigeria for its employees, in accordance with Nigerian law. MAMA Centre will withhold 10% of each employee's salary for income tax until the Inland Revenue Board (IRB) has assessed the employee's income tax rate, at which time, MAMA Centre will begin withholding the amount specified by the IRB. MAMA Centre is also obligated to withhold 10% of payment to contractors and consultants and transfer it to the Tax Authorities.
- NHSF: MAMA Centre is required by Nigerian law to withhold a contribution of 2.5% of employee salary for the National Housing Scheme Fund (NHSF).
- NISTF: MAMA Centre is required by Nigerian law to withhold a contribution of 3.5% of employee salary for the National Social Security Insurance Trust Fund (NSITF).
- Pension: MAMA Centre is required to deduct 7.5% of employees' monthly emoluments for investment in a pension plan. MAMA Centre will also provide a contribution to this amount, and the details of Pension benefits are described below in section 3.2.

Please note that these taxes and required withholding are subject to change at the discretion of the Government of Nigeria.

2.6.4 **Salary Withholding:** In order to ensure compliance with MAMA Centre rules and regulations and/or to recover funds that are no longer allocable to purpose they were originally spent, MAMA Centre may withhold all or part of an employee's paycheck. Should such withholding become necessary, it will be based on the recommendation of the Admin Officer and the approval of the Executive Director. MAMA Centre may withhold salary for a number of reasons including:

- Failure to reimburse MAMA Centre for advancements in a timely manner (e.g., for travel)
- Failure to reimburse MAMA Centre for payments on behalf of employee in a timely manner (e.g., for personal phone calls)
- Repayment to MAMA Centre for incidents of fraud or misuse of funds

- Reimbursement for MAMA Centre owned equipment and/or material lost or damaged by employees when the loss or damage could have been avoided.
- Reimbursement to MAMA Centre for benefits that have become unallocable due to an employee's termination (e.g., for a vacation or housing advance).

**2.6.5 Staff Compensation Plan:** MAMA Centre has classified all of the positions for its full-time, permanent employees into five grades that reflect the qualifications and experience needed to carry out the functions of the position and the position's level of responsibility. The range of each grade is broad enough to allow for a variation of background and experience of staff and a means to progress within each grade. The plan is based on prevailing salary levels as well as compensation and benefits received in comparable organizations and takes into account local laws, the cost of living, government practices and policies, etc. The local Compensation Plan is subject to a minimum of 1-year periodic reviews, either through a Cost of Living Adjustment (COLA) survey, or through a full salary review as described in section 2.6.6 below.

In rare cases, the Executive Director, at his or her discretion, may offer a potential employee a salary outside of the normal salary range in the compensation plan, if it is urgent to hire the employee and if their salary history justifies the higher level of compensation.

In addition, as noted in section 2.2.2, some contractors may be eligible health insurance, severance, and a housing stipend of up to ----- (57,000) Naira per year.

**2.6.6 Salary Increases:** Employees are eligible to receive possible salary and allowance increases in the following situations:

- **Annual Performance Review:** Reviews will take place yearly on the anniversary date of hire, or on the anniversary date of the employee's last promotion (which supersedes the hiring date, and becomes the new date for annual review whenever a promotion is given). MAMA Centre supports a 360 degree review process whereby an employee reviews their own performance, as do their peers and supervisor, and then has a chance to discuss their reviews (along with their feedback on their supervisor's performance) with their supervisor prior to its finalization. All reviews will make use of a standard Performance Evaluation Form on file with the Administration Department. Reviews will determine merit increases, which will be between 0 to 5% of current pay, with 5% representing excellent performance, and 0% representing a level of performance that requires substantial improvement. In cases of truly exemplary performance far above and beyond the call of duty, a merit increase up to 7% may be permissible, as long as there is sufficient justification written in the file and budget flexibility to allow it. The Executive Director is responsible for final approval of all merit increases.
- **Promotion:** Promotions may take place either within or compensation categories. They will be accompanied by a minimum 10% increase in total pay and allowances, subject to budget flexibility and availability of funds. Promotions may be initiated whenever responsibilities and job descriptions change. If they take place as part of an annual review, they take the place of a merit increase.
- **Full Salary Review:** in order to keep MAMA Centre salaries compatible with other National NGOs, MAMA Centre will conduct a full salary review at a minimum of once every year. At the Executive Director's discretion, the salary reviews will be carried out by independent consultants, and/or through existing mechanisms and/or through a survey of at least five similar NGOs to be conducted by the ED or his/her designated representative. Since the salaries of most other NGOs already include a COLA, there will be no additional COLA in years where a full

salary review is conducted. Once the salary information is collected and analyzed it will be used to inform the decision of the Executive Director as to the size (if any) of a percentage increase in salary for all staff. These salary reviews do not ensure an automatic increase; any increases are subject to actual market changes, reasonableness, donor policy, budget availability, and the discretion of the Executive Director.

- COLA: In order to help staff cope with inflationary pressures in the economy, a cost-of-living increase will be considered periodically (at minimum every 2 years, in the off year from which a full salary review was conducted). COLA adjustments are not automatic and are not tied directly to the official inflation rate. Though this rate can be used to inform the calculation, it is not to be used solely to determine a COLA, since official inflation is calculated completely differently from actual cost of living. At the Executive Director's discretion, the COLA reviews will be carried out by independent consultants or designated MAMA staff members who will conduct a market survey of an average basket of goods, and/or through existing mechanisms and/or through a survey of at least five similar NGOs (who have recently had COLA reviews) to be conducted by the ED or his/her designated representative. Once the cost of living information is collected and analyzed it will be used to inform the decision of the Executive Director as to the size (if any) of a percentage increase in salary for all staff. These COLA reviews do not ensure an automatic increase; any increases are subject to actual market changes, reasonableness, donor policy, budget availability, and the discretion of the Executive Director.
- In rare instances, and at the sole discretion of the Executive Director when he/she becomes aware of comparative salary information for a particular employee.

2.6.7 Special Awards In conjunction with the annual performance appraisal system, MAMA Centre may grant special awards, including cash bonuses, to employees whose extraordinary achievements and contributions far exceed those inherent in the normal duties and responsibilities of the position. The employee's contribution must be specific and extraordinary.

Supervisors who wish to recommend an employee for a special award should submit a written nomination, which specifically mentions the particular achievements along with any pertinent documents to the Executive Director or his/her designee for final approval.

2.6.8 13th Month Payment While some organizations in Nigeria offer a 13th month extra payment to staff at the end of the year, MAMA Centre (along with many other organizations in the country) does not. It is MAMA Centre's objective to ensure that each employee's total compensation package is competitive, despite not offering that particular benefit. However, if for any reason employee would like to have their salary structured in a way that provides for a 13th month payment, throughout the year MAMA Centre will reduce their monthly salary by 1/12th and provide this amount as a lump sum in December (pro-rated if necessary if the employee worked for less than a full year). As indicated, MAMA Centre's total package, as negotiated at the time of hiring, is designed to already be competitive, so this does not represent any additional compensation for the employee, merely an alternative structure for salary payments if that is the employee's preference.

2.6.9 Acting Duty: It should be noted that MAMA Centre employees are expected to pitch in when their peers are absent and/or positions are open, and that this also provides opportunities for staff members to increase their experience and sharpen their skills. However, it is also MAMA Centre's policy to acknowledge and reward staff members who are required to act in a capacity above their current salary for extended periods. Therefore, if a staff member is asked

to fill the position of a superior on an acting basis for a period of a month or more, they will be entitled to a temporary increase of certain percentage at the directive of the Executive Director during that period.

2.7 Performance: All employees are expected to perform professionally and competently in their jobs. As detailed in MAMA Centre's annual performance appraisal form, the following are expectations for an employee that is performing well:

- The employee adjusts communication style based on the audience.
- The employee keeps management and peers informed on current projects.
- The employee shares information in a clear concise manner.
- The employee is open to constructive feedback.
- The employee collects all relevant data before making a decision.
- The employee makes fair, equitable decisions without personal influence.
- The employee identifies potential problems and takes appropriate action.
- The employee interacts well and works effectively with his/her peers or clients.
- The employee does not permit personal feelings to impact working relationships.
- The employee contributes value to the departmental/functional team.
- The employee completes assignments by the scheduled due dates.
- The employee has consistent attendance.
- The employee provides a consistent quality of work.
- The employee consistently exhibits good organizational skills.
- The employee exhibits independent action appropriate for his/her position.
- The employee submits high quality products and/or services.
- The employee seeks new challenges and increased responsibility.
- The employee follows instructions well.
- The employee manages multiple concurrent or overlapping projects well.
- The employee shares information that ultimately improves work methods.
- The employee has the ability to grasp new concepts.
- The employee uses his/her knowledge to improve procedures and processes.

2.7.1 Supervisory Responsibilities Performance monitoring and mentoring for staff improvement is an ongoing responsibility of all supervisors. In addition to daily interactions and ongoing engagement with their subordinates, supervisors are encouraged to meet periodically with their employees in order to review performance, provide feedback, and discuss areas and methods of improvement in the employee's work. The basis of meeting periodically is to promote a good healthy working relationship and to meet the goals and objectives of MAMA Centre.

Performance will also be monitored by ongoing reporting of activities and accomplishments to supervisors via trip reports, meeting minutes, success stories, weekly updates, etc. Documenting an employee's performance is essential to personnel actions and salary decisions.

In general, supervisors are responsible for the following:

- Giving clear directions to subordinates in a participatory and collegial manner, whenever possible
- Monitoring employee activities to ensure that they fulfill the expectations of their position and their supervisors' directions
- Development and coaching of subordinates in their daily work
- Promoting good working associations with and among employees

- Actively listening to employee concerns and inputs
- Counselling employees regarding policy or other important and relevant issues
- Acting as a role model regarding what is ethical, honest, and consistent with MAMA Centre's policies
- Where possible, focusing on problem-solving, rather than assigning blame or acting in an accusatory manner
- At all times, treating employees without condescension and with appropriate respect.

**2.7.2 Annual Appraisal:** The duties required of a position are detailed in the position description and any additional performance guidelines (such as weekly updates and yearly workplans). All MAMA Centre staff members (employees and contractors who work for MAMA Centre for longer than a year) are required to be evaluated against these benchmarks, as well as against other standards of performance delineated in the evaluation forms at minimum on an annual basis.

MAMA Centre makes use of the current review templates (see appendices) and conducts a full 360 degree review process, whereby employees themselves, their peers, and their supervisors participate in evaluating performance. The appraisal consists of written appraisals, followed-up by an evaluation meeting with the employee's supervisor that should be conducted as follows:

- The evaluation discussion will take place in a private, confidential setting.
- The performance evaluation will be conducted in an honest, fair and professional manner.
- The supervisor and employee will go through the questions and issues contained in the evaluation form, with each individual having the opportunity to provide input.
- Employees also may also provide a written response to the performance evaluation, though it is not required. Both documents will be included in the employee's personnel file.

Performance appraisals also serve as a channel for employee-supervisor interchange on areas of satisfactory performance, items needing improvement, as well as the establishment of goals and objectives. They also give the opportunity for employees to evaluate and provide feedback to their supervisors. It is the mutual responsibility of the employee and supervisor to ensure that the outcome of the performance evaluation is taken into account after its completion, and to review, on a periodic basis, progress toward any recommended changes.

Reviews will take place yearly on the anniversary date of hire, or on the anniversary date of the employee's last promotion (which supersedes the hiring date, and becomes the new date for annual review whenever a promotion is given). The Administrative Officer/HR maintains a list of all staff with a schedule of performance evaluation dates, and initiates the process for all employees. After the process has been initiated, the onus is first on the employee to conduct their own review before further performance evaluation actions can be conducted. After that, the supervisor is responsible for completing the appraisal within a month of having received the employee's self-appraisal.

In the event that performance appraisal is not conducted in a timely fashion, any increase in salary is retroactive to the anniversary date. In the event that an employee does not carry out a scheduled self-appraisal prior to any departure from MAMA Centre, they are no longer eligible to receive a retroactive appraisal and salary increase for a late appraisal. If however, the employee resigns after having conducted their own appraisal as scheduled (and were still

waiting for their complete appraisal to be finalized at the time of their departure) they are eligible for a retroactive salary increase, as determined normally by the standard process and to be paid as part of their final check.

Annual reviews are documented in writing with a copy given to the employee and the original is kept in his/her personnel file. Performance evaluations are considered confidential documents and can be viewed only by the Executive Director, Admin Officer/HR, respective supervisors and the staff member him/herself.

In regards to positive performance, evaluations will be an important consideration in determining the amount of any salary increase or the possibility of promotion. If and when performance deficiencies have been identified, the supervisor should provide suggestions and guidance. This can take the form of formal training, closer supervision, frequent reviews or any number of other employee improvement procedures, including disciplinary actions described in this section.

**2.7.3 Probationary Performance Evaluation:** As described above in section 2.4.3, newly hired employees participate in a probationary period. At the end of this period, a performance evaluation along the lines of that described in the above section 2.7.2 will be conducted. This generally does not lead to an increase in salary, but rather to a confirmation of employment and the end of the probationary period, as well as to chart a course for the employee's future efforts with MAMA Centre.

**2.7.4 Reward and Recognition:** MAMA Centre actively seeks to recognize and reward the positive contributions of its staff. To that end, MAMA Centre has developed a reasonable and competitive package of salary, benefits, allowances, leave and opportunities for promotion as detailed above. And while additional monetary rewards are possible in extraordinary circumstances (see section 2.6.7 above) in the form of a bonus, MAMA Centre also seeks to acknowledge and thank employees in other, non-monetary ways. This includes an award for employee of the month, as well as other informal means of recognition, such as the kind that takes place at MAMA Centre events. Supervisors are at all times encouraged to publicly praise the good work of staff – both in front of their peers and the donor, whenever possible and deserved.

**2.7.5 Inadequate Performance** If an employee fails to perform their professional duties adequately and in a timely manner, it is the supervisor's responsibility to work with the employee to correct such lapses. As soon as a supervisor is aware that an employee's performance is not acceptable, the supervisor should immediately meet with the employee. Performance problems should not be ignored nor should it be assumed that they will go away.

At the beginning of the meeting, the supervisor should make it clear that the purpose of the meeting is to identify ways to improve performance. During the meeting the supervisor should cover the following topics:

- Acknowledge and appreciate good performance where it exists.
- Describe unsatisfactory performance by providing specific examples.
- Try to determine the underlying cause of any performance deficiencies.
- Discuss possible solutions for improving performance.
- Mutually develop a specific plan for improvement.
- Schedule a follow-up meeting.



All discussions, agreements, plans and notes from the meeting should be documented, signed by employee and supervisor, and placed in the employee's personnel files. Should performance fail to improve, disciplinary action may ensue, as detailed in section 2.7.7, and may eventually lead to termination, as described in section 2.8.

**2.7.6 Standards of Conduct** It is expected that most employees will choose to act in the best interests of the organization and will perform their duties to the best of their ability. Nonetheless, it is important to state clearly the standards of conduct for MAMA Centre. By doing so, each employee knows what the expectations and obligations are in advance. Any inappropriate conduct that may interfere with our work site and/or employees will be subject to disciplinary action – up to and including termination of employment, as described in section 2.7.7 below.

The following standards are only representative of the types of actions that are conducive to worksite efficiency and productivity. Other inappropriate conduct that may not be specifically included in these Standards of Conduct will also be considered a violation and will be subject to disciplinary action - up to and including termination of employment.

**Minor Offense Examples** - Verbal warning. Repeated violations will follow MAMA Centre's progressive discipline process – written warning(s) and/or termination:

- **Excessive Absenteeism/Tardiness** – Excessive unauthorized absences from work, reporting to work late, leaving work early. Anticipated tardiness should be cleared with a supervisor in advance. Unanticipated tardiness should be cleared with a supervisor as soon as is feasible.
- **Extended Periods of Time on Personal Phone Calls/Internet Use** – Excessive use for nonbusiness purposes.
- **Failure to Follow Instructions** – Failure to follow the instruction of a supervisor or manager. If an employee feels strongly that instructions should not be followed, it is the employee's responsibility to present his/her reasoning to his/her supervisor or a more senior manager.
- **Failure to Effectively Communicate with Supervisor, Office, and/or Clients** – Failure to communicate whereabouts during working hours, failure to communicate plans/change in plans with office staff, implementing partners and/or clients.
- **Unauthorized Work** – Working before or after scheduled work hours without specific authorization by a supervisor or manager or failing to accurately record time worked. Example: Working unauthorized overtime.
- **Failure to Disclose Alternative/Additional Employment (jobs, consultancies, businesses, etc.)** – Engagement in alternative income generating activities during working hours may be grounds for more serious discipline actions.
- **Making Unauthorized Public Statements (especially of a political nature) in any Work Related Capacity** → Engagement in inappropriate public statements may be grounds for more serious discipline actions.
- **Misrepresenting MAMA Centre to the Public, Clients, Donors, etc.** – Misrepresenting MAMA Centre may be grounds for more serious discipline actions.

**Gross Misconduct Examples** - Could result in immediate termination:

- **Breach of Confidentiality** – MAMA Centre's as well as client confidentiality.

- Conducting unauthorized business on MAMA Centre behalf
- Dishonesty in work-related matters
- Failure to follow financial management policies
- Falsification of Organization's records – Including receipts, invoices, financial reports, vehicle records, field and program reports, and results data. Also includes falsification of personal data recorded on job application, resume, timesheets and benefit enrollment forms.
- Harassment
- Insubordination – The willful refusal to follow a direct order from a supervisor or manager.
- Intentionally or negligently causing or threatening damage or harm to Organization's property and staff
- Possession of weapons and/or illegal substances on MAMA Centre premises or vehicles
- Provoking or engaging in a fight or otherwise being physically aggressive
- Soliciting and/or receiving kickbacks or bribes
- Theft
- Using MAMA Centre's, Partner' or Clients' Name (e.g., verbal, written, letterhead, etc.) to conduct personal or unauthorized business
- Reporting to work in an unfit condition for duty due to consumption of alcohol or legal prescription drugs.

MAMA Centre's employees should conduct themselves in a professional manner at all times. For example, we expect employees to:

- Follow/adhere to all local laws while at work and/or when representing MAMA Centre.
- Immediately report any accidents or emergencies to local authorities and MAMA Centre.
- Immediately report any security risks or threats to MAMA Centre.
- Avoid discussing unsubstantiated rumors with staff, clients, or outsiders.
- Promote and protect the best interests of MAMA Centre, our clients, our implementing partners, and our collaborating partners.
- Emulate and promote MAMA Centre's core values.

The preceding list is not all-inclusive, but only illustrates some of the types of conduct that are unacceptable. There are other types of conduct in addition to the above list for which disciplinary action, including immediate termination, may be appropriate. The above list is not intended to restrict MAMA Centre's right to terminate at-will.

2.7.7 Disciplinary Action Disciplinary actions may be taken when employees performance is inadequate, when misconduct has occurred, or in any other cases where an employee is in violation of MAMA Centre's policies and/or other professional standards. When a problem occurs, it is MAMA centre's preference that action should be positive in character and aimed at providing the employee with an opportunity to correct the problem and to improve performance or productivity. Where possible and appropriate, supervisors will use verbal means to redirect or correct the actions or performance of employees. Verbal corrections will be used to recommend more effective or efficient ways for an employee to carry out his/her duties and to correct minor policy and/or performance violations.

Although it is MAMA Centre's preference to follow a progressive disciplinary policy where reasonable to do so, MAMA Centre reserves the right to take any disciplinary action deemed

appropriate for severe policy infraction or violations. These actions may include but are not limited to verbal notice, written reprimand, salary reduction, probation, and dismissal (with or without prior warning, depending on the severity of the infraction).

The following paragraphs describe suggested steps in the disciplinary process. The first step is generally for the supervisor to inform the employee where performance has faltered or how standards were not met. The supervisor then states how performance should be improved and makes a notation of the reminder, including the date as a reference, in case further action is required.

The supervisor follows up the verbal reminder with a written warning (using the written warning form on file with the Administration Department) to the employee when the employee's performance has not improved, or when the employee has not been deterred from repeated work practice violations. The written reprimand will be signed by the Employee's supervisor and the Executive Director and included in the employee's personnel file.

After a second written warning for the same offense, the employee automatically will be put on probation for a period of three months. During this probationary period, the employee may be dismissed if performance does not improve and/or any further written warnings are issued.

Finally, the supervisor makes a recommendation to the Country Director to terminate the employee when she/he determines that a sufficient business reason exists and that termination is the appropriate action to be taken. The Executive Director will then either confirm that recommendation in writing and the Admin Officer will carry out the termination of the employee, or will suggest additional disciplinary actions if they are deemed appropriate in his/her judgment.

**2.8 Separation/End of Service:** MAMA Centre will make every effort to comply with the laws of the Government of Nigeria related to separation of staff. Due to its reliance on donor funding, MAMA Centre is unable to guarantee employment for any specified period of time. In the case of employment termination, whether originated by the employee or by MAMA Centre, there are several administrative matters that the terminating staff member, their supervisor and the Administration Officer must complete.

Once separation has been decided, the Admin Officer will prepare a separation letter that includes the following:

- Last day on which work will be performed for MAMA Centre Date of official separation (in cases where an employee chooses to utilize remaining annual leave days rather than receive them as a cash payment).
- Current status of the employee's annual leave account (calculated through the official separation date).
- Amount of outstanding advances, if any.
- Final payment due to employee, taking into account separation benefits, outstanding advances and remaining salary due.
- Request for employee to return all keys issued to him/her.
- Request for employee to return all equipment issued to him/her.
- Request for employee to return all other official items issued to him/her as an employee of MAMA Centre (such as documents, etc.)

MAMA Centre will generally schedule exit interviews for terminated employees. All separating employees should go through an exit interview. The purpose of an exit interview is to gather information about an employee's experience that will help MAMA Centre improve its performance in the future, both as an employer and as a program implementer. Separating employees are encouraged to give an honest appraisal of their experience with MAMA Centre and need not fear that it might negatively impact future employment referrals or recommendations.

It is very important for employees to leave a forwarding address and contact information to ensure that future correspondence, including statements of earnings, can be expeditiously transmitted.

The terminating employee must return to the Administration Officer all office keys, computers, and other MAMA Centre equipment in his/her possession. It is the responsibility of the Admin Officer to conduct an asset audit against the inventory record to ensure that all assets in that employee's possession have been returned. A listing of all returned assets as checked against inventory should be signed by the Admin Officer and departing employee and placed in their employee file.

All work-related documents, including correspondence and files (both hard copy and electronic), must be turned over to the employee's immediate supervisor. Under no circumstances shall a terminating employee take files, hard copies or electronic versions relating to MAMA Centre programs, even if those files contain correspondence addressed to the departing staff member.

Upon departure, all employees must give a hand-over note providing details of their work, guidance on important files and filing systems, advice for their successor, and any outstanding activities that need to be addressed. Should the employee fail to provide the hand-over note, their final payment may be withheld until a satisfactory hand-over note has been produced.

When a person concludes his or her employment with MAMA Centre, all routine MAMA Centre contributions on behalf of that person to medical and savings plans cease. Outstanding balances for travel, phone, housing, photocopying charges or other advance payments will be deducted from the employee's final pay check based on an employee signed authorization statement. The final paycheck will also include any outstanding payments due to the employee by MAMA Centre, including the value of any unused annual leave (but no other leave) up to 200 hours. If the final check does not cover amounts owed to MAMA Centre, the employee must pay any outstanding balances due.

**2.8.1 Resignation:** Resignation is a voluntary choice freely made by the employee to leave MAMA Centre, so resigning employees are not eligible for severance pay, but may be eligible for gratuity pay to thank them for their service. It is hoped that employees will do everything they can to ensure a smooth transition to their replacement, including training and mentoring if overlap can be arranged, and answering minor queries even when outside of MAMA Centre employ.

Employees voluntarily resigning from MAMA Centre are required to give at least one month written notice of their intent to leave or forfeit their gratuity payment. During this notice period, it is expected that employees will continue to be fully engaged in their work at MAMA Centre, despite their intention to depart. Failure to do so may result in immediate termination and forfeiture of gratuity pay.

**2.8.2 Reduction in Work Force:** MAMA Centre seeks to every extent possible to ensure ongoing employment for its staff, but given the funding environment in which it operates, this may not always be possible. Should funding be reduced or terminated, or should a project end or be altered significantly, it may be necessary for MAMA Centre to reduce its staff numbers, through no fault of the staff themselves. Should a reduction in force become necessary, MAMA Centre will make every effort to give at least 30 days' notice (more if possible) to the affected employees and will make reasonable efforts to assist them in their transition to other employment (for example, providing personal recommendations, employment references, forwarding CVs and job opportunities, etc.) Staff affected by this unfortunate action will be eligible for gratuity and severance pay.

**2.8.3 Termination for Cause** It is within MAMA Centre's rights to dismiss an employee for repeated violations of the policies and procedures detailed in this manual and/or documented poor work performance. It is within MAMA Centre's rights to immediately dismiss an employee who commits a serious violation of the policies and procedures detailed in this Manual, including those contained in the "Standards of Conduct" section. Individuals in this category are not entitled to separation benefits such as severance and gratuity.

**2.8.4 Other Means of Separation** MAMA Centre may elect not to renew an employee's contract upon its expiration. If this is the case, the employee will be given a minimum of 30 days' notice.

In the event of the death of an employee, the deceased's salary up to time of occurrence, accrued and unused vacation pay and any other applicable benefits will be paid to the said deceased's legal beneficiary or estate.

**2.8.5. Reference Requests and Verification of Employment** Former or departing MAMA Centre staff wishing a reference should make such a request in writing. The Executive Director or the Admin Officer is the only persons authorized to give an official MAMA Centre reference. No other employees are allowed to provide a reference on MAMA Centre stationary or speak on behalf of MAMA Centre. A copy of any written reference (e.g. emails) must be given to the Admin Officer.

Any employee contacted by telephone for a verbal reference on a former MAMA centre employee is allowed to do so, but this reference would not be considered an official MAMA Centre reference. Staff providing any verbal reference must inform the Admin Officer in writing, that this was done.

All requests from outside sources for personnel information should be forwarded to Admin Officer, Executive Director or his/her designee. MAMA Centre shall verify the following information to requesting organizations seeking to hire a current or past employee: position/title, salary or rate of pay, work location and dates of employment.

MAMA Centre staff should ensure that the statements made are accurate and verifiable. It is MAMA Centre's policy to respect individual privacy and to maintain in confidence most information and records pertaining to its employees to the extent practical. It is also MAMA Centre's policy to cooperate with government agencies performing background investigations.

**2.9 Complaint Resolution Procedure:** MAMA Centre understands the importance of an open and fair method of resolving complaints, addressing grievances, and answering questions. These issues may concern working conditions, the interpretation or application of policies and procedures, a disciplinary action that the employee feels was not for a just cause, a problematic

relationship with another staff member, or any other matter related to their employment. Taking the time to ask and answer questions, as well as to openly state and resolve workplace concerns makes an important contribution to the positive working environment of MAMA Centre.

It is recognized that not everyone is comfortable presenting a complaint to his/her employer or supervisor, but staff members are encouraged to take advantage of this complaint resolution procedure whenever necessary. These policies exist so that employees have an outlet to resolve their issues without resorting to unconstructive confrontation or allowing concerns to fester under the surface.

It is important to note that MAMA Centre is committed to preventing any retaliation against employees for using this process. Should an employee have a question or concern, he or she should follow the procedure as outlined in this section.

Step 1: Recognizing that a solution will often present itself through discussion (especially if the supervisor is doing their job effectively) employees are first encouraged to address questions or concerns to their supervisor in an informal but direct and frank discussion. The supervisor is expected to listen to the employee's questions or concerns, gather whatever additional information is necessary, and then provide an answer or a response as soon as possible, usually within one week of the initial discussion.

Step 2: MAMA Centre recognizes that, in some cases, an employee's question or concern involves his/her supervisor and that he/she may be reluctant to discuss the situation with that person. If this is the case, or if the employee is not satisfied with their supervisor's response to Step 1, they may contact the Admin. Officer/HR, whose responsibility it will be to listen to the employee's questions or concerns, gather whatever additional information is necessary, and then provide an answer or a response as soon as possible, usually within one week of the initial discussion.

Step 3: If the employee has taken Step 2 and is still not satisfied with the received response, the employee you may submit a written complaint to the Executive Director. This complaint should be signed and dated, copied to the Administration Office, and contain all of the facts surrounding the problem, as well as the relief the employee is seeking, and the reason(s) why solutions already suggested are not sufficient. The Executive Director or his designate will then review the employee's questions or concerns, gather whatever additional information is necessary, and then provide a written answer or a response as soon as possible, usually within one week of the initial discussion. The Executive Director may consult with an ad hoc appeals committee if additional input is deemed necessary, but in the end, has full authority to make any adjustments deemed appropriate.

If a complaint is against the Executive Director, the employee should take the matter in writing to the CD's immediate supervisor (currently the Vice President for Eastern and Western Africa), who will then have the authority to render a final decision on the issue.

## **CHAPTER 3: BENEFITS**

3.1 Insurance Benefits: MAMA Centre provides full-time, permanent employees (as well as some contractors as discussed in section 2.2.2) and their dependents with a group insurance plan which includes life, accidental death and dismemberment, long-term disability, medical and dental insurance. Eligible dependants may include a spouse/domestic partner and dependent children below 21 years.

Life Insurance is provided at a minimum of three times the annual total emolument of the employee (defined as basic salary plus housing and transport allowances).

MAMA Centre employees are also insured against loss of compensation if the employee becomes injured or ill as a result of work, as provided under Workmen's Compensation Law. Workmen's Compensation Insurance claims are processed through the Administrative Office. It is important to report immediately any accident or injury that occurs on the job or may be job related.

MAMA Centre reserves the right to discontinue or change the benefit programs at any time, as long as the changes are within applicable Nigerian law. Employees will be notified in a timely manner.

3.2 Pension: MAMA Centre offers a Pension Plan to employees and will contribute 7.5% of the employee's "monthly emoluments" (defined as the sum of basic salary, housing allowance and transport allowance). As required by Nigerian Law, MAMA Centre will also withhold an additional 7.5% of the employee's monthly emolument for addition to the Pension Plan (the employee contribution). MAMA Centre will add an additional 1% (for a total of 8.5% contribution from MAMA Centre) after an employee has passed their three year anniversary with the organization. MAMA Centre will then add an additional 1.5% (for a total of 10%

contribution from MAMA Centre) once an employee has passed their six year anniversary with the organization.

In addition to the required withholding for the plan, the employee is free to make voluntary and additional contributions to the pension scheme. All pension payment benefits stop on the last day of employment after all other taxes have been deducted.

MAMA Centre may offer multiple fund administrators from which employees can choose. Detailed information about the pension plans are discussed in more detail in separate booklets, available from the Administrative Office, as well as directly from the benefit providers.

3.3 Leave: MAMA Centre employees earn annual and sick leave on an accrued basis. Annual leave may be taken only with advance written approval (via the Leave Request Form) of the employee's supervisor or the Executive Director. Employee requests to their supervisor for vacation must, at minimum, take place with a notice period that is 2 times greater than the vacation period they are requesting. (For example, one day of vacation requires 2 days' notice before the vacation is due to commence; 2 weeks of vacation requires 4 weeks' notice, etc.) All vacation requests of more than 2 weeks require both supervisory and Executive Director Approval. Employees are however encouraged to submit requests for extended vacation time, along with the time sheet for the applicable period, as far in advances as possible to enable the office plan accordingly.

Sick leave does not require prior approval, but employees must inform their supervisor of the need to take sick leave as soon as they are reasonably able (and at no point later than 10:00 AM on their first day of absence, if they are not incapacitated). Employees must then formalize approval via MAMA Centre's Leave Request Form immediately upon return from sick leave.

3.3.1 Leave: During Probationary Period Annual leave will accrue during an employee's probationary period but may not be taken during that time without a special waiver from the Executive Director. In such a case, if employment is terminated during, or at the completion of the probationary period, the leave will be deducted from the employee's final paycheck. Sick Leave will accrue during the probationary period and may be taken up to the accrued amount. If the employee is let go at the end of the probationary period, accrued leave will not be reimbursed.

3.3.2 Leave Advance: If an employee has exhausted all of their accrued annual leave and wishes to take additional leave, the Executive Director may, entirely at their discretion and only in exceptional cases, approve an advance on leave. The employee taking the advance must continue employment with MAMA Centre until they have accrued back their negative leave balance, or the balance will be deducted from their final paycheck upon their separation from MAMA Centre.

3.3.3 Annual Leave Annual leave is accrued at the rates below:

- Completed Year of Service
- Monthly Vacation Days Accrued
- Yearly Vacation Days accrued
- 0-1yr 1.5 days 18 DAYS
- 2-3 yrs 1.8 days 21.6 DAYS
- 3-5 2 24 DAYS
- 5 and above 2.5 30 DAYS



MAMA Centre believes that it is necessary to have periodic breaks from work to maintain maximum productivity. Therefore, we encourage employees to utilize their allotted vacation each year. Employees may not carry over more than 120 hours of their annual earned leave from one year to the next. Any unused annual leave above the allotted 120 hours will be converted to sick leave. At the time of separation from MAMA Centre, any unused annual leave (up to 200 hours) will be monetized and paid to the employee as part of their final payment check. Annual leave is the only leave offered by MAMA Centre that can be monetized.

3.3.4 Sick Leave Sick leave is to be used only for absences arising from personal/family illness, injury or other medical needs. Any absence in excess of two working days must be verified by a medical certificate. The following are reasons that sick leave may be charged:

- Incapacitating illness or injury and adequate time to recuperate from such an illness or injury.
- An illness which, although not incapacitating to the employee, would affect the health of other personnel.
- Adequate time for medical and dental examinations and treatment, if requested and approved by the supervisor in advance of scheduling.
- Illness of an immediate family member – spouse, domestic partner, child, parent, sibling or grandparent – which requires the employee’s absence
- Recovery from labor, taking care of a family member recovering from labor, and/or taking care of a newborn child.

MAMA Centre provides its employees a maximum of 15 days of paid sick leave per year. Accrued sick leave is carried over from year to year and there’s no limit to the number of hours/days that can be accrued. Employees are encouraged to accumulate a reserve of sick leave as a form of insurance against unexpected or protracted illness sick leave. Upon separation from MAMA Centre, unused sick leave will not be paid.

3.3.5 Disability Leave: A full-time regular employee, after completing one year of service, will be entitled to the following extended leave in the event of chronic illness or disability, once they have exhausted their sick leave: four weeks at full pay and the following eight weeks at half pay. If an employee continues to be sick after exhausting the sick and disability leave entitlements, the employee may appeal to the employer for additional leave.

The employer reserves the right to ask the employee claiming Disability Leave be medically examined by a doctor selected by the employer for an independent medical report.

In the event that an employee is unable to fulfill his/her normal duties but is able to work in some capacity, he/she may be reassigned to a suitable position. However, in some cases in which the chronic illness or disability makes it impossible for the employee to fulfill his/her normal duties and exception options are no longer available, the employer may retire the employee on medical grounds with normal severance benefits.

MAMA Centre recognizes that employees with life threatening illnesses including but not limited to cancer, heart disease, and HIV/AIDS may wish to continue in as many of their normal pursuits, including work, as their condition allows. Employees may continue to work as long as they remain qualified to perform the job, with reasonable accommodation, and medical evidence indicates that their conditions are not a danger to other employees

**3.3.6 Parental Leave:** Mothers are entitled to pregnancy and maternity leave of 180 calendar days (6-months) paid leave, while fathers may take up to 180 days leave (or 6-months, if they are the primary care giver instead of the mother). This benefit also applies to parents who adopt a baby less than 90 days old.

Employees become eligible for parental leave after at least one year of continuous employment with MAMA Centre. After the benefit has been used, it will not be available again until two years after the employee returns to work. Use of the benefit requires submission of an official medical certificate from a licensed doctor (or adoption certificate).

Parental Leave can commence at any point starting 6 weeks prior to the due date of the child, at the mother's discretion and in consultation with her supervisor. With their supervisor's approval, primary care givers may also take up to an additional 3 months of leave that will be charged to sick leave, annual leave and/or leave without pay. However, in all cases, parental leave must be completed by 210 days after the birth of the child (or the date of adoption).

During the period when an employee is on parental leave, normal entitlements and benefits including the right to be considered for promotion, continue uninterrupted (with the exception of transport allowance).

In the unfortunate case that a baby is lost after the completion of the 4th month of pregnancy, 5 days of paid recovery time may be added to whatever vacation and sick days the employee wishes to take from their accrued leave balances.

When an employee is breastfeeding a child, MAMA Centre will allow that employee an hour and a half each day for breastfeeding or use of a breast pump. For a period of 6months after their return to work, parents may take advantage of flex time and leave as early as 3.00pm, providing they have the approval of their supervisor, and that they work no less than 7hours per day (exclusive of any breaks). Employees utilizing this flex time option are not eligible for any overtime payment or compensatory time until they have worked a total of 40 hours that week.

**3.3.7 Bereavement/Compassionate Leave** MAMA Centre employees are entitled to a maximum of six working days of paid bereavement leave per year in the event of the death of a member of their immediate family (spouse, domestic partner, child, parent, step-parent, or guardian, sibling, grandparent, and mother/father-in-law) with prior written approval of the employee's supervisor.

**3.3.8 Unpaid Leave of Absence** Employees are entitled to request an unpaid leave of absence after one year of continuous employment with MAMA Centre for an accident, illness, educational/training purpose or other compelling reason. If the leave of absence is for medical reasons, a doctor's written statement may be required. No leave of absence will be granted for an employee to seek or engage in other employment. A leave of absence must be requested through the employee's supervisor and approved by the Executive Director. No salary or allowances will be paid during this period, and the employee's time away from MAMA Centre will not count towards anniversary dates that determine increases in salary and benefits (e.g., a one-month absence will push back an employee's performance review by a month). Personal vacation, sick leave or other benefits will not be accrued during an unpaid leave of absence. However, insurance coverage will continue during this period, provided the absence is not longer than 6 months. Finally, employee must return all keys, computers and other MAMA Centre property until he/she returns to work.

3.3.9 Personal Leave Full-time regular employees are allowed three personal leave days per calendar year. Personal leave may be used at the employee's discretion for any purpose, including the observation of religious/ethnic holidays and for voting elections. Part-time employees shall receive personal leave days prorated based upon percentage of time worked. Personal leave does not accumulate from year to year, and must be used by December 31st of each calendar year.

3.4 Recreational and Social Programs: MAMA Centre may provide limited funds for the provision of recreational and social programs, such as but not limited to staff retreats, hosting visiting partners, that encourage a work/life balance. Employees are strongly encouraged to participate in the various social programs

3.5 Staff Development: MAMA Centre realizes that its future success and long-term growth depend in part on the professional development and training of our employees. Therefore, MAMA Centre will seek out opportunities for staff professional development through MAMA Centre trainings, communities of practice meetings, in-house trainings, temporary/trial assignments, exchange visits, etc. where and when they are available and affordable.

3.5.1. Education Benefit: MAMA Centre encourages employees to continue their educational and professional endeavors in their chosen career fields. When the budget permits, MAMA Centre will contribute up to \$500 for courses, programs, or training that would promote career development/advancement. An employee can utilize the tuition assistance/training allowance once they have completed their three-month probationary period. Also, in order to access the benefit each year, the employee must agree to provide some sort of in-house training to their colleagues. (Though this training does not necessarily have to be on the topics the employee used their benefit for, it is strongly encouraged where applicable). The course work/training needs to be for professional growth/career advancement directly related to the employee's current or potential future position and level of responsibility. The employee must put in writing his/her request with justification for the training, and authorization for assistance must be approved in advance by the Executive Director or his/her designee.

Payment will be made directly to the institution on behalf of the employee, and the employee is required to show proof of completion of the course when it is finished. If an employee drops out of a course, concludes their employment with MAMA Centre within six months of the benefit being paid, fails the class, or neglects to provide an in-house training within a year after receiving the benefit, the employee must refund to MAMA Centre all monies expensed for the course. This payment may be in the form of cash or deducted from the final salary and accrued leave payments.

3.5.2 Professional Membership and Workshop Participation MAMA Centre that employee membership in professional organizations and conference/workshop attendance are important to keep employees well informed and current in their field of specialization. When the budget permits, MAMA Centre may pay for membership and/or conference participation if they are directly related to the employee's job function and when approved by the Board or Executive Director or his/her designee. Duplicate memberships within the same department should be avoided.

3.6 Allowances MAMA Centre provides the following allowances: housing, meals, transport, miscellaneous based on standard industry practices and rates, as well as budget availability.

3.6.1 Allowance Adjustments Allowance adjustments, if any, will be made as part of an overall salary review or COLA review as detailed in section 2.6.6.

3.7 Gratuity and Severance In the event that a reduction in force is necessary, MAMA Centre will provide affected employees with the equivalent of four weeks basic salary per full year of service with MAMA Centre up to a maximum of twenty weeks. Severance payment will be calculated using the current salary at the time of departure from the organization. Employees who have reached the legal age of retirement and therefore resign will also be eligible for severance pay. Severance is intended solely to ease the transition for an employee that has to be let go for financial reasons, despite the preferences of the employee and MAMA Centre. Therefore, severance is not provided if the employee is terminated for cause or resigns.

However, as show of thanks for an employee's efforts, and as is customary in Nigeria, employees are entitled to one week basic pay per year of service with MAMA Centre (up to a total of 6 weeks) as gratuity pay, whether or not they leave because they are let go or because they resign. Payment of gratuity is based on mutual respect and appreciation between employer and employee. Therefore, in no case will gratuity be paid if an employee is terminated for cause. In addition, if an employee resigns without a minimum courtesy notice of two months, they will also forfeit the gratuity payment.

## **CHAPTER 4: ORGANIZATIONAL PRACTICES**

4.1 Care of MAMA Centre Property: Employees shall be responsible for regular maintenance, along with safe and appropriate operation of MAMA Centre equipment such as computers, cameras, phones, etc. that are assigned to his/her care, as well as office furniture assigned for his/her use. The Employee shall also take proper care of all equipment and facilities in common use, such as furnishings and travel equipment (projector, phones, laptops, etc.).

The Employee shall be responsible for cash assigned to him/her and will be required to reimburse MAMA Centre for any cash that is lost or stolen due to the fault or negligence of the Employee.

Employees must ensure the security of MAMA Centre property in their care at all times. When traveling, employees must never leave confidential papers, money, etc, in a car or in a hotel or meeting room. Employees should never carry large amounts of cash during field visits.

The cost to repair or replace any missing or damaged furniture/equipment or to repair any damage to MAMA Centre-owned or rented facilities will be the sole responsibility of the

Employee, where the loss or damage is due to the fault / negligence of the employee, and will be deducted from their paycheck.

Any item of MAMA Centre property assigned to an employee (e.g., laptops, ID cards, USB drives, mobile phones, etc.) must be returned immediately upon termination of employment, or garnishment of final wages for the cost of that item will result. If the final check is not sufficient to cover any nonreturned item, further legal action may result.

4.1.1 Keys MAMA Centre employees may be issued keys for the office, as well as for cars, desks, file cabinets and/or safes as their jobs require. It is the employee's responsibility to secure his/her office keys. Any loss or damage caused by fault/negligence of the employee with regard to the unauthorized use of their keys will be the sole responsibility of that employee and will be deducted from their paycheck. All keys must be returned immediately upon termination of employment, or garnishment of final wages for the cost of changing locks will result.

4.1.2 Personal Use of MAMA Centre Property With few exceptions (see the sections on phone and vehicle use below) personal use of MAMA Centre property is strictly prohibited when there is any cost or hazard that may accrue to the organization as a result of the non-MAMA Centre business. Some examples or activities prohibited when done for personal reasons include the following:

- Making copies
- Sending and receiving faxes
- Use of the organization's supplies
- Domestic and international postage or shipping
- Surfing the web outside of an employee's break time
- Downloading or streaming large files during office hours (e.g., music, videos, software)

If a MAMA Centre employee is discovered using MAMA Centre property for unauthorized, personal use, that employee will be warned, the infraction will be documented, and any and all costs of that activity will be deducted from their paycheck. Consistent unauthorized personal use of MAMA Centre property may be grounds for dismissal. If property is damaged while being used for personal reasons, the replacement cost for that property will be deducted from the employee's paycheck.

4.1.3 Use of Personal Property for MAMA Centre Business: The use of personal property (e.g., computers, cars) to conduct MAMA Centre business is strongly discouraged. MAMA Centre strives to provide sufficient equipment and infrastructure for the proper implementation of all assignments. Should an employee find that their assigned equipment is not able to fulfill this purpose, they should bring it to the attention of the Administrative Officer, who will analyze the issue along with IT staff/consultants, and identify a remedy, if one is necessary. If it is necessary to use personal equipment in the interim, while the remedy is being administered, or if there is any other reason to make use of personal property, employees are encouraged to officially clear such usage with the Executive Director. The cost of repair for any damage to personal property that takes place while it is being used for business purposes will not be covered under MAMA Centre insurance nor reimbursed to the employee, excepting in cases in which the use was officially preauthorized by the Executive Director.

4.1.4 Finance Office Responsibilities The Finance Manager shall be responsible for the security of cash during working hours and is required to keep the safe locked at all times (except when in use).

The Finance Manager or his/her designee shall authorize payments in accordance with MAMA Centre Financial Policies and Procedures. The Executive Director or his or her designee and MAMA Centre HQ staff may make unannounced inspections of cash on hand. The Finance Office is strictly prohibited from providing loans to any other individual, employee or otherwise.

4.1.5 Administration Officer Responsibilities: The Office Manager or his/her designee shall be responsible for all MAMA Centre's equipment/ property. He/she is to ensure that inventory of all MAMA Centre property is properly maintained. He/she is also responsible for monitoring that employee use of MAMA Centre property is in line with MAMA Centre standards, and to take remedial action to address the problem if this is not the case.

## 4.2 Information Technology

4.2.1 Cyber Security: All documents and data developed for MAMA Centre and with MAMA Centre funds remain the property of MAMA Centre. As such, employees are responsible for handling that data as responsibly as they would any other item of property under their responsibility. Reasonable steps must be taken to ensure all confidential information is kept secure. Upon termination of employment, employees may not delete or copy MAMA Centre documents or data for personal use.

Employees are required to ensure that all MAMA Centre data is saved to a shared drive for back-up purposes. Employees are not permitted to store MAMA Centre documents on their C drive without copying them to the shared drive (e.g., if the employee is using a laptop outside of the office) at the first available opportunity.

Employees are permitted access only to those parts of the computer system that they need in order to carry on their normal duties. Employee access is gained via a User ID (for identification) and a password (for authentication). The User ID is the sole responsibility of the Employee; all actions under an Employee's User ID are accountable by that Employee. At no time should any MAMA centre User ID or Password be shared with a non-MAMA Centre employee unless authorized by the Executive Director or his/her designee.

Employees must take care at all times to refrain from behavior (such as installing unauthorized software, opening or forwarding dangerous e-mail attachments, downloading large personal files, or streaming non-work related content) that may damage or impair MAMA Centre systems. Where such damage or impairment is due to the fault/ negligence of the employee, that employee will be held responsible for any costs to repair or replace those damaged systems.

The Administration Department is further responsible for supervising employees and/or consultants to ensure adequate back-up of MAMA Centre information, along with protection from viruses and other harmful intrusions. All MAMA Centre computers should be standardized to the same anti-virus software, and such software should be updated no less than once a week by the IT support team.

4.2.2 Equipment Standards: MAMA Centre will ensure that a minimum of a 3 year maintenance/warranty program for PC hardware is in place unless such a program is deemed to be cost prohibitive. Moreover, all budgets should include the cost of hardware and software

replacement at a minimum of every 3 years (the average life expectancy of laptops), and sufficient funds for ongoing repairs/upgrades as necessary.

4.2.3 Software Standards: All software/licensing installed on MAMA Centre computers must be legal and registered. The IT support team should: ensure that license documentation is kept on file and easily accessible by auditors, that any and all software installed on MAMA Centre hardware can be used legally in the jurisdiction in which it resides, and that only professional editions of operating systems or software packages are installed on MAMA Centre hardware.

The IT support team should ensure that all software patches and free upgrades are installed on all computers. Patches/upgrades should be checked no less than once a month, and should be updated immediately if a patch/upgrade is released to combat a specific, serious and imminent cyber security threat.

4.3 Use of Phones Employees may make limited personal telephone calls if they do not interfere with official business and if they do not result in additional costs to MAMA Centre. Consult supervisors if there is any question about “limited” use (in duration or frequency), or interference with official business.

Reasonable use of a MAMA Centre phone for personal use includes the following scenarios:

- Calls to home or doctor if an employee is injured or becomes sick at work;
- An employee is required to work overtime without advance notice and calls to advise family of the change in schedule or to make alternative transportation or child care arrangements;
- An employee makes a brief call to speak to a spouse, domestic partner, or child or those responsible for the children;
- An employee makes brief calls to a local number that can only be reached during normal business hours, such as a local government agency, bank or doctor; and
- An employee makes brief calls to local numbers to arrange for emergency repairs to a home or vehicle.

4.4 Vehicle Use: Project-funded vehicles should be used for official purposes relating directly to the project under which the vehicles were purchased. Vehicles may be used on other projects as authorized by the Executive Director or his/her designee. Each project must be billed for its use of project vehicles based on the actual cost per mile. All vehicles should serve MAMA Centre business needs only. Business purposes include:

- To and from official places of business within Nigeria from MAMA Centre offices for activities related to official MAMA Centre business;
- Services to new expat arrivals in order to ensure security;
- Other uses of MAMA Centre vehicles as authorized by the Country Director when public transportation is unsafe or not available, or when such use is advantageous to MAMA Centre and the projects it implements.

4.5 Safety and Security: MAMA Centre and its employees have interrelated responsibilities with respect to achieving and maintaining safe and healthful working conditions. Each employee shall comply with occupational safety and health standards and all rules, regulations and orders issued which are applicable to the employee's actions and conduct. Additional safety and security measures beyond those described herein are laid out in the office's official Security Policy.

4.5.1 Emergencies: In the case of any emergency the Executive Director or his/her designee or Administration Officer should be contacted.

In the case of a medical emergency in the office, staff should first summon an ambulance, or if one is not available, have a driver transport the patient to the nearest hospital. A staff member should accompany the person being treated to the hospital. The designated contact on the emergency contact list in the employee's personnel file should be contacted immediately.

In case of fire, staff members should immediately sound the alarm and begin evacuation, then call the fire department. First consideration is the safety of visitors and employees, and then attention will be given to fighting the fire and protecting property.

4.5.2 Office Security: Security is the responsibility of each employee. It is the responsibility of the last person leaving the office in the evenings or weekends to ensure that the main office door is locked.

All visitors must be logged in at the front desk and accompanied at all times by a MAMA Centre employee. Immediate family members are permitted to visit briefly, but shall not be allowed to affect regular operations and must not distract an employee from completing a full day of work. When possible, MAMA Centre provides a crèche for child day care. When an employee's child is using the crèche, a nanny in the employ of a staff member is also permitted on premises, but any and all actions taken by that individual are the sole responsibility of MAMA Centre employee.

MAMA Centre does not accept any responsibility for an employee's personal property. Personal items should not be left unattended at workstations and under no circumstances should valuables be left unattended on desktops or in plain view. If a staff member loses or finds anything, they should notify MAMA Centre's Administration Department immediately.

4.5.3 Security Incidents: Written reports of security incidents should be prepared by the employee and submitted to his/her supervisor and MAMA Centre's Administration Department immediately after a security related incident has occurred or been discovered. The report should cover any and all information relating to the- who, what, when, where, why and how aspects of the incident. If time is a critical factor, the report should be made first verbally and later confirmed in writing.

Examples of the types of incidents that should be reported include the following:

- Criminal acts on company property, including gambling, possession or use of firearms or narcotics;
- Theft or misappropriation of company assets;
- Loss, theft, or suspected theft of proprietary information;
- Damage to company property or an employee's personal property while on company premises involving actual or suspected mischief, vandalism, or criminal negligence; or
- Attempts by persons to misrepresent themselves as employees or agents.

## **4.6 Meetings**

4.6.1 Standards: It is often necessary to schedule meetings because of business and operational needs, which may be both face-to-face and via conference call. In order for such meetings to be effective, the following is expected from employees:

- Be on time. Employees must be considerate of other people's time.



- Abstain from electronics. Turn off cell phones and put pagers on vibrate.
- Minimize background noise, especially when using speaker phones during conference calls so parties at all locations can be understood.
- Be prepared. Have thoughts and relevant materials organized. Always bring a writing instrument and something on which to write.
- Give full attention to meeting. Listen to issues the speaker addresses, the questions from attendees, and the answers provided. Don't doodle, read when someone is speaking, or carry on side conversations.
- Do not interrupt. Speak in turn and let meeting leader run the meeting.
- Be patient and calm. Do not fidget, drum your fingers, tap your pen or otherwise act in a disruptive manner.
- Attend the entire meeting. Leave only when the meeting is adjourned. If it is necessary to leave early, inform others in advance and apologize for the inconvenience this may cause other meeting attendees.
- Respond to action items. After the meeting, complete any tasks assigned to you as expeditiously as possible.

4.6.2 Meals and Snacks Whenever possible, meetings should be scheduled in a way that obviates the need for snacks and lunches – taking place either before or after regular lunch times. Generally, snacks and/or lunch will only be provided for meetings with outside visitors who must participate in an activity that lasts for four hours or longer. Unless there is a compelling reason authorized by the Executive Director, long internal meetings that take place during lunch hours should break so that employees can take lunch as they normally would.

4.7 Recycling and Care for Our Environment With natural resources becoming more and more limited, staff members are encouraged to take steps to protect our environment and conserve resources. By practicing the following, employees can help conserve natural resources and save money:

- Recycle paper, bottles, cups, newspapers plastic bags and other products that could be used more than once.
- Not using disposable cups for drinking water
- Recycle and reuse training supplies such as markers, flipcharts, id badges, etc.
- Turn off lights and air conditioners when not in the room and ensure that all computers, UPS devices, air conditioners, office appliances and lights are turned off when the employee leaves for the night
- Keep outside doors closed to keep the cool air inside
- Print draft documents on the back side of used/recycled paper
- Use air conditioning only when necessary
- Double up tasks and errands as far as possible to make best use of the vehicles and whenever possible, share transport with partner organizations to fill cars when going to the same meeting or venue.

#### **4.8 Travel**

4.8.1 Travel Advance: MAMA Centre will make a travel expense advance of a reasonable estimated cost of lodging, and other preapproved expenses. An advance request may be made in a written form. Travel advance requests should be submitted a minimum of one week (five working days) prior to the scheduled travel, unless the trip is sudden. The travel advance must be liquidated within ten (10) working days after the end of the trip.

Exceptionally, a second advance may be issued if there are less than ten (10) working days between trips or with the approval of the Executive Director or his/her designee. If the traveler does not settle an outstanding travel advance within ten (10) business days of returning from the trip, MAMA Centre has the right to deduct the amount due directly from the employee's salary and/or will not provide a new advance for subsequent travel unless authorized by the Executive Director under very extenuating circumstances.

If a traveler receives an advance of funds and the trip is cancelled, the advance will be returned to the finance office within two (2) working days. If the traveler does not return the unused travel advance within two (2) days, the MAMA Centre has the right to deduct the amount due directly from the employee's salary.

If an employee regularly abuses the advance policy, such as not liquidating a prior outstanding advance on a timely basis, MAMA Centre reserves the right to provide the traveler with a reduced advance amount or no new travel advance for subsequent travel. The Executive Director will be the final authority on this policy.

4.8.2 Post-travel Procedures/Reports: All official air travel shall be by economy class. Employees, who fail to do so, without just reason, will be held responsible for the total value of the ticket involved. Other additional restrictions may vary by funding agency. Travelers must prepare written trip reports summarizing the highlights of the trip, key contacts and any relevant follow up actions. These reports are to be submitted with the Expense Report. The trip report format on file is to be used.

4.8.3 Personal Travel: Personal travel may be taken in connection with official travel as long as it adds no additional cost to MAMA Centre or any additional costs are reimbursed by the employee.

Use of personal vehicles for official business must be approved by the Executive Director prior to the trip in order to be reimbursed for mileage. No other vehicle expenses will be reimbursed.

4.8.4 Lodging: MAMA Centre pays for actual lodging costs, up to the pre-determined maximum expense. For international travel, this amount is set MAMA Centre by the funder. MAMA Centre employees are encouraged to use the least expensive acceptable accommodations, ensuring adequate security, and must not exceed US Government standards amounts without prior approval. In order to receive reimbursement for lodging costs, the employee must submit a Travel Reimbursement Form with original hotel receipts attached.

4.8.6 Other Reimbursable Expenses In general, incidental expenses should be covered by the M&IE rate. However, there may be other substantial expenses that are not covered under M&IE, including the following:

- Actual costs of local travel—including taxi fares or other transportation required by MAMA Centre business, or other travel expenses not pre-paid before travel begins—as required by the authorized itinerary.
- Costs of additional luggage, when the employee is required to carry additional weight on the behalf of MAMA Centre's programs, projects or initiatives.
- Car rental: The normal means of transportation in a given locale shall be the most economical means of travel consistent with reasonable comfort. Car rentals should be the exception, not the rule. When justified, authorized in advance, and clearly stated on the Petty cash/Payment Voucher form, car rental expenses are reimbursed.

- Communication charges, such as telephone, telegram, faxes, or e-mail access, for official messages while in travel status.

Employees shall receive reimbursement for travel expenses upon submission of the Travel Expense Reimbursement Form. Receipts are required for all expenditures claimed for reimbursement, and original receipts are required for lodging, transportation and other itemized expenses.

MAMA Centre will not reimburse for any expenses not listed above, e.g., alcoholic beverages, parking fines or tickets, personal travel expenses, personal excess luggage, personal medication, sightseeing, movies rented in the hotel room or personal entertainment.

## **CHAPTER 5: ETHICAL AND NORMATIVE PRACTICES**

### **5.1 Restricted Items in the Office**

**5.1.1 Firearms in the Workplace:** To protect the health and safety of everyone in the workplace and to maintain an environment of cooperation and respect among employees, MAMA Centre bans firearms and other weapons on property that is owned or leased by the organization.

**5.1.2 Tobacco Use:** MAMA Centre commits to a safe and healthy workplace by restricting tobacco consumption to outside designated areas away from employee work areas, as determined by the Executive Director. Under no circumstances is smoking allowed in the organization's vehicles or inside its offices. Employees who take smoke breaks are expected to work a full eight hour day.

**5.1.3 Use of Alcohol, Drugs and other Controlled Substances:** With concern for the health and well-being of MAMA Centre employees, MAMA Centre supports a program to maintain a drug-free workplace. In pursuit of that goal it is important for employees to understand that the

unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the workplace and that violation of this policy will lead to employee discipline, up to and including termination. Each employee is to notify MAMA Centre of any criminal drug statute conviction or violation occurring in the workplace, no later than five days after such conviction. In case of suspected rule violation, MAMA Centre reserves the right to request an employee to submit to a medical or physical test, or an inspection or search by an official representative in compliance with local jurisdiction and Federal laws. Further details of this policy can be found in Attachment I, Drugs in the Workplace.

5.2 Harassment: It is MAMA Centre's policy that employees have a right to be treated with fairness, respect and dignity while working in an environment free of discrimination, which includes freedom from harassment based on gender, age, race, national origin, religion, disability, sexual orientation, marital status, or membership in other protected groups. MAMA Centre employees shall not engage in conduct that has the effect of substantially interfering with an individual's work performance or creating an intimidating, hostile or offensive work environment.

While it is not easy to define precisely what harassment is, it includes but is not limited to verbal slurs, offensive or derogatory remarks, physical intimidation, and/or the inappropriate use of electronic mail or computer equipment to display or distribute any material that is demeaning or derogatory to a person(s).

This policy sets a standard of conduct that is higher than what the law requires and forbids unwelcome conduct of the kind described in this policy even if the conduct does not rise to the level of violation of the law.

5.2.1 Conduct Constituting Prohibited Sexual Harassment: Sexual harassment is one of the forms of harassment forbidden by this policy. For example, and without compiling an exhaustive list, the following are illustrative of conduct that MAMA Centre condemns and prohibits under this policy: unwelcome and unsolicited sexual flirtations, sexual advances, requests or propositions for sexual favors, graphic or suggestive comments and/or physical conduct of a sexual nature, such as inappropriate bodily contact including immodest touching, fondling, and/or physical intimidation.

No employee or supervisor is to threaten or insinuate that an employee's refusal to submit to sexual advances will adversely affect his or her employment, evaluation, wages, advancement, assigned duties or any other aspect of employment. In addition, no employee is to engage in any sexual activity with any applicant/potential employee, and if any applicant makes any sexual advances to any employee while their application is being reviewed, their candidacy will be immediately terminated and the incident reported to HR.

5.2.2 Application of the Policy to Non- MAMA Centre Employees MAMA Centre's policy also applies to individuals who do business with MAMA Centre, who are present on MAMA Centre's premises, or who interact with any MAMA Centre employee while the employee is on duty. Such persons may include clients, customers, vendors, government personnel, board members, volunteers, donors, grantees, funders, peer partner representatives and/or member of the public. If a non- MAMA Centre employee is found to violate this policy, appropriate corrective action will be taken, including, possible, barring such persons from any future relationship with MAMA Centre.

5.2.3 Reporting Procedure Every employee has a role in preventing harassment. Every employee must avoid any conduct that could reasonably be interpreted as harassment forbidden by this policy. In addition, every employee should endeavor to protect other employees from harassment. Employees are expected and encouraged to inform others in the workplace whenever their conduct is unwelcome, offensive, in poor taste or inappropriate.

Employees who have been subjected or exposed to harassment have the right to have such activity terminated immediately. Employees who experience or witness harassment have the responsibility to report the actual or perceived violation to their supervisor and the Executive Director. MAMA Centre prohibits retaliation against any employee for reporting a harassment complaint and/or cooperating with the investigation of a complaint.

A complaint of harassment will be investigated and if confirmed, appropriate disciplinary action will be taken, up to and including dismissal. All complaints and actions taken to resolve such complaints will be treated confidentially to the extent possible.

5.2.4 Applicability of USAID's Code of Conduct Further, MAMA Centre has fully adopted USAID's Code of Conduct for the protection of beneficiaries of assistance from sexual exploitation and abuse in humanitarian relief operations. Please see attachment II for details.

5.3 Code of Ethics MAMA Centre's vision, mission and core values are based on a mutual respect of people. As a result, all employees are expected to treat one another with courtesy, respect and consideration. This expectation is clearly defined in the Code of Ethics. MAMA Centre reserves the right to administer appropriate disciplinary action for all forms of disruptive or inappropriate behavior.

5.4 Conflict of Interest: MAMA Centre employees must avoid conflicts of interest whether they are actual, or only give the appearance thereof. MAMA Centre's relationships and transactions with individuals outside the organization and with other business concerns must be conducted in a professional and ethical manner. Employees should review, with the Executive Director, any questionable activities that might be construed as a conflict of interest. For additional information or examples of what constitutes a conflict of interest, please refer MAMA Centre's Conflict of Interest Policy.

5.5 Confidentiality Employees often have access to confidential or proprietary information that may not be available to the public. This information may be specific to MAMA Centre, MAMA Centre's staff, its donors, peer partners or clients. Particular care must be taken to keep this information confidential. When in doubt regarding the confidential nature of a document or how Confidentiality Statement may apply to a specific situation, an employee should discuss the exact circumstances with his/her supervisor. Additional guidance may be obtained from the Executive Director or his/her designee.

5.6 Whistle-blowing It is MAMA Centre's policy to create an environment whereby employees feel empowered and secure enough to draw attention to any form of fraud, abuse or corruption within the office. No employee should be harassed or any way punished for good faith efforts to combat identified corruption at MAMA Centre.

5.7 Fraud: MAMA Centre expects the highest set of ethical values from its employees, and will not tolerate Fraud in any form. MAMA Centre's Fraud Policy is fully detailed in Attachment VII. The following are examples of fraudulent actions that may lead to discipline and termination:

- Forgery or alteration of any document or account belonging to MAMA Centre

- Forgery or alteration of a check, bank draft, or any other financial document
- Misappropriation of funds, securities, supplies, or other assets
- Impropriety in the handling or reporting of money or financial transactions
- Profiteering as a result of insider knowledge of company activities
- Disclosing confidential and proprietary information to outside parties
- Disclosing to other persons securities activities engaged in or contemplated by the company
- Receiving or encouraging any kind of kick-back or other personal profit from a would-be staff or contractor
- Accepting or seeking anything of material value from contractors, vendors or persons providing services/materials to the Company.
- Destruction, removal or inappropriate use of records, furniture, fixtures, and equipment;
- Any similar or related inappropriate conduct

5.8 Anti-Corruption: Corruption especially harms the poor and disenfranchised. It cripples development by undermining the rule and law and diverting public funds. Economic growth and civil society are dependent on reliable and fair government and institutional foundations. In addition to encouraging the public sector to adopt high level of responsibility, transparency and accountability, MAMA Centre seeks to ensure that its own activities are conducted with honesty, openness, fairness and incorruptibility.

MAMA Centre is committed to conducting its activities with the highest ethical and moral standards. MAMA Centre cooperate with and encourage others to fight bribery, fraud and other corrupt activities. MAMA Centre cannot effectively fulfill its mission if it allows any of its employees, representatives, associates or agents to engage in corrupt behavior.

It is MAMA Centre's Policy to prohibit bribery and corrupt practices. MAMA Centre employees, representatives, consultants, contractors, and agents ("MAMA Centre Representatives") must not, directly or indirectly, provide or offer to provide any payment, gift or benefit to any representative or employee of any government, governmental agency, multilateral institution, or grant-making organization in any circumstances where such payment or gift or offer constitutes a violation of any applicable law or regulation.

5.8.1 Relationships with Government Representatives MAMA Centre Representatives shall comply with the Nigeria's laws on corruption, kickbacks, illegal gratuities, and bribery, including the anti-corruption laws. MAMA Centre Representatives shall not, directly or indirectly, corruptly pay, authorize or offer gifts, gratuities, payments, loans, promises, or anything of value to any government official. A corrupt payment, authorization or offering is one where something of value is intended to influence any official government act or decision in order to benefit MAMA Centre.

If a MAMA Centre Representative feels that this policy is an insurmountable barrier to receiving necessary routine government services in Nigeria, the MAMA Centre Representative should contact MAMA Centre's Executive Director. Such routine government services may include the provision of permits, licenses, police protection, mail services, visas, phone, water, electric or other utility services, inspection approvals, or other routine government authorizations. In rare circumstances, approval may be given to make such payment in return for these routine services. However, unless the MAMA Centre Representative obtains such advance written approval from MAMA Centre's Executive Director, he or she must not make such payment.

5.8.2 Relationships with Funding Organizations In seeking or implementing projects funded by government agencies, multilateral and international institutions, private foundations and/or any other source of public or charitable funds, MAMA Centre representatives will fully observe this anti-corruption policy. Specifically, MAMA Centre Representatives shall not offer or provide any employee, consultant or representative of any funding organization any benefit originating from the government authority, the relevant donors and MAMA Centre.

5.8.3 Relationships with Vendors, Subcontractors, Sub-grantees MAMA Centre Representative should conduct themselves according to the highest ethical standards in any dealings they have with all MAMA Centre vendors, suppliers, subcontractors, sub-grantees, and all other persons or organizations receiving any payment, directly or indirectly, from MAMA Centre. Specifically, MAMA Centre Representatives responsible for making decisions which lead to payment of these persons or organizations shall not accept any gifts, gratuities, payments, loans, and/or courtesies of any nature. The only exception to this rule is that a MAMA Centre Representative may accept small material gifts if ALL of the following conditions are met:

- The gift is not composed of cash or other monetary instrument
- The gift was in no way solicited by the recipient
- The nature and the value of the gift are such that refusal could be seen as unsociable or impolite
- Acceptance of the gift is in line with and permissible under all other relevant Government, donor and MAMA Centre
- Acceptance of the gift will not influence the recipient's job performance or decision
- The recipient will not feel obliged to do something in return
- The gift in no way gives the appearance of corruption or favoritism, and
- The recipient is able to openly discuss the acceptance without reservation.

All MAMA Centre Representatives must report such acceptances to MAMA Centre's Executive Director or his/her designee.

5.8.4 Guidance: If MAMA Centre Representatives have any doubt whatsoever about this policy, the Representative should seek guidance from MAMA Centre's Executive Director or his/her designee. The organisation's Executive Director or his/her designee is available to interpret this policy and any of the underlying laws upon which it is based. If MAMA Centre's Executive Director or his/her designee is unable to give you a direct and immediate answer, he or she will seek clarification from appropriate persons, and then give further guidance on how to proceed.

5.8.5 Reporting: All MAMA Centre Representatives have an affirmative obligation to report all situations which they know, or have reason to believe, involve violations of this policy. Any situation which involves the corrupt or fraudulent use of MAMA Centre funds or the corrupt behavior of any MAMA Centre Representatives, including independent contractors, foreign agents, and grantees, must be reported as per the Global Fraud Policy.

5.8.6 Enforcement: MAMA Centre will not tolerate any illegal or unethical acts. Anyone found to have violated this anticorruption policy will be disciplined. Discipline of employees and contractors may include termination of employment. In addition, MAMA Centre will move to terminate all present and future work with any contractor, grantee or other MAMA Centre Representative committing violations of this policy.

5.9 Cleanliness and Appearance: Each employee is responsible for creating a clean, pleasant and professional work environment. Employees are asked to maintain their work area in a neat and tidy manner.

The image projected to clients, other institutions, donors and the public can be affected by the personal appearance of employees. MAMA Centre, therefore, expects employees to observe the usual standards of dress and appearance appropriate to a professional organization. Employees are required to wear suitable business attire including, for men, dress slacks and shirts or the equivalent traditional outfit. Women should wear business clothing suitable for an office setting. More formal attire, such as business suits or the equivalent traditional outfit may be required for important business meetings and/or special events. Casual attire is acceptable on “dress down” Fridays; however, shorts, indecent attire or clothing with offensive or partisan political messages are not permitted at any time.

5.10 Apolitical and Non-Denominational Policy: MAMA Centre strives to ensure that no members of Nigerian civil society feel excluded from working with our office or discriminated against in any way. As such, when representing MAMA Centre, all staff will be expected to avoid actions and statements that may be perceived as placing them and the project for or against a specific party, ethnic group, religion or any other segment of society.

Staff may of course speak out as individuals on matters of personal concern, during non-work hours and outside of the office. At all times, however, care must be taken to assure that such statements are neither made, nor likely to be interpreted as being made, on behalf of MAMA Centre.

5.11 Copyright: For purposes of copyright laws, works created by employees of MAMA Centre within the scope of their employment are considered to be works created for hire. Accordingly, MAMA Centre (as the author) owns all rights in and to the copyright of the work, and has the right to register and renew the copyright in the work in MAMA Centre’s name. Employees should not assume that he/she owns any rights to a work that has been created within the scope of his/her employment.

5.12 HIV/AIDS in the Workplace MAMA Centre is committed to maintaining a safe and healthy work environment for all employees. As the incidence of HIV/AIDS has risen and the implication for the workplace become more apparent, MAMA Centre has established an HIV/AIDS Workplace Policy to guide supervisors and other staff on policies and provisions for awareness, support and protection of the rights of HIV-positive staff. All provisions of this policy shall be carried out in accordance with privacy, confidentiality and other policies set forth in other applicable sections of this manual.

5.12.1 Education and Awareness The Executive Director or his/her designee is responsible for ensuring that employees are informed about HIV/AIDS in a manner that promotes a general acceptance and support of HIV-positive employees in the workplace. This includes appropriate training/workshops for supervisors and other staff, as well as provision of prevention information, prevention products such as prophylaxis, and referral services for counseling, support, and treatment.

5.12.2 Reasonable Accommodations In so far as an HIV-positive employee can and is willing to work, such an employee will not be isolated in any way from other employees in the workplace. Supervisors are responsible for providing reasonable accommodations to ensure that an HIV-positive employee is able to perform the essential functions of the job. Reasonable



accommodation may include, but is not limited to, flexible or part-time work schedules, leaves of absence, work restructuring or job reassignment.

Employees with HIV/AIDS shall be allowed to continue working as long as they are able to maintain acceptable performance and do not pose a health or safety risk to themselves or others in the workplace. Moreover, it is recognized that under no circumstances an employee's positive HIV status itself is a health or safety risk to other employees. AIDS is not transmitted through casual personal contact under normal working conditions. On the basis of current medical and scientific evidence, MAMA Centre recognizes that AIDS itself does not present a risk to the health or safety of employees

5.12.3 Discrimination Employees (and contractors) who refuse to work with or who withhold their services, harass, intimidate or in any other manner discriminate against an HIV-positive employee shall be subject to appropriate disciplinary action up to severance of employment or contract.

Hiring and retention decisions are based on organizational needs, employee capacity to perform the essential functions of the job, and history of work performance. HIV status may not be requested nor shall it be considered in hiring and retention of any MAMA Centre employee.

5.12.4 Confidentiality: MAMA Centre acknowledges that an employee's health condition is a private and confidential matter and reasonable precautions should be taken to protect and maintain the confidentiality of any information regarding the employee's health condition. Employees are not required to disclose their HIV or AIDS status, unless a reasonable accommodation request is made.

5.12.5 Limited Authority: MAMA Centre shall not establish policies or provisions related to HIV status that entitles an employee to benefits beyond those available to other employees under relevant Employment Agreements or Contracts. MAMA Centre will treat AIDS or HIV infection the same as it treats any other life-threatening illness in terms of all our employee policies and benefits.

5.13 Gender: Many societies, historically and culturally, have placed one gender (most commonly women) at a disadvantage by limiting opportunities for its members to achieve equal social, economic and political status. By working counter to this injustice and inequitable treatment, civil societies that involve and empower both women and men are the most effective in promoting democracy and maximizing sustainable economic development.

MAMA Centre, an organization committed to developing civil societies, works at local, regional and national levels in the Country. At each level, the participation of women and men is vital to ensuring MAMA Centre programs achieve their goals, and, ultimately, MAMA Centre's mission. Including women in the program design, implementation, monitoring and evaluation stages of development assistance not only increases the likelihood that social and economic needs will be addressed, but also empowers the whole community with a sense of ownership and influence. MAMA Centre believes the full participation of women is essential if development initiatives are to have sustainable impact at the community, regional and national levels.

5.13.1 Management Objectives: To incorporate fully MAMA Centre's commitment to strive for gender equality, MAMA Centre must address similar issues within its own organizational structure. Women and men must be fully represented in all positions in the organization, including in senior management positions and the decision making process. MAMA Centre is

committed to maintaining equitable representation of both genders throughout its staffing. This not only ensures a representative perspective on program direction but demonstrates to our beneficiaries and supporters that MAMA Centre, as an institution, fundamentally believes in the empowerment of women.

5.13.2 Practices MAMA Centre's gender policy, developed with participation of the Executive Director as well as MAMA Centre's staff, affirms this commitment. In its management MAMA Centre will strive to:

- Promote equitable participation of women at all levels of decision making
- Recruit and retain qualified women to maintain gender balance in staffing all positions, including senior management and Executive Director positions
- Educate all staff on the gender policy and provide training to increase awareness and knowledge of gender issues in staffing and programming
- Promote nondiscriminatory working relationships and respect for gender in work and management styles
- Develop guidelines and procedures for implementing and monitoring the gender policy in programming and management, with measurable objectives, targets and timetables, and integrate them into MAMA Centre's organizational strategic plan
- Provide the resources necessary to implement this policy
- Hold senior staff responsible and accountable for implementation of the policy and appoint a staff person to periodically assess progress to ensure its implementation of the gender policy
- Develop and implement gender policies that are appropriate and consistent with MAMA Centre's policy.

5.13.3 Gender Program Objectives: Strengthening legislature and making legislature accessible to the electorate is the main focus of MAMA Centre.

MAMA Centre program objective. The empowerment of women, particularly through advocacy and leadership skills, is fundamental to achieving our objective. Men play significant roles in life as well, and their acceptance and commitment to affording women to play a more substantial role is crucial.

Emphasis on women is found throughout MAMA Centre's programs. MAMA Centre's challenge is to deepen the scope of these programs to better understand their impact on women, and their implications for the overall development of the nation. MAMA Centre's funding limits the extent to which we are able to conduct analysis of gender issues in each project, unless such analysis is specifically mandated. This does not lessen MAMA Centre's commitment, but challenges MAMA Centre to make equitable participation of women and analysis of that participation not simply as add on but an integral part of program design. MAMA Centre will continue to focus on the needs of women in project design and to strive for equal participation of men and women within the social, economic, political and time constraints.