



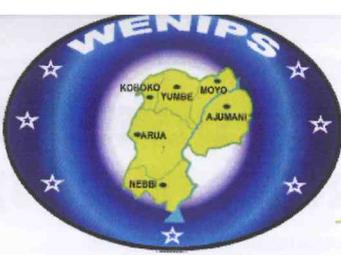
WEST NILE PRIVATE SECTOR DEVELOPMENT PROMOTION CENTRE LTD (WENIPS)

Promoting the Private Sector for Sustainable Development

HUMAN RESOURCE POLICY MANUAL



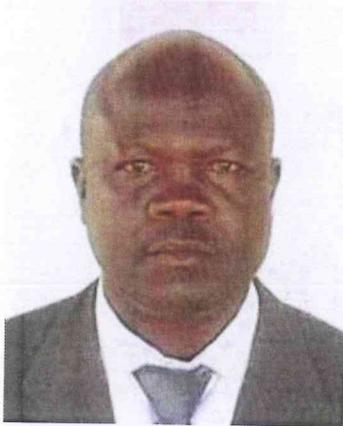
Effective 1ST January, 2021



WEST NILE PRIVATE SECTOR DEVELOPMENT PROMOTION CENTRE LTD (WENIPS)

Promoting the Private Sector for Sustainable Development

A WORD FROM THE CHAIRMAN BOARD OF DIRECTORS



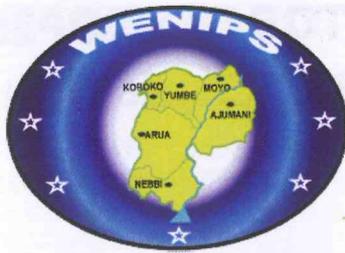
The overarching aim of this policy is to affirm the Board's commitment to excellence and to communicate to Staff how highly the organisation values its human resources because they are crucial to the effective delivery of our work. The document is intended to be a one-stop resource where WENIPS staff are able to access all the information they need in relation to their employment with WENIPS and it will form a basis for crafting all Appointment Letters, Service Contracts, and Terms of Reference etc.

"This document is a great milestone especially as we enter our new Strategic Period 2021 – 2023. Used together with other policies, it will help WENIPS to achieve its vision of *"An empowered, healthy and prosperous communities in Uganda"* and the mission of *"Working with communities to improve livelihood, conserve the environment and promote human rights"*.

I therefore call upon the Human Resources Committee of the Board and Management to operationalize this policy in order to modify behavior and streamline operations at WENIPS.

Thank you.

DR. OKWIR ANTHONY
CHAIRPERSON, BOARD OF DIRECTORS
WEST NILE PRIVATE SECTOR DEVELOPMENT PROMOTION CENTER LTD



WEST NILE PRIVATE SECTOR DEVELOPMENT PROMOTION CENTRE LTD (WENIPS)

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A WORD FROM THE CHIEF EXECUTIVE OFFICER



This Human Resource Policy document provides policies and procedures which are an essential part of WENIPS human resource function. The policies and procedures contained herein provide a roadmap for day-to-day operations and is critical in that it sets out employer and employee expectations; holds management accountable; ensures compliance with WENIPS Memorandum and Articles of Association, labour laws and regulations of Uganda; guides management in decision-making; streamlines internal processes and clarifies roles and responsibilities without compromising on the need for, and use, of team work; can help to defend employees and lets employee know where to turn for help. This in essence constitutes an agreement between the organizations and its current and future human resources or employees/staff by setting out the terms and conditions for WENIPS's management and employees to follow in the execution of their jobs. The policy will be used by the Board and management in recruiting, vetting, selecting, hiring, on boarding, training, promoting, paying, and firing employees and accredited trainers as the case may be.

An effective operationalization of the HRP in tandem with other relevant policies, regulations and laws of Uganda will, ultimately, enable the organization to serve its beneficiaries and clients in a manner that foster the principles and practice of strategic partnering, service excellence, operational excellence, and engaged workforce for development effectiveness and impacts.

Finally, I call upon all management staff to ensure they read and internalize the policies for effective application.

For God and my Country!

Onegi P. Jenaro

Chief Executive office/Company Secretary



WEST NILE PRIVATE SECTOR DEVELOPMENT PROMOTION CENTRE LTD (WENIPS)

Promoting the Private Sector for Sustainable Development

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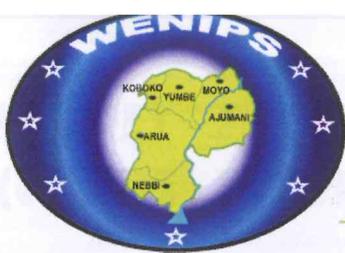
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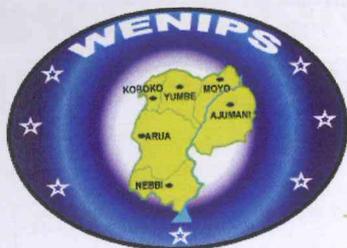
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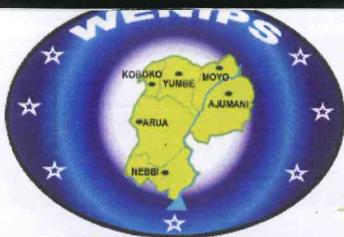
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GLOSSARY OF TERMS

The following terms shall apply

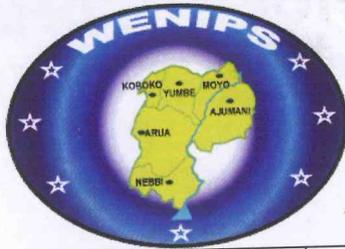
APPOINTMENT	Means the formal engagement of a Staff in the service of West Nile Private Sector Development Promotion Centre Limited, in accordance with the regulations, terms and conditions herein.
COMPANY	Means –West Nile Private Sector Development Promotion Centre Limited.
CHILD	Means a Staff's unmarried and dependent biological or legally adopted child or children less than 18 years of age officially registered with West Nile Private Sector Development Promotion Centre Limited.
CONTRACT	Means employment in the service of West Nile Private Sector Development Promotion Centre Limited for a specified or prescribed period between a Staff and the Company.
STAFF	Means a person working for or employed by West Nile Private Sector Development Promotion Centre Limited on permanent, contract, probationary or temporary terms in accordance with this HR policy manual.
IMMEDIATE FAMILY	Means declared and legally recognized (official) married partner and children of Staff, subject to the definition of child or children in this HRPM
INCREMENT	Means increase in remuneration, upon satisfactory performance of service and conduct, granted to Staff on merit until she/he has reached the maximum of his/her salary scale.
RESIGNATION	Means self-termination of service of a Staff of West Nile Private Sector Development Promotion Centre Limited
CLOSE RELATIVES	Means a Staff's biological father, mother and siblings.
ABSCONDMENT	Shall mean absence from duty without permission for a continuous period of ten (10) working days



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ALLOWANCE	Shall mean monetary benefits a Staff is entitled to receive to assist with costs incurred for such items as housing, transport etc., which shall vary from time to time.
APPOINTING AUTHORITY	Shall mean the Board of Directors or the CEO acting pursuant to the powers vested in him/her.
BASIC SALARY :	Shall mean the salary exclusive of allowances
CASUAL WORKER	Shall mean a person employed to perform unclassified tasks on a day to day ad- hoc basis.
CONFLICT OF INTEREST	Shall mean a situation where a Staff's personal interests disagree with those of the Company as defined in the Staff Code of conduct
GROSS SALARY	Shall mean the basic salary plus allowances indicated in the letter of appointment and reflected on the pay slip
DISCIPLINARY PANEL	Shall mean the people appointed by the Board of Directors or the CEO or his delegate to hear Staff disciplinary cases or matters.
DISMISSAL	Shall mean termination of the services of a Staff by the employer as stipulated in this HRPM
STAFF ON PERMANENT TERMS	Shall mean a Staff who has satisfactorily completed the prescribed probationary period and has been confirmed in service and notified in writing to that effect.
JOB TITLE/ POSITION	Shall mean the approved and declared job position as stipulated in the job categories stipulated in this Manual.
GRIEVANCE	Shall mean a complaint concerning an issue arising from a Staff's work, workplace and/or work environment within the Company.
GROSS MISCONDUCT	Shall mean a severe breach of the terms and conditions of service and/or the service regulations, professional, ethical or other law in force at the time construed by the Appointing Authority.
GROSS NEGLIGENCE OF DUTY	Shall mean neglect of duty to a level construed by the Appointing Authority Board as severe



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HEAD OF DEPARTMENT	Shall mean a person appointed and designated by Board of Directors as being accountable for a department administratively.
HR MANUAL	Shall mean this Manual.
INDUSTRIAL TRAINING	Shall mean the attachment of a student to the company department, for purposes of the student gaining hands on experience and knowledge.
LEAVE	Shall mean the official time off from the Company work as provided for in this Manual
MANAGEMENT COMMITTEE	Shall mean the informal committee set up by the CEO and consisting of senior managers of WENIPS to advise him/ her on administrative matters
MISCONDUCT	Shall mean a breach of the terms and conditions of service and/ or the service regulations, professional, ethical or other law in force at the time of his/her employment.
OVER TIME	Shall mean any approved additional hours worked in a day that is over and above the normal hours a Staff is expected to work.
PROBATION	Shall mean a prescribed period for which a Staff has to serve prior to being appointed on permanent terms.
RETIREMENT	Shall mean permanently leaving service of the Company at the age of 65 years or on medical grounds or in public interest by a Staff who has been on permanent terms of employment.
SPOUSE	Shall mean only one legally recognized marital partner declared by a Staff
SUSPENSION	Shall mean a situation where a Staff is caused to stay off duty temporarily pending investigations into the cause of the suspension.

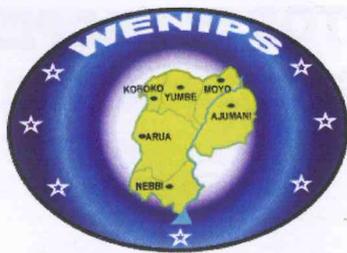


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LIST OF ACCRONYMS

AAA	Accounts and Administrative Assistant
AGM	Annual General Meeting
AIDS	Acquired Immunodeficiency Syndrome
AoA	Article of Association
BoD	Board of Directors
BDM	Business Development Manager
CEO	CEO Officer
COA	Chart of Accounts
DSA	Daily Subsistence Allowance
FAM	Finance and Administration Manager
GoU	Government of Uganda
HIV	Human Immune Deficiency Syndrome
LCC	Local Contract Committee
LPO	Local Purchase Order
MoA	Memorandum of Association
MoU	Memorandum of Understanding
MOFPED	Ministry of Finance Planning and Economic Development
MSME	Micro, Small and Medium Enterprise
NSSF	National Social Security Fund
PAYE	Pay As You Earn
SDA	Safari Day Allowance
TOR	Terms of Reference
UNDP	United Nations Development Programme
Ushs	Uganda shillings
VAT	Value Added Tax
PC	Programme Coordinator
WENIPS	West Nile Private Sector Development Promotion Center Limited



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1.0. MEMORANDUM OF AGREEMENT

- a) This HR Policy (HRPM) constitutes an agreement made between West Nile Private Sector Development Promotion Center Limited (hereinafter referred to as the “Company”) on one hand and its HR (hereinafter referred to as the “Staff”) on the other hand and shall be read in conjunction with and form part of the Staff’s employment contract.
- b) In the event of any conflict between the terms of the employment contract and the provisions of this HRPM, the provisions of the employment contract shall prevail.

2.0. PREAMBLE

West Nile Private Sector Development Promotion Centre Limited (WENIPS) is a registered autonomous company limited by guarantee without shares. It was established by the United Nations Development Program (UNDP) and Government of Uganda (GoU) in 1997 to promote private sector-led growth and development. It is mandated to operate in the entire West Nile sub region and any other part of Uganda. WENIPS became a company limited by guarantee as a membership organization which includes schools, private and government institutions engaged in different enterprises

2.1 *Vision*

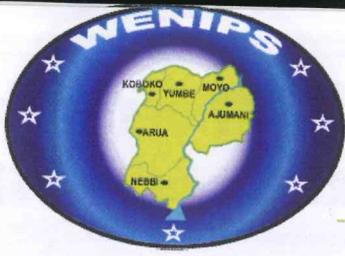
WENIPS vision is “Empowered, healthy and prosperous communities in Uganda.”

2.2 *Mission*

To work with communities to improve livelihoods, promote human rights and conserve the environment

2.3 *Core Value*

- Concern for the poor - will keep us mindful of the marginalized people;
- Openness and mutual respect - for our clients, beneficiaries, and other stakeholders.
- Teamwork - to bring out the best in everybody and a synergy of efforts;
- Integrity - in the way we behave and act internally and towards others and in the way we handle resources entrusted to us;
- Creativity – will enable us to adapt to new challenges and always look for better ways of satisfying our clients and meeting our objectives.



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3.0 INTRODUCTION.

3.1. Introduction to this HR Manual

The HR Manual is a result of a review by management and approval by the Board of Directors of the company and its purpose is to outline the policies of West Nile Private Sector Development Promotion Centre Limited regarding HR management. It contains regulations, terms and conditions of entry to, service in and exit of WENIPS. It shall, however, be subject to amendment by the Board from time to time.

3.2. Citation

This policy shall be cited as WENIPS Human Resources Policy Manual herein abbreviated as HRPM

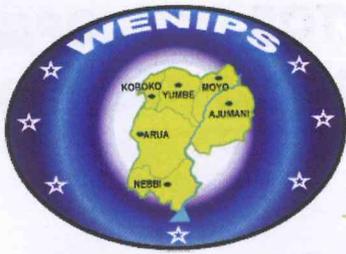
3.3. The Purpose, Accessibility and Revision of the Manual

The purpose of this HRPM is

- (a) To source, motivate and retain committed Staff and to ensure that the company creates an internal environment that promotes professionalism, accountability, integrity and commitment based on mutual respect and a common goal.
- (b) To guide the organization in its decisions as regards HR, management policies, procedures and practices.
- (c) To inform management and Staff about the organization's HR management policies, procedures and practices.
- (d) To ensure consistent and fair application of HR policies, practices, procedures and management decisions.
- (e) To serve as an administrative framework for the management of the HR in the Company.
- (f) To define the obligations and rights of the Board of Directors as the employer and the Staff of the company.

3.4 Accessibility of the HRPM

All Staff shall have access to copies of the HRPM. All Staff shall acknowledge their understanding and acceptance to abide by the provisions of this Manual by signing the attestation to the HRPM within 14 working days from the date of commencement of duty.



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Failure to sign this HRPM within the stipulated time shall tantamount to rejection of employment and shall attract immediate termination of the contract.

3.5 Revision

The Manual shall be reviewed from time to time. A Staff or organ of the Company may communicate in writing the need for revision or addition to any part of the Manual. Such recommendations shall be delivered to the CEO who will present them to the Board of Directors for considerations and approval. The decision of the Board shall be communicated in writing to all members of Staff by the CEO of the company.

3.6 Interpretation

The interpretation and enforcement of this Manual shall vest in the Board of Directors, whose interpretation shall be final in as far as it does not conflict with the Constitution of the Republic of Uganda 1995 (as amended), the Employment Act in force and any other relevant or related laws of Uganda.

3.7 Provisions

- 3.7.1 The HR Manual shall constitute the Company's Terms and Conditions of Service for all categories of its Staff. It shall **complement and be read together** with the employment contract and other Company policies and regulations made there under and all relevant laws of Uganda that may be in force at any given time. In case of a conflict between the Law and this Manual, the Law shall prevail.
- 3.7.2 If any matter arises which this Manual does not cover, it shall be brought to the attention of the Board of Directors through the CEO for consideration. This shall be included as part of the manual as an addendum.
- 3.7.3 Matters not covered by this Manual but covered by other Company policies passed by Board of Directors or AGM shall be equally binding to the Staff.

3.8 Implementation

3.8.1 Responsibility

The overall implementation of this Manual is vested in the CEO.

3.8.2 Commencement

This Manual shall come into force **with effect from 1st January, 2020**



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4.0 EMPLOYMENT

4.1 Introduction

- 4.1.1. WENIP is an equal opportunity employer and appointment to all positions in the Company service will be based on the principle of MERIT. The Board of Directors shall approve all the position through the relevant committees of the Board.
- 4.1.2. Recruitment into the organization shall arise out of the need for filling a given job position/vacancy. Vacant positions shall be open to Applicants both within and outside the Company. All references and educational qualifications submitted by the Applicants shall be verified before successful Applicants are considered for appointment.
- 4.1.3. Recruitment of contract Staff shall be carried out only for approved positions. The duties and responsibilities attached to the position, qualification, experience, remuneration, etc. shall be specified in the job advertisement and/or in the contract of employment.

4.2 Equal Opportunity Employment

It is the policy intention of the Company that there be equal opportunity employment and freedom from unlawful discrimination in all employment within the Company. There shall be no discrimination in positions covered by these regulations on the basis of race, colour, national or regional origin, sex, religion, handicap, or age among others

Employment in positions covered by these regulations shall be conducted in accordance with all provisions of laws of Uganda or regulation prohibiting any such discrimination except that bona fide occupational qualifications or other exceptions to those general prohibitions, specifically provided for by law, may be applied to positions covered by these regulations.

4.3 Duty of WENIPS to provide work

4.3.1 WENIPS shall provide employees with work:

- (a) In accordance with the contract of service
- (b) During the period for which the contract is binding
- (c) On the number of days equal to the number of days expressly or impliedly provided for in the contract

4.3.2 The duty to provide work in part 1 shall not apply if:

- (a) The contract is frustrated



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- (b) If performance is suspended
- (c) It is prevented by an act of God or civil strife
- (d) Natural calamities
- (e) Strikes, go-slow or other industrial actions
- (f) Economic or technological reasons which result into a shortage of work that is beyond WENIPS control
- (g) WENIPS or the employee has terminated the contract of service
- (h) Where WENIPS fail to provide work as required by this section, WENIPS shall pay to the employee, in respect of everyday on work was not provided, wages/salaries at the same rate as if the employee has performed the work the days' work.

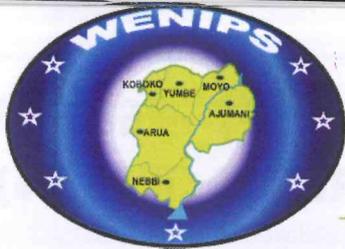
4.4 Authority to make Appointments

The authority for the appointment of the CEO and Senior Managers is vested in the Board of Directors. The CEO shall appoint all other members of Staff and notify the Board accordingly. Appointments shall be supported by proceedings of the interview, or full reports received from a Recruitment Committee established by the Board or CEO or a Recruitment Agency in cases where the service is outsourced. Every appointment within the Company shall be made, by the Board of Directors or the Board's delegate such as the CEO, by means of a letter of appointment signed by the Chairman of the BOD or his/her delegate.

4.5 Types of Appointments

The Company shall provide employment under the following types of appointments:

- (a) Appointment of CEO and Senior Managers shall normally be for a period of one to five years, subject to prolongation or renewal. Other Staff shall be granted either a temporary or fixed-term appointment under such terms and conditions consistent with the provisions of this policy;
- (b) Fixed-term contract appointments whose duration is one to two years, renewable. A fixed-term appointment does not carry any expectation, legal or otherwise, of renewal or conversion, irrespective of the length of service;
- (c) Temporary appointments of one to nine months' contract; renewable. A temporary appointment does not carry any expectation, legal or otherwise, of renewal. A temporary appointment shall not be converted to any other type of appointment



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4.6 Terms of employment

4.6.1 Working hours

All employees of WENIPS shall work for a maximum of forty eight hours per week. However, the CEO has the discretion to request an employee to work up to fifty six hours in a given week.

4.6.2 Employment contracts

The Company shall issue appointments under CEO and Senior Managers, fixed –term and temporary contracts. The Board of Directors shall appoint the CEO and Senior Managers for a duration of one to five years. The CEO will appoint fixed-term and temporary term Staff in line with the provisions outlined in this Manual.

5.0 RECRUITMENT AND SELECTION PROCEDURES

5.1 Purpose

The purpose of these procedures is to provide guidelines that would lead to the selection and retention of high caliber personnel with the skills, knowledge and experience to fill positions in the Company in an open, transparent and reliable manner.

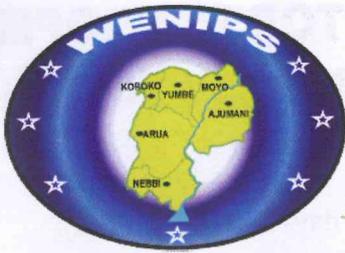
The nature and extent of recruitment necessary to fill a position is based on:

- (a) The type of position
- (b) Duration of the appointment
- (c) Recruitment area where individuals who meet the minimum qualifications for the position are available, and
- (d) Other considerations as may be described in the specific recruitment criteria for a particular position.

5.2 Recruitment Procedures

This section provides a step-by step procedure for the Company to follow when conducting and documenting recruitments. The key steps include:

- (a) Vacancy Identification
- (e) Sourcing a Candidate
- (f) Collecting and Screening Applications
- (g) Appointment
- (h) Induction



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- (i) Probation
- (j) Documenting the Application and Selection Process.

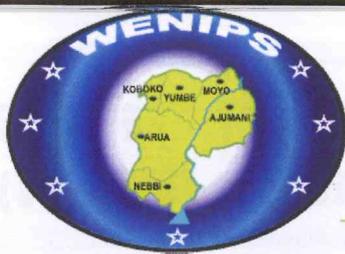
5.3 Vacancy Identification

Before commencement of recruitment, a Job Analysis shall be done to help identify a vacant position's requirements with regards to the job's performance areas and personnel specifications, appropriate title and salary range. The proposed position should be discussed with the Board, Chief Executive, sponsoring/funding partner and reporting manager.

The Job Analysis shall then lead to the development of a Job Description or Terms of Reference for the position. The Board of Directors shall approve a clear Job Description together with a post justification. For sponsored positions, the guidelines of the funding partner should be followed for fund authorization and space to support the position.

5.4 Sourcing the Candidates

- 5.4.1 A search to fill a vacant position may be conducted on a national, regional, district, local or internal basis. Each type of sourcing imposes different requirements in terms of recruitment area, advertising source and length of recruitment period.
- 5.4.2 Recruitment shall be sought by various means including advertisements in relevant websites, newspapers, professional magazines, internal notice Boards and circulars, head hunting and recruitment agencies. Headhunting must be complemented by one or more forms of advertisement.
- 5.4.3 All Senior Manager Positions must be advertised in at least two national newspaper. The recruitment duration for the position of a CEO must be for at least six months.
- 5.4.4 All advertisement must include a position description that contains the following information:
 - a) Title of proposed position
 - b) Key results areas/outputs
 - c) Minimum qualifications including the criteria for selection of candidates
 - d) Salary or salary range
 - e) Date position will be available
 - f) Instructions for the submission of supporting documents, including confidential letters of reference, if desired



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- g) Proposed application closing deadline (a minimum of 10 working days must be allowed):
- h) The following statement: “The Company is an equal opportunity employer committed to excellence through diversity” must be included in the advertisement.
- i) The advertisement must also display the Company’s mission and include a brief description about its identity and activities

5.5 Extension of Closing Date

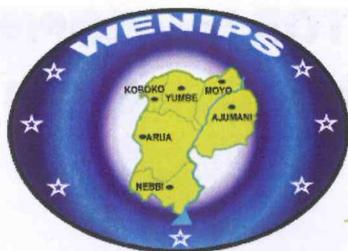
The Applicant pool after the posting of an advertisement should be monitored for 1-3 weeks. If the recruitment period must be extended beyond the published closing date for reasons such as expansion of the candidate sourcing plan or too few applications received, a written request for the extension must be sent to the Board of Directors. The request should include a proposed new date and should be attached to a copy of the approved Candidate Sourcing Plan. Where several recruitment methods were used, all recruitment sources must be informed about the extension of the deadline.

5.6 Collecting and Screening Applications

A recruitment file in the company that includes copies of the advertisement and all application materials should be created. Only applications received during the recruitment period should be included. The screening process should be discussed with the recruiting manager or screening committee. Documentation requirements should be checked against the Search Activities Form which provides assistances for orderly review of Applicant files and for recording reasons for ranking candidates and for final decision.

5.7 Screening Applicant Pool

- 5.7.1 Anyone who submitted application material for an advertised position within the announced filling period, regardless of qualifications is regarded as an Applicant.
- 5.7.2 Any Applicant who does not meet the advertised minimum qualifications or fails to submit the application materials advertised in the position announcement shall be eliminated from further consideration. All Applicants shall be treated consistently with respect (e.g. if one is eliminated because letters of reference are lacking, all Applicants lacking letters of reference must be eliminated).
- 5.7.3 Qualifying candidates are finalists who are contacted, interviewed, invited to make presentations in support of their applications, etc. These candidates shall be ranked



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based on objective criteria related to the posted job description and a detailed record made of concise reasons for the ranking.

- 5.7.4 Applicants will be short-listed by persons with knowledge of the requirements of the job, and using pre-determined criteria. The short-list shall be forwarded for approval of the Board or the CEO as the case may be.
- 5.7.5 Candidates will then be invited for interview and informed of the date of interview and required documents.

5.8 Candidate Testing

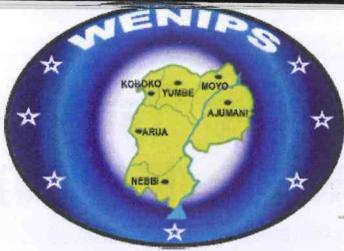
- 5.8.1 Using an agreed testing method (e.g. interviewing, assessment centers, outsourcing, etc.) candidates shall be selected by a panel of interviewers using a set of defined criteria listed on a score sheet.
- 5.8.2 Depending on the seniority of positions (and the type of appointment) under consideration, and taking account of existing MoU, development partners may be represented on the panel. This shall apply even when the recruitment has been outsourced.
- 5.8.3 The manager under whom the vacancy occurs must be present as one of the panel members.

5.9 Final selection

- 5.9.1 Final selection must be based on objective criteria. Select final candidate and extend tentative offer. Document the reason for the selection.
- 5.9.2 Recommendations for appointments should not differ from the position as advertised in rank or salary. Exceptional situations shall be brought to the attention of the Board as early as possible in the process.
- 5.9.3 Records shall be kept of any declined offers and reasons for decline of tentative offers must be reported to the Board.
- 5.9.4 Notice shall be sent to unsuccessful candidates, as a courtesy.

5.10 Conflict of interest due to prior knowledge of an Applicant

Whenever a member of the screening or testing committee or interview panel (i.e. the pre-selection or selection jury) has a conflict of interest due to prior knowledge of the Applicant, such conflict of interest shall be declared and the affected panelist replaced.



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5.11 Candidate Verification

Every effort shall be made to verify the accuracy and authenticity of any qualifications, achievements, experience and identity of selected candidates prior to any offers for employment. Any misrepresentation of facts including where required matters such as age, marital status, qualifications and references shall render the application invalid and the Applicant unsuitable for employment. Where necessary such fraud should be reported to the relevant authorities.

5.12 Appointment

5.12.1 The selected candidate shall receive a letter of appointment, together with the terms and conditions for appointment. The appointment letter shall explicitly, or by references state the conditions of employment and shall include:

- (a) The job title
- (b) Responsibilities
- (c) Duty station
- (d) Job grade
- (e) Remuneration
- (f) Benefits
- (g) Contract duration
- (h) Effective date of commencement
- (i) Date of expiry and
- (j) Any exclusion.

5.12.2 The selected candidate shall acknowledge receipt, and sign a letter of acceptance of appointment in writing after which, the two parties shall sign an Employment Contract.

5.13 Induction

5.13.1 All new Staff or intern shall be inducted according to the procedures described in this manual. Such an orientation programme is aimed at introducing him/her to the organization, its personnel, workplace, activities and programmes, policies and organizational culture.

5.13.2 The inductee shall be availed and inducted on relevant polices, reports and any such correspondences and literature that would assist in his/her immediate integration.



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5.13.3 The responsibility for the induction process shall lie with the following offices:

- (a) The Chairperson Board in case of a new CEO. He/she may however, delegate this responsibility to any Board member or conduct the induction jointly with them. The CEO in case of all Senior Managers. She or he can, however, delegate part of this responsibility to any Staff or perform the induction jointly with them.
- (b) Head(s) of department in case of new Staff, interns or volunteers. He/she shall also be responsible for reaching consensus on performance expectations and on-the-job training.
- (c) Every new Staff, intern or volunteer will have a "professional home", a Program or section he or she will be attached to for administrative purpose.

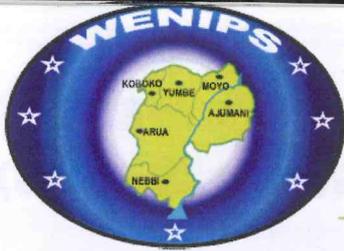
5.13.4 Duration of the Induction

Induction of Staff shall take between 2 – 14 working days depending on the category of Staff.

5.13.5 Induction Package

Depending on the level of Staff, every Staff shall be inducted on the following:

- (i) Company Background
- (ii) Company Programs, projects and Activities
- (iii) Company Mission and Strategic Priorities
- (iv) Company Organizational Structure
- (v) Introduction to Company Staff
- (vi) Company Policy Manuals
- (vii) Relevant Administrative and Financial Procedures
- (viii) Dialogue on Expectations
- (ix) Introduction to Board members
- (x) Visit to at least one Company project or Activity
- (xi) Company Image and Public Relations (PR)
- (xii) Dialogue on Performance Expectations
- (xiii) Visits to company branches
- (xiv) Introduction to Company partners and key stakeholders
- (xv) Staff job description
- (xvi) Etc.



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5.13.6 Induction report

After induction is completed, the person responsible for the induction shall prepare an induction report. The report shall be filed in a separate Induction File.

5.14 Documenting the Application and Selection Process

At the conclusion of the search, the recruitment file shall be kept in the office of the CEO and marked with a destruction date three years into the future. The recruitment file shall include the search plan, copies of advertisements, and all Applicant files. These shall remain accessible for the three-year retention period in case they are needed for an audit.

It is the responsibility of the CEO or his designate to ensure that the entire recruitment process is well documented. Based on the procedural steps above, the Search Activities Statement should be completed.

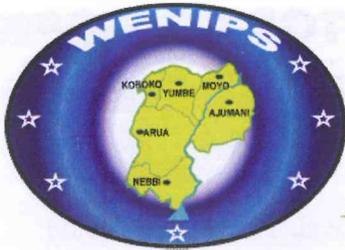
5.14.1 Staff Records

Subsequent to appointment, a personnel file shall be opened in the Company, which shall contain:

- (a) Letter, Reference Letters & Curriculum Vitae.
- (b) Photocopies of education background and work experience.
- (c) Appointment Letter
- (d) Letters of acceptance by the Staff member.
- (e) Copies of certificates of training or education while working with the Company (where relevant)
- (f) One photograph
- (g) Contacts and details of next of kin
- (h) Medical Certificate of fitness
- (i) Any other relevant correspondence

5.14.2 Exception to Search

This refers to situations where the filling of a vacancy is not done through the steps enumerated above. Exceptions to search, both temporary and permanent exceptions, must be requested in writing and approved by the Board of Directors or the CEO as the case may be prior to the candidate starting to work.



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5.14.2.1 Temporary Exceptions

Temporary exceptions will be granted for a finite time period, not to exceed three months and will expire when the appointment expires. Temporary exceptions to recruitment should not be considered easily renewable. If the need for the position continues, the department should conduct an open recruitment for which the temporary incumbent could apply. A temporary exception may be requested from the CEO where a candidate is placed in a temporary position that has become available due to unexpected events (e.g. the death of an incumbent, or illness).

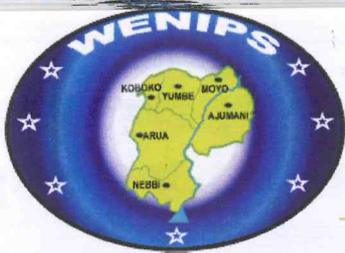
This type of exception is granted only for a specific period of time and does not constitute a permanent exception for the candidate. Such a need may occur when:

- A position is filled on a temporary basis
- Where there is an extraordinary temporary increase of workload due to new projects or assignments
- When there is not enough time to conduct a recruitment (normally less than two months prior to employment) and
- When leaving the position unfilled for a longer period of time will cause an undue “business hardship” on the area.

The letter requesting for temporary exception shall explain how the proposed appointment meets the criteria for temporary exception and should set out the time period for this brief and temporary exception. The unit will be notified in writing when the appointment has been approved by the CEO. The CEO will also send a letter indicating that a temporary exception was granted.

5.14.2.2 Permanent Exceptions

Permanent exceptions will be granted rarely and only with compelling justification. A permanent exception to the requirement for an open recruitment is granted to the individual and is valid as long as he or she remains in that position. A candidate may be granted a permanent exception to search because they are so uniquely qualified for the position (e.g. based on research expertise, national or international recognition, or specific knowledge, skills, or abilities) that requirement is very unlikely to result in a more qualified individual. This rarely occurs and requires significant documentation. A permanent exception to search



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should be requested from the Board of Directors for review and approval. The request should include the following information:

- Candidates name, gender and nationality
- Proposed title, step, annual salary, appointment begin date and end date
- An explanation of how the candidate was identified
- A detailed explanation of the reason for requesting the exception.

6.0 PROBATIONARY APPOINTMENT

6.1 Probation Period

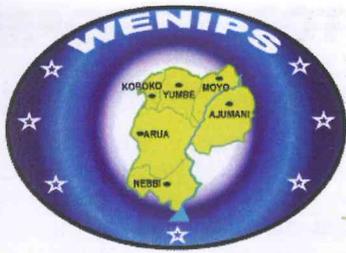
Appointment of CEO and Senior Managers and fixed term Staff shall be preceded by a three-month probationary period which shall count from the date of assumption of duty. The Appointing Authority may use discretion to prescribe a shorter or waive a period of probation in any individual case which shall be exercised only in the following circumstances, when:-

- (a) An officer is properly supervised and has completed more than six months service in the company during which there are good Staff performance appraisal reports covering the whole period;
- (b) Where an officer has proved himself or herself in previous employment that there is no doubt in the mind of the Appointing Authority that he or she is suitable for retention in Company.

Appointment on probation to any office in the company does not in itself confer any right to terminal benefits, pensions or terminal benefits. An officer, appointed on probation shall, during the probationary period, perform the duties of the post for which he or she was appointed and any other relevant duties as may be assigned by the supervisor, in accordance with the terms of the appointment.

During the probationary period, an officer shall be:-

- On trial, with a view to learning his or her work and being tested so as to ascertain his or her suitability for retention in the company;
- Under continuous observation, coaching, counselling and mentoring and helped to improve performance;
- Given all possible facilities for acquiring experience; and



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- Placed and rotated as far as may be practicable, in such a way that he/she can master the basic elements of the job.

Probation must be a reality and it must be used to secure officers that are suitable for the service of the company and eliminate at an early stage those not suitable for retention. If during the probationary period, a Performance Appraisal of the officer's job is found to be unsatisfactory:

- (a) A one month's extension of the probationary period may be granted for fixed term and temporary Staff and, two months for CEO and Senior Managers as the officer is helped to improve
- (b) Where the officer's performance does not improve after the extension of his/her probationary period, he/she shall be terminated

An officer on probation shall not be considered for promotion or assigned duties of a higher office or granted leave without pay. An officer on probation shall not be permitted to proceed on a long term training course unless such training is a direct requirement for the confirmation of the officer in accordance with the schemes of service or addressing a critical skills gap.

Where paragraph 8 above applies:-

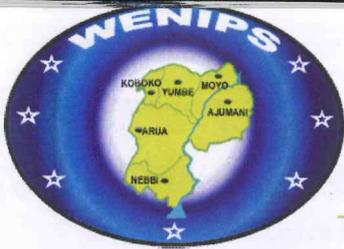
- The officer's probationary period shall be suspended and resumed on return to office; and,
- The salary increment of the officer shall be stopped until he or she resumes office.

7.0 CONFIRMATION IN APPOINTMENT

7.1 Power of the Appointing Authority

The power to confirm an officer in any office vests in the Appointing Authority. Initiation of action for confirmation of an officer in an office is vested in the Responsible Officer whose responsibility is to make a submission after the probationary period to the relevant Appointing Authority for consideration and decision.

An officer is eligible for confirmation in appointment at the end of a probationary period, subject to satisfactory performance, conduct and to any other prescribed conditions. An officer on probation has a right to inquire from his or her supervisor about his or her



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prospects for timely confirmation. Where confirmation is not effected on the due date, the officer shall upon the lapse of one month from the due date of his or her confirmation, appeal in writing to the Responsible Officer through the immediate supervisor.

The Supervisor shall be required to make objective comments giving reasons why confirmation of the officer has been delayed. Notification of confirmation in any office is given to the officer in writing by the Responsible Officer

7.2 Effects of Confirmation

An officer's confirmation in an office is effective from the date his or her probationary appointment commences and subject to satisfactory performance and fulfilment of conditions for promotion, he or she may be considered for promotion.

Previous uninterrupted service of the officer, immediately prior to confirmation may be taken into account for benefits and terminal benefits purposes. The salary progression of an officer confirmed on the due date shall not be interrupted, subject to satisfactory performance.

When an officer who has been confirmed in an office is appointed to another office, whether on promotion or otherwise, he or she will not be required to serve a probationary period.

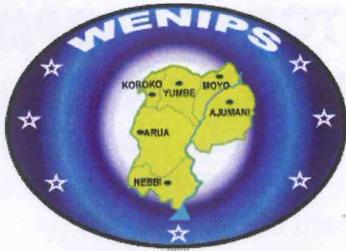
8.0 TERMINATION OF APPOINTMENT

8.1 Termination shall take place in the following instances:-

- (a) Where the contract of service is ended by WENIPS with notice;
- (b) Where the contract of service being a contract for a fixed-term or task ends with the expiry of the specified terms or the completion of the specified task and is not renewed within a period of one week from the date of expiry on the same terms or terms not less favorable to the employee;
- (c) Where the contract of service is ended by the employee with or without notice, as a consequence of unreasonable conduct on the part of WENIPS towards an employee;
- (d) Where the contract of service is ended by the employee in circumstances where an employee has received a notice of termination of the contract from WENIPS but before the expiry of notice;

The date of termination shall, unless to the contrary stated, be deemed to be:

- (a) The date of expiry of the notice given;



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- (b) The date of expiry of fixed term or completion of the task;
- (c) The date the employee ceases to work for WENIPS or in the circumstances when the employee attains normal retirement age.

8.2 Terminating an employment contract

Within each contract, there shall be a provision for notice of termination of contract from either party.

WENIPS reserves the right to terminate an employee's service in a manner as specified under sub-section 8.7 (Notices) under the following conditions:

- (a) Gross misconduct
- (b) Failure to meet standards set during the probation period
- (c) Consistent poor performance of duties.
- (d) Inability to carry out the duty of the post as prescribed;
- (e) The Staff member has been certified permanently unable to work by a medical practitioner;
- (f) Termination due to Financial Exigency or Program Curtailment or Elimination
- (g) Imprisonment or conviction for an offence by a court of law
- (h) Expiry of contract;
- (i) Temporary or permanent closure of project/organization; and
- (j) Redundancy of the job
- (k) Force majeure

WENIPS, through the Board, reserves the right to institute legal redress to recover any amounts due under this section and to issue a public notice in suitable media to prevent former employee from acting on behalf of WENIPS

8.3 Expiry due to non-renewal of contract

When Staff's contract is due to expire, the Supervisor will recommend to the CEO, and in the case of the CEO the Chairman Board of Directors to the Board, whether or not a Staff's contract with the Company may be renewed. The recommendations must be pegged to Staff's performance appraisals. The CEO will take decision on the basis of the performance appraisal in the case of fixed term and temporary Staff and report to the Board accordingly. In the case of the CEO and Senior Managers, the Chairman Board of Directors shall report to the Board which shall make a decision and take appropriate action.



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The decision to renew or terminate a contract will be taken by the Board or CEO as the case may be, before commencement of the required period of notice

8.4 Suspension

Where WENIPS is conducting an inquiry which could result into a dismissal, WENIPS, through the relevant appointing authority may suspend an employee with half pay. Any suspension shall not exceed four weeks or the duration of the inquiry whichever is the shorter.

8.5 Summary dismissal

Summary dismissal shall take place when WENIPS terminates the services of an employee without notice or with less notice than that to which an employee is entitled under the provision of this policy (Refer Schedule of Offenses and Penalties)

WENIPS is entitled to dismiss summarily, and the dismissal shall be termed justified where the employee has, by his or conduct indicated that he or she has fundamentally broken his or her obligations arising under the contract of service

8.6 Grievance procedure

A grievance procedure is hereby created through which all staff member may seek redress if they feel aggrieved. From time to time, a staff member may have a legitimate grievance against a colleague, or the Organization in relation to him/her, for instance conditions of work, unreasonable instructions, poor co-ordination, benefits, etc. Any member who feels aggrieved must, in the first instance, take up the issue with his or her immediate supervisor. The following procedure shall be followed:

- (a) The supervisor shall deal with the matter promptly and within 14 working days.
- (b) If the supervisor fails to resolve the issue the complainant shall formalize the grievance by expressing it in writing and shall submit the written complaint to the CEO.
- (c) Wherever a grievance shall exist between an officer and his/her immediate supervisor, who is also a Manager, the grievance shall be reported direct to the CEO.
- (d) The decision taken by the CEO against the complaint shall be communicated to the complainant in writing.
- (e) At management level there will be a grievance and disciplinary committee that will handle appeal grievances before the grievance is forwarded by the CEO to the board. The board decision shall be final.



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- (f) For grievances held against the CEO, the staff member may appeal directly to the Board through the Chairman, who will investigate the matter to take a decision, which decision will be final.

8.7 Notices

A contract of service shall not be terminated by WENIPS without giving written notice to an employee except:

- (e) Where the contract of employment is terminated summarily in accordance with this policy and any other relevant laws
- (f) Where the reason for termination is attainment of retirement age

The notice required to be given by WENIPS or WENIPS employee under this policy shall be:

- (a) Not less than two weeks where an employee has been in employment for a period of more than six months but less than one year
- (b) Not less than one month, where an employee has been employed for a period of more than twelve months but less than five years
- (c) Not less than two months where an employee has been employed for a period of more than five but less than ten years and
- (d) Not less than three months where an employee's service is ten years or more

During the notice period provided, an employee shall be given at least one half-day off per week for the purposes of seeking new employment.

8.8 Exit Interview

Staff leaving the Company due to end/termination of contract will undergo a voluntary exit interview, minutes of which shall be taken by the CEO, or any other delegated officer.

In the case of the CEO the exit interview will be conducted by the Chairman Board of Directors.

9.0 THE COMPANY REWARD SYSTEM

Wages shall not be payable to any employee in respect of any period where he/she has been sentenced or imprisoned by a court of law.



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9.1 Currency of payment

WENIPS shall pay employees in legal tender of Uganda to employees entitled to payments. WENIPS may, with the prior written agreement of the employee, pay wages by bank Cheques, postal orders, money order, or by direct payment to the employee's bank account.

The company shall offer salaries and other benefits which are sufficient to attract, motivate and retain the most suitable Staff for the company.

9.2 Entitlement to wages/salaries

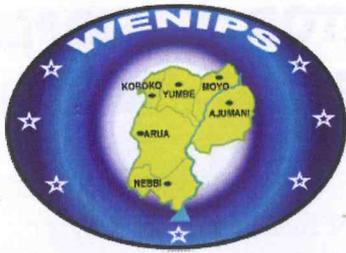
All employees shall be paid wages/salaries in accordance with their employment terms. An employee is not entitled to receive any wages in respect of any period in which he/she is absent from work without authorization or good cause except that, in the case of an employee who has completed at least three months continuous service with WENIPS, the followings shall not constitute absence without good cause:

- (a) Absence attributable to the occurrence of exceptional events preventing an employee from reaching his/her place of work or from working
- (b) Absence attributable to summon to attend a court of law or any other public authority having powers to compel attendance, or
- (c) Absence attributable to a member of employee's family or dependent's relative, subject to a maximum of three days absence on any one occasion.

9.3 Total Package

The total package can include the following elements:

- (a) Basic Salary
- (b) House Allowance
- (c) Medical Cover
- (d) Life insurance
- (e) NSSF
- (f) NHIF
- (g) PAYE
- (h) Terminal benefits
- (i) Others including Bonuses



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The inclusion or exclusion of any of the above elements in an individual's pay package is the discretion of the Board of Directors, with due regard to employment legislation, through the establishment of a grade structure and the individual's terms of contract.

9.4 Salary Payment

1. Staff are entitled to a monthly gross salary in accordance with the approved Company Salary Structure. These shall be computed and paid in Uganda shillings. Salaries shall be paid to the Staff in person on or before the 28th day of each month.
2. Salaries and wages shall be paid through banks. All Staff except those on temporary terms are required to open bank accounts where their salaries shall be remitted.
3. Salary shall not be paid to any other person except with the written permission of the Staff concerned
4. WENIPS shall open and operate a Consolidated Salaries Account from which all Staff salaries shall be paid. In the case of Staff fully or partially paid by development partners, all such salary components shall be transferred to the Consolidated Salaries Account and all benefits components transferred to a Terminal Benefits Account.

9.5 Permitted deductions

WENIPS shall make deductions on an employee's salaries as hereunder:

- (a) Statutory deductions such as NSSF, PAYE, rates and subscriptions imposed by law
- (b) Contribution to any providence funds and/or schemes established by WENIPS
- (c) Any other deductions agreed between WENIPS and the employee
- (d) Any monies owed by a staff to WENIPS including salary advances, misappropriated funds, WENIPS assets withheld by staff among others which shall be brought to the attention of the employee accordingly.
- (e) WENIPS shall deduct and remit any such funds to relevant authorities as required by law or any provisions of this policy. Net earnings owed to an employee shall be paid by Cheque drawn in the names of the Staff.

9.6 Salary Review

Salaries shall be reviewed once a year, on the 1st day of January based on the Consumer Price Index (CPI) as published by the MOFPED and applicable for the past fiscal year of the Government of Uganda, i.e. the year ending June 30th each year.



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Implementation of a salary review will be dependent on availability of funds and Company's capacity to sustain such salary thresholds.

9.7 Annual Increment

After each full year of service and based on satisfactory performance review and the availability of funds, salary increment may be awarded, normally a movement of one step within the respective scale of the approved Company Payment Structure (Appendix on salary structure)

9.8 Pay and Pay Scales

Salary will be paid in accordance with the approved Company scales for all categories of Staff. The Company believes in transparency and equal pay for equal worth of work. Accordingly, job evaluation will be conducted from time to time to classify and grade posts.

Salary Grades for Staff shall be as follows:

P1 – P3 (Professional Staff) CEO, Senior and Middle Managers

SU1 – SU2 (Support Staff) other staff

WENIPS Salary Structure (Appendix 2) illustrates the different entry points and pay within the respective grades.

The Company's Salary Scale will require to be designed according to its unique needs, abilities and Staff conditions.

The authority to approve and review job grades and pay scales is vested in the Board in consultation with development partners where such development partners' resources are being used to fund the position and in accordance with a Memorandum of Understanding. The review will be carried out from time to time to avoid an unwanted structure and obsolescent jobs.

9.9 Other Benefits

WENIPS shall provide terminal and other benefits to eligible Staff. However, such benefits shall be adequately defined in the Staff's contract.

9.10 National Social Security Fund (NSSF)

The company will meet its obligation for social security under the National Social Security Fund Act, 8 of 1995. Stipulated monies will be deducted from each Staff's pay and remitted to the NSSF. Likewise, the Company will remit its contribution to the NSSF in respect of each Staff member



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9.11 Terminal benefits

Terminal benefits shall be defined as an after-service benefit, provided to the Staff by WENIPS on account of the services provided by them to the establishment. Terminal benefits shall be a mark of recognition or gift that WENIPS shall give to Staff for their valuable contribution to the company when a Staff leaves or retires.

9.12 Eligible Staff

The following Staff shall be eligible for terminal benefits

- (a) All staff whose employment contracts specifies their entitlement to terminal benefits
- (b) All staff in senior management positions upon serving for at least three years even when this is not specified in their contracts
- (c) All staff who have served continuously for at least five years even when this is not specified in their contracts
- (d) All project staff with project period of at least two year and above subject to provision of such in the partnership agreement and their contracts; and,
- (e) Eligible spouses, nominees or legal heirs of eligible Staff

9.13 Ineligible Staff

- (a) Staff engaged in consultancy or temporary services;
- (b) Staff directly engaged in projects with employment terms less than 2 years;
- (c) Part-time Staff on temporary arrangements, secondments, etc.

9.14 Calculation of terminal benefits

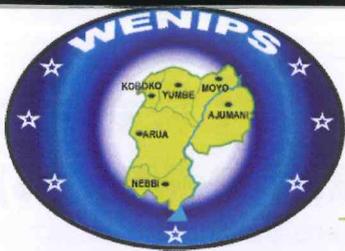
Terminal benefits shall be paid in tiers based on individual Staff's contracts. This will be calculated as 10% of gross annual salary multiplied by number of years in the contract period subject to applicable laws.

9.15 Contribution towards terminal benefits

WENIPS shall contribute 10% of annual gross salary towards terminal benefits. All Staff of WENIPS shall be required to make a contribution of 2% of gross monthly salary towards terminal benefits.

9.16 Forfeiture of terminal benefits

It is the primary object of this policy to provide terminal benefits to all eligible members of Staff and Board when due subject to the conditions set forth in this policy. However, where



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service is terminated due to gross misconduct, misappropriation of funds/property, abuse of office, corruption etc., after hearing and conviction, the Staff /Board member shall forfeit his/her terminal benefits in the following manner:

1. Partial forfeiture. A Staff member's right or his/her beneficiary's right to receive terminal benefits shall be forfeited to the extent of the amount so misappropriated and to the extent of the cost of investigation and hearing, if any, as determined by the Board. The Board shall have discretion as to the extent of loss or misappropriation for partial forfeiture as herein provided;
2. Full forfeiture subject to Board's discretion;
3. If a member's final conviction of an offense results in a forfeiture of rights when he/she began receiving his or her terminal benefits, the member shall forfeit and the Board shall have prerogative to require the member to repay all benefits received from the date of termination.

The Board shall take an independent decision regarding forfeiture of terminal benefits in case of termination arising from gross misconduct such as fraud, misappropriation of company resources, etc. and in tune with the principles of Natural Justice, issue a notice of the decision to forfeit terminal benefits to the dismissed Staff and consider reply if any received in that regard. Forfeitures shall be decided on case to case basis

As a first step, a letter shall be sent to the member, notifying him or her that forfeiture proceedings are being initiated, his or her rights to a hearing, and the appeal rights thereof. Receipt of the letter should be acknowledged by the member.

9.17 Pay as You Earn (Income Tax)

Pay as You Earn tax shall be deducted in accordance applicable laws

9.18 Pay Advance

The CEO and Chairman Board of Directors (in the case of a CEO) may, in exceptional and compelling circumstances and upon the written request from a Staff member supported by satisfactory justification, authorize the granting to the Staff member of a pay advance of not more than a month's salary exclusive of allowances and other entitlements.

The advance shall be refunded through deductions from the Staff's pay, beginning from the month following that in which the advance was granted. Payment shall be spread over a period not exceeding three succeeding consecutive months.



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Where the Staff contact has less than 3 months remaining:

- The CEO/Board of Directors reserves the right to refuse any advances or
- Upon their discretion, advances allowed cannot exceed 1 month's pay and must be recovered within 3 months.

9.19 Acting Allowance

9.19.1 Acting allowance maybe paid to a Staff who has been authorized by the relevant Appointing Authority and has acted for a period of at least one month in the position of a senior Staff whose salary is higher than the acting Staff's salary.

9.19.2 While the amount of acting allowance is at the discretion of the Board, such allowance maybe the difference between the acting officer's salary and the current starting scale of the position in which they are acting subject to availability of funds and other considerations.

9.20 Travel costs and other allowances

All allowances shall be proposed by the CEO and approved and reviewed by the Board from time to time but preferably on an annual basis. In fixing the rates, consideration shall be given to the status of the Company, security of Staff undertaking travel and prevailing costs of goods and services. Staff allowances shall be accounted for through activity reports, travel authorization, notice and minutes of meetings, cash acknowledgement receipts and payment schedule.

9.20.1 Travel Per Diem Allowances

Travel per Diem allowances shall be paid to Staff on official Company duties

9.20.2 Daily Subsistence Allowance

Per Diem for a Staff member staying a night outside the station area will be paid at fixed rates. The per diem will cover costs of accommodation and meals plus a reasonable amount for incidentals subject to annual reviews in Annual Work plan and Budgets and availability of funds.

Position/Category	Rate
CEO	150,000/=
Senior Managers	140,000/=
Middle Managers (Professional)	100,000/=



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Support staff (technical)	80,000/=
Support staff (non-technical/professional)	60,000/=

9.20.3 Safari Day Allowances

Staff on duty outside his/her duty station for at least five hours, but not staying a night outside the duty station shall be paid a Safari Day Allowance. The rate shall be uniform for all within respective categories of Staff and shall be reviewed from time to time. See section below.

Position/Category	Rate
CEO	20,000
Senior Managers	18,000
Middle Managers (Professional)	15,000
Support Staff (technical)	10,000
Support Staff (non-technical/professional)	10,000

9.20.4 Lunch allowance

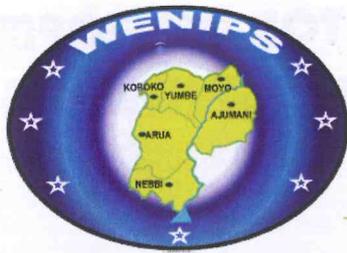
Lunch allowance shall be payable to Staff working/carrying out official work during lunch time in the office. Subject to annual reviews, a uniform amount of 10,000 UGX shall be paid to all Staff irrespective of title or category of Staff. Lunch may also be centrally arranged in lieu of lunch allowance.

9.20.5 Overtime Allowance

Due to the nature of work of WENIPS, Staff may be required to work over and above their normal working hours such as to respond to a partner's queries, submit proposals, accountabilities and reports. Appropriate controls shall be instituted by the CEO to prevent abuse of this overtime provision. Overtime shall be paid to Staff involved at the rate of Safari Day Allowances.

9.20.6 Pay for work during public holidays and other non-working days

All employees of WENIPS are entitled to one day's leave on all public holidays declared by the state. However, when a staff is required to work during public holidays and other non-working days for genuine reasons approved by the CEO or his designate, he/she is entitled to compensation for the number of days worked.



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Payment for work during public holidays and other non-working days shall be subject to all statutory deductions (e.g. PAYE) and shall be calculated using the formulae:

Calculating Pay for working on a public holiday or non-working day:
(12 x Monthly basic rate of pay x Public holidays worked on) / (52 x Average number of work days in a week)

Alternatively, employees who worked on public holidays and other non-working days with express approval of the CEO may be granted equivalent number of days' leave as compensation.

9.20.7 Resettlement Allowance

Resettlement Allowance shall be paid to an employee to relocate or move as part of accepting a job. This allowance will be provided to cater for lodging, meals, personal belongings and other incidental costs of settling in a new location. The amount to be paid to such an employee shall be at the discretion of the Chairman Board or the CEO as the case may be.

9.20.8 Mileage Claim

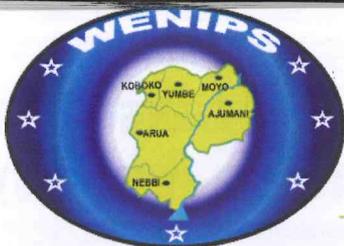
The Company will ensure the provision of safe and appropriate transport to Staff undertaking travel on behalf of the Company. However, where, under rare compelling and unavoidable circumstances, need arise requiring a Staff member to use his/her vehicle for official travel, such a Staff member shall be paid motor mileage/kilometric allowance at rates proposed by the CEO and approved by the Board.

9.21 *Worker's compensation insurance*

The Company shall compensate all Staff for injuries, permanent incapacity, illness or death resulting from accidents sustained whilst on duty in accordance with Workers' Compensation Act.

The Company shall through Annual Work Plan and Budgets make provisions for workers' compensation payments to cover any eventualities. Such monies shall be transferred to the Terminal benefits Account.

In case of a worker fully or partially funded by a donor, an agreed amount for workers compensation insurance shall be transferred lump sum to the Terminal benefits Account or as directed by the Board.



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9.22 *Death of an employee*

- (a) In the case of an employee dying during the term of service, his or her heirs or legal representative shall be entitled to the wages and other remuneration due to the employee at the date of death
- (b) Where any employee dies at WENIPS or on the way to his/her place of work, the CEO shall notify the family of the deceased as well as WENIPS family. WENIPS shall also transport the deceased employee's body to a place of burial notified by the employee's next of kin.

9.23 *Burial Expenses*

WENIPS shall take responsibility for burial arrangements for her Staff, Board and other key stakeholders. In any case and subject to discretionary measures, the followings shall apply:

9.23.1 Burial for Staff

WENIPS shall, subject to availability of funds and discretion of the CEO or the Chairman Board of Directors, ensure that all Staff are given decent send-offs comparable to their worth to the organisation. WENIPS shall therefore cover the following costs:

- a) Cost of coffin befitting of the deceased and the reputation of WENIPS
- b) Cost of construction of a decent grave befitting of the deceased and the reputation of WENIPS
- c) Costs towards funeral expenses up to the extent of the deceased gross monthly salary for Staff.
- d) Discretion shall be required in the case that the equivalent of a Staff's gross monthly salary cannot cover adequately burial and funeral expenses befitting of a WENIPS' Staff.
- e) Any other honoraria may be bestowed on the deceased at the discretion of the Board

9.23.2 Burial expenses for immediate and close family members (mother, father, spouse and children of a Staff)

In case a Staff loses an immediate family member as specified in this policy, WENIPS shall contribute up to UGX 2,500,000/= for Senior Managers and up to UGX 1,000,000/= for other members of Staff subject to discretion of the CEO or Chairman Board of Directors, reviews and availability of funds



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9.23.3. Burial expenses for other key stakeholders

If a key Staff of a partner organisation, district or other stakeholder died, WENIPS shall contribute up to UGX 1,000,000/= subject to discretion of the CEO or Chairman Board of Directors, reviews and availability of funds

9.24 Staff leave

Leave is granted as a period of rest, invigoration and for enabling Staff attend to private and personal business and events. It should, therefore be well utilized. Therefore, Staff are not allowed to “cash-in” their leave i.e. leave due is not redeemable in cash or other remuneration.

9.24.1 Leave Forms

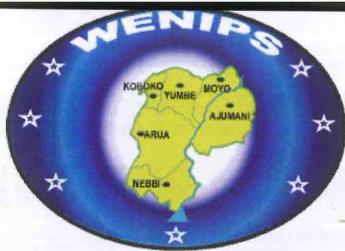
Leave days, whether annual, compassionate, sick leave shall be applied for using a “Leave Form” approved by the CEO.

Staff shall receive from, and return duly filled Leave Forms to, the HR Officer or a person designated for such purpose, who shall be responsible for up-dating leave entitlements and applications in a Leave Roster.

All Leaves must be approved by the CEO and in the case of the CEO by the Chairman Board of Directors.

9.24.2 Annual leave

- All Staff will be entitled to a total annual leave of 22 working days.
- Staff with a contract of less than one year shall be entitled to annual leave calculated at a rate of 1.83 working days per month.
- Staff may opt to take their leave in one single block or sets of blocks as agreed with the immediate supervisor and CEO.
- For a Staff member to go on annual leave, he/she will submit a request on the Leave Form through his/her Supervisor to CEO for approval at least two weeks before the date of leave if the leave is more than four days.
- Staff are encouraged to take all their leave days in the year in which they are earned.
- Leave may only be taken when authorized and subject to the needs of the company.
- Unauthorized absence from duty shall be charged to annual leave and no salary or allowance shall be paid for such period of absence.
- The CEO has the discretion for deducting a Staff's salaries for the number of days the Staff may have taken unauthorized leave or subject the Staff to disciplinary measures in



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line with the Schedule of Offences and Penalties (Cfr. Appendix G). The Chairman Board of Directors may apply the same principle(s) in the case of a CEO.

9.24.3 Sick Leave

Staff who are incapacitated from performing their duties by reason of illness or injury shall be granted sick leave under the following conditions: -

- All applications for sick leave must be approved and authorized by the CEO or any other authorized person.
- Sick leave of more than three working days must be evidenced by a doctor's certificate delivered on, or before the day of resumption of duty.
- On the basis of a valid medical certificate, long-term sick leave can be granted with full pay for a maximum period of three months.
- On expiry of the three months, the CEO and immediate supervisor in consultation with an appointed medical doctor, will review the case.
- A decision will then be taken by the CEO to extend the sick leave monthly against half pay or to terminate the contract.
- The extension of leave on half pay may not be extended beyond three months.
- Due consideration must be given to the unexpired period as per the terms of a Staff's contract when making the above decisions.

9.24.4 Maternity and Paternity Leave

Maternity leave will consist of 90 working days taken between 36 and 38 weeks of pregnancy. A medical doctor shall award additional maternity days depending on the medical condition and the CEO will be accordingly notified in writing.

- A pregnant Staff member is encouraged to announce her pregnancy to the CEO as early as possible in order to arrange for time for antenatal visits.
- Where the pregnant Staff member is working under dangerous conditions that could result into serious health hazards, some considerations will be given to the possibilities of reassignment of duties, depending on the availability of a suitable vacancy, workload and the Staff's position.
- If an officer requires, for maternity purposes, an additional period of absence from duty over and above the 90 days of maternity leave, she shall apply for additional number of days which shall be offset against her annual leave.



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- Absence from duty beyond the limits laid down in this section shall be treated as absenteeism without permission and may lead to disciplinary action against the officer (Cfr. Appendix G: Schedule of offenses)
- Paternity leave of 5 working days in any one year may be granted during either the term of pregnancy or within 1 month from the date of birth of the child.

9.24.5 Compassionate Leave

A Staff member is entitled to three working days (with full pay) of compassionate leave in the following circumstances:

- Important family events such as confinement of spouse, wedding of immediate family, death of a spouse or child or brother or sister (1st line family members);
- Compassionate leave days shall not be charged to annual leave.
- Not more than ten such authorized days may be taken during any one contract year, any further days being charged to annual leave.
- Cases of proven misuse of compassionate leave will be subject to disciplinary action (Cfr. Appendix G)

9.24.6 Leave without Pay

At the discretion of the CEO or the Chairman Board of Directors as the case may be, leave without pay may be granted on request by a Staff member who has been employed for a minimum of 3 years.

- Such leave will be considered on its respective merit, taking into account the needs of Company.
- The maximum period of Leave without Pay shall be between 3 months and 1 year

9.24.7 Study Leave

A Staff member is entitled to study leave with full pay as long as the study is part of the Company training program approved by the CEO or the Chairman Board/Board of Directors and is attended on a full daytime basis.

Staff shall be required to notify the office of the CEO or the Chairman Board of Directors as the case may be at the initial stages of their application to the Training/Educational Institute.

Where a Staff member is granted study leave with full pay, he/she shall sign a bonding agreement with the Company.



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Breach of the terms of the bonding agreement shall attract penalties including among others, a requirement to refund the Company all the expenses connected with an officer's training. Such terms may include the following:

- Satisfactory attendance and completion of the course as evidenced by an authentic certificate;
- Requirement to return to his/her post or an equivalent position on completion of his course and serve for the required period as per the Bonding Agreement;
- Requirement to undertake the course approved by the CEO or the Board
- Requirement not to undertake any other course of instruction after the completion of the approved course without authority.
- A requirement that the officer shall not resign from the organization before serving the organization in accordance with the terms of the bonding agreement.

9.24.8 Public Holidays and Compensatory Leave

The Company shall respect all Public Holidays as gazzetted by the Government of Uganda. In the event of the obligation by Staff on contract to work on such holidays and other declared holidays, these days shall be compensated but only at the express authorization of the CEO.

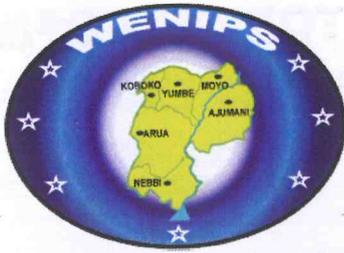
9.25 Honors, Gifts or Remuneration

Staff may not accept or receive any honour, decoration, gift or payment offered to them personally by outside parties that are not part of a contractual agreement between the Company and the outside party, without first declaring them and receiving authority from the CEO to accept them.

Any Staff being offered such an honour, gift, decoration or payment by an external party must inform the party giving the offering of the Company's rules regarding such offerings as stated above. This is to safeguard against any imminent or future compromise of independence or any undue influence being brought to bear upon dealing with the external party, they party's agents or any of its associates.

In cases involving the CEO, authorization will be sort from the Chairman Board of Directors of Directors.

However, a Staff member may occasionally accept, without prior approval, minor gifts of essentially minimal value, provided that such gifts are promptly disclosed to the CEO, and in



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the CEO's case from the chairman of the BOD, who may direct that the gifts be entrusted to the Company or be returned to the donor.

The BoD shall declare what qualifies as minor gifts of minimal value.

10.0 PERFORMANCE MANAGEMENT

10.1 Purpose

The performance management process is designed to:

- Assist Staff develop a better understanding of their jobs
- Enable Staff see their "fit" in the organization's mission
- Develop work objectives
- Set targets for their performance
- Improve cross functional work relationships
- Equip the organization to achieve its goals
- Leverage the human assets
- Motivate Staff

The performance management approach ensures involvement from Staff and managers, and therefore commitment. Staff can understand their role in the strategic plan, and frequent communication ensures optimum performance. People like being clear about expectations, and managers will enjoy having a more objective basis to appraise performance.

10.2 The Performance Management Cycle

The performance management cycle shall involve two key functions namely: Performance planning and Performance Appraisal. The Company will annually plan individual Staff performance through the engagement of individual Staff by their respective managers or supervisors. It is on the basis of this plan that an objective Staff performance appraisal will be based.

10.3 Performance Planning

Performance planning involves three key component:

- a) Setting the Overall Goal (with clear linkages to the Company's overall goal)
- b) Determining the key Result Areas
- c) Identifying specific performance Standards



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Basically, this process will involve the following sequential activities:

1. Review organizational goals to associate organizational result in terms of units of performance, that is, quantity, quality, cost or timeliness (note that the result itself is therefore a measure)
2. Specify desired results for the area of focus i.e. the job - - as services need by internal or external customers)
3. Ensure the job's desired results directly contribute to the organization's results
4. Weight, or priorities, the job's desired result
5. Identify first-level measures to evaluate if and how well the job's desired results were achieved
6. Identify more specific measures for each first-level measure if necessary
7. Identify standards for evaluating how well the desired results were achieved (e.g. "below expectations", "meets expectations" and "exceeds expectations")
8. Document a performance plan – including desired results, measures and standards.
9. Conduct ongoing observations and measurements to track performance
10. Exchange ongoing feedback about performance
11. Conduct a performance appraisal (sometimes called performance review)
12. If performance meets the desired performance standard, then reward for performance (the nature of the reward depends on the job)
13. If performance does not meet the desired performance standards, then develop or update a performance development plan to address the performance gap (See Notes 1 and 2)
14. Repeat step 9 to 13 until performance is acceptable, standards are changed, the job is replaced, management decides to do nothing, etc.

Note 1: Inadequate performance does not always indicate a problem on the part of the domain. Performance standards may be unrealistic or the domain may have insufficient resources. Similarly, the overall strategies or the organization, or its means to achieving its top-level goals, may be unrealistic or without sufficient resources.

Note 2: When performance management is applied to a Staff or group of Staff, a development plan can be initiated in a variety of situations, e.g.

- a) When a performance appraisal indicates performance improvement is needed, that is there is a "performance gap"
- b) To "benchmark" the status of improvement so far in a development effort



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- c) As part of a professional development for the Staff or group of Staff, in which case there is not a performance gap as much as an “growth gap”
- d) To “pilot”, or test, the operation of a new performance management system

10.4 Performance Appraisal

10.4.1 Purpose of performance appraisal

The process of evaluating Staff is a means through which an individual’s performance over the past period is discussed and future plans agreed for performance improvement by:

- Reviewing the performance of each individual against the requirements of the job description and specific objectives and targets set;
- Improving job performance by mutually identifying strengths and weaknesses and agreeing appropriate actions;
- Maximizing potential both in the present job and future jobs by helping to identify individual talents and meet career development needs.

10.4.2 Conditions for Successful Performance Appraisal

Managers and supervisors shall be required to: -

- Be skilled in the performance Appraisal process and all the instruments/forms used
- Have agreed in advance with Staff serving under them on the performance standards, critical elements of the job, competencies of skills requirements, tasks to be performed, results expected and time frame;
- Communicate at least 2 weeks in advance to the Staff to be appraised of the intended date, and timings of the performance appraisal;
- Conduct the performance appraisal sessions in accordance with the published and established standards of the performance measurement as indicated in the performance Staff Appraisal Form ;
- Review and reflect on past performance as a basis for the individual’s career development and performance improvement plans;
- Counsel Staff whose performance is judged below the required and acceptable standard; and
- Take appropriate action when a Staff’s performance is persistently below the acceptable standard.



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10.4.3 Role of the Supervisor (Appraiser)

It is the responsibility of the supervisor, as Appraiser to:

- Ensure that the appraise has an accurate, up to date job descriptions, and performance standards and to agree those with the appraise
- Carry out semi-annual appraisals for all those Staff directly reporting to her/him and
- Ensure that Staff directly reporting to him/her conducts appraisals for their Staff.

10.4.4 Role of the Appraisee

It is the responsibility of the Staff, as appraise to:

- Prepare for the appraisal by completing the relevant sections of the form;
- Participate in the review of performance in a positive manner for the benefits of Company and her/himself; and
- Give commitment to the implementation of actions and development measures agreed upon.

10.4.5 Role of the Peer Appraisers

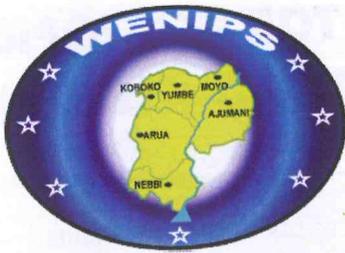
It is the responsibility of the peer to:

- Prepare for the appraisal by completing the relevant sections of the form;
- Participate in the review of performance in a positive manner for the benefit of Company and person being appraised; and
- Give constructive feedback to the Appraisee and offer support as need requires.

10.4.6 Role of the Chief Executive

It is the responsibility of the CEO to:

- Monitor the appraisal process across the entire organization
- Receive analyzed results from the HR officer or relevant Head of Departments in order to prepare an Organizational Performance Report to be presented to the Board for further action.
- Ensure that the institutional recommendations arising from the appraisal process are implemented.



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10.4.7 Preparation for Appraisal Meeting

Before undertaking appraisal, the Appraisal Team should explain the objectives and processes involved to the Appraisee and encourage her/him to complete the relevant sections of the Staff Appraisal Form.

The Appraiser should then make notes on areas to consider before completing his/her sections on the form (e.g. general performance, special skill or aptitudes, concerns on attitude etc.). On receiving the form from the Appraisee, the Appraiser should complete the relevant sections and note any areas of disagreement for discussion during the appraisal meeting.

Before the meeting, the Appraiser should give a copy of the form to the Appraisee to consider his/her comment in preparation for the meeting.

After briefing, the Appraisee should complete the relevant sections of the form and hand it to the Appraiser. She/he should set aside at least one (1) hour to allow sufficient thought to be given to the completion of the form.

Before the meeting, the Appraisee should ensure that she/he retrieves the form from the Appraiser duly completed so as to prepare adequately. Any areas of disagreement should be noted for discussion during the meeting.

10.4.8 Timing

At least two (2) to three (3) hours, preferably an entire morning or an entire afternoon, should be allocated to the appraisal meeting, for both the Appraiser and the Appraisee to be fully prepared. It is extremely important that such time is allowed, and the Appraiser and Appraisee should, jointly, be responsible for ensuring that this is the case and that constructive discussions take place during this time. There should be no interruptions during this meeting.

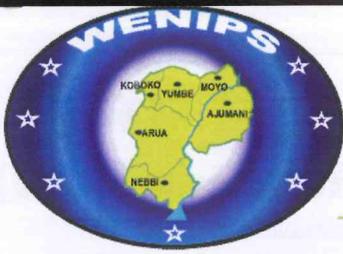
10.4.9 Conducting the Appraisal Meeting

During the appraisal meeting, the Appraisee will be given time to clarify the Appraiser's comments and to explain his/her own comments.

The Appraiser must ensure that any changes, development plans and goals are discussed and agreed with the Appraisee. In the rare circumstance that this is not possible, a clear note to that effect should be made on the form.

The onus is on the Appraiser to ensure that the discussion is fruitful. Below are some useful hints on this:

- Focus the discussion on facts, objectives and results;



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- Encourage self-analysis by asking the Appraisee to talk about any of his/her achievements or any problems;
- There should be no surprises. Negative comments should not be saved for discussion. The Appraisee is more likely to be prepared to consider constructive action where it can be linked to previous appraisals and progress reviews;
- Direct the discussion towards practical solutions;
- Ensure that agreement is reached on realistic targets. Targets that require dramatic changes in established work habits are unlikely to be achieved without necessary support;
- Any plans and objectives agreed should be measured and verifiable so that future review is possible

10.4.10 Transparency and Fairness in Appraisal

The Company shall operate an open and clear performance appraisal system based on objectivity and accuracy.

The Staff performance appraisal system shall ensure transparency and fairness, in which a Staff member shall have the right to discuss the assessment and if not satisfied, to appeal against the appraisal remarks.

10.4.11 Appeal on Disagreements during Appraisal

In case disagreement arises between the Supervisor and the Appraisee during the conduct of an appraisal exercise, the former shall communicate his comments to the CEO in writing, and copied to the Staff concerned. Thereafter, the CEO will grant the individual being reported an opportunity to present his/her argument.

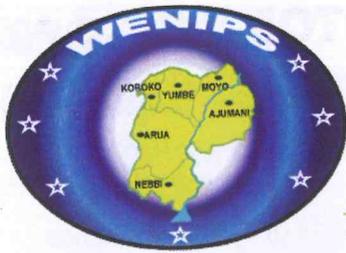
He/she may also lodge in his/her appeal to the Board, if the he or she does not agree with the assessment made on his/her performance after meeting with the CEO.

Such appeals should be lodged with the HR Committee within the BoD within a period of one week from the date he or she receives the appraisal report.

10.4.11 Appraisal Period

There shall be a continuous assessment of individual performance by the immediate supervisor, which shall take place in the normal course of work. The following shall apply;

- The formal assessment of the performance of Staff on probation shall take place on completion of two months of service. The appraisal interview will comprise of the supervisor, the Staff member being appraised and the CEO.



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- Formal Staff performance evaluation shall refer to the recording of the evaluation on to the Staff performance evaluation instrument, conducting performance evaluation interviews and taking appropriate follow-up action;
- The performance cycle will begin from the beginning to the end of a financial year;
- Where a Staff member takes up new duties upon recruitment or assignment in the course of the performance year, an individual work plan shall be established, a mid-point review conducted and an appraisal made for that period provided the period is four months or more. Thereafter, the appraisal period shall follow the normal performance year;
- Where a Staff member or his/her Appraiser is reassigned or separated from the Company, an appraisal shall be made for the period between the beginning of the performance year and reassignment or separation.
- An Appraiser who is still on probation shall conduct the appraisal interview in the presence of his or her supervisor.
- Every Staff member shall have access to the evaluation made in respect of his or her performance and shall have the opportunity to discuss it with his or her immediate supervisor during the appraisal interview. He/she should confirm and sign that he/she has seen, read, understood and discussed the assessment made as recorded; and
- A supervisor shall be required to record the appraisal of Staff before proceeding on an anticipated long absence such as annual leave or separation from the company, should such anticipated absence or vacation of post take effect two months before the Staff performance appraisal period.
- The CEO or Manager may make a special Staff Performance Evaluation Report on a Staff member at any time in a letter or a memorandum form if circumstances justify such a report being made.

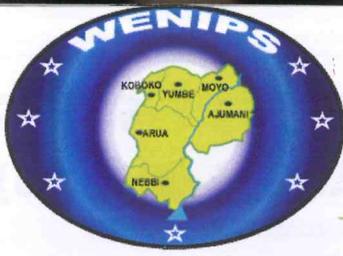
10.4.12 Result of Appraisal for Staff on Probation

The following are results of appraisal of the performance of Staff on probation:

- Confirmation of appointment;
- Extension of the probation period; and
- Termination

10.4.13 Results of Appraisal for Staff on Fixed –Term Contracts

The following are results of appraisal of the performance of Staff on fixed term contract:



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- Increased responsibility including more assignments, tasks and areas of formal influence
ie Job enrichment and enlargement
- Selection for further development in skills and competencies
- Positive appraisal may lead to promotion
- Other forms recognition that the BOD may deem appropriate
- Negative appraisal may lead to non-renewal of contract.

10.4.14 Review of Appraisal Instrument

The performance appraisal Guidelines and Instrument shall be reviewed annually to reflect the learning's and global developments in the performance management approach.

11 STAFF DEVELOPMENT

• The Company Staff Development Policy shall ensure progressive Staff development and skills improvement for all Staff. Such development and skill improvement can be achieved through:

- Continuous feedback
- Training
- Job rotation
- Promotion
- Formal recognition
- Work attention
- Coaching
- Counseling
- Mentoring

Supervisors have the responsibility of assessing the development needs of Staff under them in the course of normal performance management and supervision. A formal development needs assessment exercise shall be carried out on an annual basis, alongside the Performance Appraisal exercise, leading to the preparation of an Annual Training and Development Calendar.



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11.1 Staff Training Plan

There shall be systematic Staff training plan at all levels based on identified training needs (including those emanating from appraisals) and well-developed training plans and programs. All training shall be relevant to the needs of the Company and consider the individual Staff development needs

A Draft Training programme including identified Staff who requires training, course costs, duration and possible attendance dates will be prepared. The programme covering the year will be circulated for study and approval to the BoD.

Input from Staff shall be incorporated before the Plan and Programmes are forwarded to the Board for approval.

A Staff Development Committee will co-ordinate the programmes and conduct a pre-course and post-course evaluation in accordance with the procedures listed below.

11.1 Training Budgets

The CEO will make sufficient provision in the Annual Budgets covering tuition and registration fees, scholastic materials, travel and out of pocket expenses, etc. that are needed to attend a particular course. The payment for a course will be made at least two weeks before the closing date of registration.

11.2 Evaluation of Training Programme

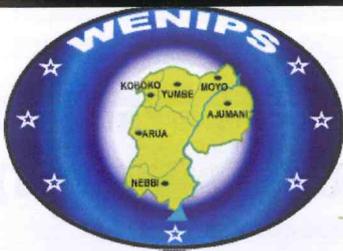
To monitor the progressive development of Staff after they have attended courses and to follow-up on activities arising out of the training, the Staff Development Committee (SDC) will conduct an evaluation as follows:

11.2.1 Pre-Course Evaluation

Before proceeding on a training or Staff development programme, a pre-course evaluation shall be carried by the Staff member to be trained, his/her supervisor and the SDC. They may do this discussion and then recording the discussed ideas. The purpose is to ensure that the Staff appreciates the need to develop or sharpen his/her skills and the objectives of the course. What he/she hopes to achieve will be recorded.

11.2.2 Mid-Course Evaluation

This is done by the Staff member, the trainer and in some cases the CEO depending on the type of the course. The purpose of this evaluation is to assess whether the training is on course and if not, to take remedial action.



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11.2.3 Post course evaluation:

This may be conducted at three levels:

- Immediately at the closing of the course. This is usually conducted by the Trainer to assess the immediate results and views about the relevance of the course content, the delivery, the administration etc.
- On return to the Company the Staff member will provide an evaluation report that will be discussed with the immediate supervisor or the HR officer. The report shall include a plan of action for implementing what has been learned; and
- There will be need to evaluate the performance of the Staff member after a period of three to six months to assess whether the gap in his/her skills, knowledge or competencies has been closed and whether the money spent on him/her was well invested. This evaluation will be conducted by the CEO.

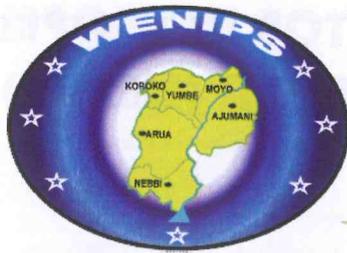
12. STAFF HEALTH AND WELLNESS

WENIPS shall develop a health and wellness policy which will detail programs designed to enrich employees' physical, mental, emotional, and occupational wellbeing. The goal is to make the work environment supportive of positive health behaviors and thereby help prevent chronic diseases and promote improved well-being for all employees. The key components of the policy shall among others include:

- (i) Health insurance
- (ii) Medical insurance/services
- (iii) Workman compensation
- (iv) Counseling services
- (v) HIV/AIDS support programs
- (vi) Physical fitness programs
- (vii) Games and sports activities
- (viii) Health awareness programs
- (ix) Safety and security awareness and response measures

13. EMPLOYEE CODE OF CONDUCT

All employees of WENIPS are expected to exhibit **acceptable behaviour and social norms on a day-to-day basis** reflective of WENIPS vision, core values and the overall culture of



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the company. All employees shall therefore acquaint themselves with Employee Code of Conduct policy and abide by all provisions therein. The followings are key components of the Employee Code of Conduct policy:

- i. Compliance with law
- ii. Respect in the workplace
- iii. Protection of Company Property
- iv. Professionalism
- v. Personal appearance
- vi. Corruption
- vii. Job duties and authority
- viii. Absenteeism and tardiness
- ix. Conflict of interest
- x. Collaboration
- xi. Communication
- xii. Harassment
- xiii. Disciplinary actions and possible consequences

14. LIST OF KEY OPERATIONAL DOCUMENTS

Management is tasked with the responsibility of developing key operational documents for the purpose of ensuring an effective implementation of this policy. At the discretion of management and approval of the CEO, these documents shall be reviewed from time to time to reflect contextual and operational realities of WENIPS and the board notified accordingly.

At a minimum, these documents shall include:

- (i) Leave Request Form
- (ii) Declaration of Immediate Family members
- (iii) Appointment letters
- (iv) Service contract
- (v) Job Description
- (vi) Job Analysis Form
- (vii) Terms of Reference
- (viii) Exit interview form
- (ix) Interview questions



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- (x) Staff Appraisal form
- (xi) Claims Form
- (xii) Bonding Agreement
- (xiii) Pay Roll Form
- (xiv) Acceptance of Appointment Letter



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APPENDIX 1: SCHEDULE OF OFFENCES

SNO	NATURE OF OFFENCE	STAGES			
		1	2	3	4
1.	<p>ABSENCE FROM DUTIES Absence without leave (AWOL). This includes tardiness and unauthorized delay in returning from lunch and break periods, or in returning after leaving work station on official business; unauthorized departure or absence from duty station</p> <p>(i) Late reporting to work (in the morning, during breaks or from the field)</p> <p>(ii) Absence for continuous periods of up to 2 working days</p> <p>(iii) Excessive absence for continuous periods between 3 - 9 working days</p> <p>(iv) Abscondment or absenteeism for 10 or more continuous working days</p> <p>(v) Failure to follow established leave procedures</p> <p>(vi) Failure to provide administratively acceptable documentation to support absence(s)/leave(s)</p>	<p>Verbal warning</p> <p>Verbal warning</p> <p>Written warning</p> <p>Dismissal</p> <p>Written warning</p> <p>Written warning</p>	<p>Written warning</p> <p>Written warning</p> <p>Final written warning with salary deduction</p> <p>N/A</p> <p>Written warning with salary deductions</p> <p>Written warning with salary deductions</p>	<p>Final written warning</p> <p>Final written warning</p> <p>Dismissal</p> <p>N/A</p> <p>Written warning with salary deductions</p> <p>Written warning with salary deductions</p>	<p>Dismissal</p> <p>Dismissal</p> <p>N/A</p> <p>N/A</p> <p>Dismissal</p> <p>Dismissal</p>
2.	<p>UNSATISFACTORY WORK PERFORMANCE</p> <p>(i) Failure to meet stipulated deadline</p> <p>(ii) Failure to meet performance target/outputs (quantity criteria)</p> <p>(iii) Failure to meet performance standards (quality criteria)</p> <p>(iv) Failure to meet performance based targets</p> <p>(v) Failure to take/complete officially-authorized/directed/sponsored training</p>	<p>Verbal warning</p> <p>Verbal warning</p> <p>Verbal warning</p> <p>Verbal warning/performance based payments</p> <p>Written warning</p>	<p>Verbal warning</p> <p>Written warning</p> <p>Written warning</p> <p>Written warning/performance based payments</p> <p>Written warning</p>	<p>Written warning</p> <p>Final written warning</p> <p>Final written warning</p> <p>Final warning/performance based payments</p> <p>Refund of fees paid by company</p>	<p>Written warning with up to 1 week's worth of salary deduction</p> <p>Dismissal</p> <p>Dismissal</p> <p>Dismissal/performance based payment</p> <p>N/A</p>
3.	<p>INDISCIPLINE</p> <p>(i) Failure to observe safety rules</p> <p>(ii) Reporting to or being on duty while "under the influence" of</p>	<p>Written warning</p> <p>Verbal warning</p>	<p>Final written warning</p> <p>Final written warning, 7</p>	<p>Dismissal</p> <p>Dismissal</p>	<p>N/A</p> <p>N/A</p>



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SNO	NATURE OF OFFENCE	STAGES			
		1	2	3	4
	alcohol/drugs		days suspension with salary deduction		
	(iii) Unauthorized use and/or possession of alcoholic beverages/drugs while on company premises (or vehicle).	Verbal warning	Final written warning, 7 days suspension with salary deduction	Dismissal	N/A
	(iv) Operating a company vehicle or motorcycle while "under the influence" of alcohol/drugs	Written warning	Final written warning, 7 days suspension with salary deduction	Dismissal	N/A
	(v) Refusal or failure to provide a required specimen for alcohol/drug-testing by an authorized body/person	Written warning	Final written warning, 7 days suspension with salary deduction	Dismissal	N/A
	(vi) Refusal to carry out lawful and reasonable instructions	Written warning	Written warning with 7 days suspension with equivalent salary deduction	Dismissal	N/A
	(vii) Failure to follow established channels or procedures	Verbal warning	First written warning	Final written warning	Dismissal
	(viii) Misuse of organizational resources	Verbal warning, 7 days suspension with equivalent salary deduction	Final written warning	Dismissal	N/A
	(ix) Giving false evidence	Written warning	Written warning, 7 days suspension	Dismissal	N/A
	(x) Inappropriate dressing, use of language etc.	Verbal warning	Written warning	Written warning	Dismissal
	(xi) Engaging in prohibited outside employment or private business activities.	Dismissal	N/A	N/A	N/A
	(xii) Failure to disclose conflict or potential conflict of interest	Written warning	Written warning	Dismissal	N/A
4.	SUPERSTITIOUS BEHAVIOUR				
	(i) Performing of unauthorized spiritual, religious and cultural rituals, practices and ceremonies at work place	Dismissal	N/A	N/A	N/A
	(ii) Performing disruptive spiritual, religious and cultural prayers, activities etc. at work place	Dismissal	N/A	N/A	N/A
	(iii) Bringing to office premises unauthorized spiritual, religious and cultural relics	Dismissal	N/A	N/A	N/A
5.	DISORDERLY BEHAVIOR				
	(i) Sleeping or loafing while on duty; inattention to duty; willful idleness while on duty.	Verbal warning	Written warning	Written warning	Dismissal



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SNO	NATURE OF OFFENCE	STAGES			
		1	2	3	4
	(ii) Riotous behaviour	Dismissal	N/A	N/A	N/A
	(iii) Fighting or causing a fight at work	Dismissal	N/A	N/A	N/A
	(iv) Assault	Dismissal	N/A	N/A	N/A
	(v) Indulging in rough and unruly behaviour at work	Final written warning	Dismissal	N/A	N/A
	(vi) Threatening violence	Final written warning	Dismissal	N/A	N/A
	(vii) Use of abusive language	Written warning	Final written warning	Dismissal	N/A
	(viii) Sexual harassment (Misconduct of a sexual nature that includes, but is not limited to, unwelcome sexual remarks, indecent comments/jokes, offensive sexual banter, unwanted sexual advances, or unwelcome physical touching.	Written warning	Dismissal	N/A	N/A
	(ix) Unlawful discrimination against staff or clients	Written Warning	Final Written Warning	Dismissal	N/A
	(x) Issuing unauthorized press statements	Final written warning	Dismissal	N/A	N/A
	(xi) Disclosure of Confidential information to unauthorized people	Final written warning	Dismissal	N/A	N/A
	(xii) Sabotage of the property of the contracting authority	Dismissal	N/A	N/A	N/A
	(xiii) Falsification/misrepresentation of official records or documents including, but not limited to, time and attendance records, travel vouchers, job applications, performance appraisals, claims for benefits, and other employment-related documents.	Written warning or summary dismissal depending on severity of the offence	Written warning or summary dismissal depending on severity of the offence	N/A	N/A
6.	MISUSE OF AUTHORITY, PROPERTY AND MISREPRESENTATION				
	(i) Prohibited/improper use of company property (e.g., office equipment; supplies; facilities; credentials; records; communication resources; cellular phones; official time)	Written warning	Written warning	Dismissal	
	(ii) Improper/misuse of the Internet or electronic mail; using the Internet/electronic mail for unauthorized purposes.	Verbal warning	Written warning	Written warning	Dismissal
	(iii) Unauthorized possession/sale (actual or attempted) of company property	Dismissal	N/A	N/A	N/A
	(iv) Negligence, loss or damage to company property	Final written warning	Dismissal with costs	N/A	N/A
	(v) Willful damage to company property	Dismissal	N/A	N/A	N/A



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SNO	NATURE OF OFFENCE	STAGES			
		1	2	3	4
	(vi) Unauthorized removal of property from company premises (theft)	Dismissal	N/A	N/A	N/A
	(vii) Misappropriation of property of company authority	Dismissal	N/A	N/A	N/A
	(viii) Falsifying documents	Dismissal	N/A	N/A	N/A
	(ix) Accepting bribes or commission	Dismissal	N/A	N/A	N/A
	(x) Defrauding (or attempt) the company or beneficiaries	Dismissal	N/A	N/A	N/A
	(xi) Approving a transaction beyond one's authorized authority limit	Written warning/dismissal depending on gravity of the offence	Written warning/dismissal depending on gravity of the offence	N/A	N/A
7.	ILLEGAL INDUSTRIAL ACTION				
	(i) Strike action or incitement to strike	Final written warning	Dismissal	N/A	N/A
	(ii) Intimidation	Final written warning	Dismissal	N/A	N/A
8.	INFORMATION MANAGEMENT				
	(i) Improper or unauthorized release of sensitive and administratively-controlled information e.g. employee records; failure to safeguard classified material, unauthorized release of interview questions to potential applicants etc.	Written warning	Final Written warning	Dismissal	N/A
	(ii) Intentional release of information.	Written warning	Written warning	dismissal	
	(iii) Unintentional release of information.	Verbal warning	Written warning	Written warning	Dismissal
9.	OTHERS				
	(iv) Engaging (on-duty or off-duty) in criminal, infamous, dishonest, or notoriously disgraceful conduct prejudicial to the organization's repute	Dismissal in public interest	N/A	N/A	N/A
10.	SUPERVISORY MISCONDUCT				
	(i) Taking, directing others to take, recommending or approving any action which may be considered a "prohibited personnel practice" (e.g., reprisal against whistleblowers, discrimination based on race, color, gender, age, religion, national origin, marital status, political affiliation, sexual orientation or handicapping condition).	Written warning	Written warning	Dismissal	N/A
	(ii) Taking reprisal action against an employee for exercising rights	Written warning	Written warning	Dismissal	Dismissal



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SNO	NATURE OF OFFENCE	STAGES			
		1	2	3	4
	provided under labour laws of Uganda				
	(iii) Neglecting to recommend/take corrective action upon receipt of information regarding the job-related misconduct of a subordinate employee.	Verbal warning	Written warning	Written warning	Dismissal
	(iv) Failure to appropriately monitor employee use/misuse of company resources	Written warning	Written warning	Dismissal	N/A
	(v) Misconduct of a sexual nature that includes, but is not limited to, unwelcome sexual remarks, indecent comments/jokes, offensive sexual banter, unwanted sexual advances, or unwelcome physical touching	Dismissal	N/A	N/A	N/A
	(vi) Engaging in prohibited partisan political activity (e.g., partisan campaigning; soliciting/receiving political contributions).	Written warning	Dismissal	N/A	N/A
	(vii) Willfully using or authorizing the use of a company vehicle for other than official purposes.	Written warning	Dismissal	N/A	N/A

This Table provides a list of common infractions, along with a suggested range of penalties for each; it does not presume to cover all possible offenses, nor does it mandate the use of specific penalties in most disciplinary situations. The range of penalties described in the Table is intended to serve as a guide to discipline, not a rigid standard, and deviations are allowable for a variety of reasons. Greater or lesser penalties than suggested may be imposed as circumstances warrant, and based on a consideration of mitigating and aggravating factors. Management must exercise reasonable judgment and consider all relevant factors in determining the most appropriate corrective action for each situation. Any penalty determination outside the suggested range should be based upon a reasonable consideration of many factors and the rationale documented in the decision notice.

The use of this Table as a guide will help to ensure appropriateness of penalty in relation to the charge(s), as well as relative consistency in discipline throughout the company. The fact that a particular offense is not listed in the Table does not mean that the employee cannot be charged with that offense. In such instances, a reasonable penalty can be determined by a comparison to those offenses listed in the Table. Verbal warnings herein include oral warnings, counseling, and other corrective actions which may be more appropriate for correcting minor offenses. Progressively stronger corrective actions should be taken if an employee repeatedly engages in misconduct. When an employee receives corrective action for an offense which falls under one range of penalties, and later commits a different offense under the same or another category of offense, the latter is considered a second offense for progressive disciplinary purposes. For example, if an employee is charged with absence without leave (AWOL) and is issued a written warning letter, then is later charged with insubordination for subsequent misconduct, the appropriate penalty range for the insubordination charge is a second stage action. In addition to a management-initiated corrective action, an employee also may be subject to criminal prosecution when there is evidence of a possible statutory violation.



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APPENDIX 2: WENIPS SALARY STRUCTURE

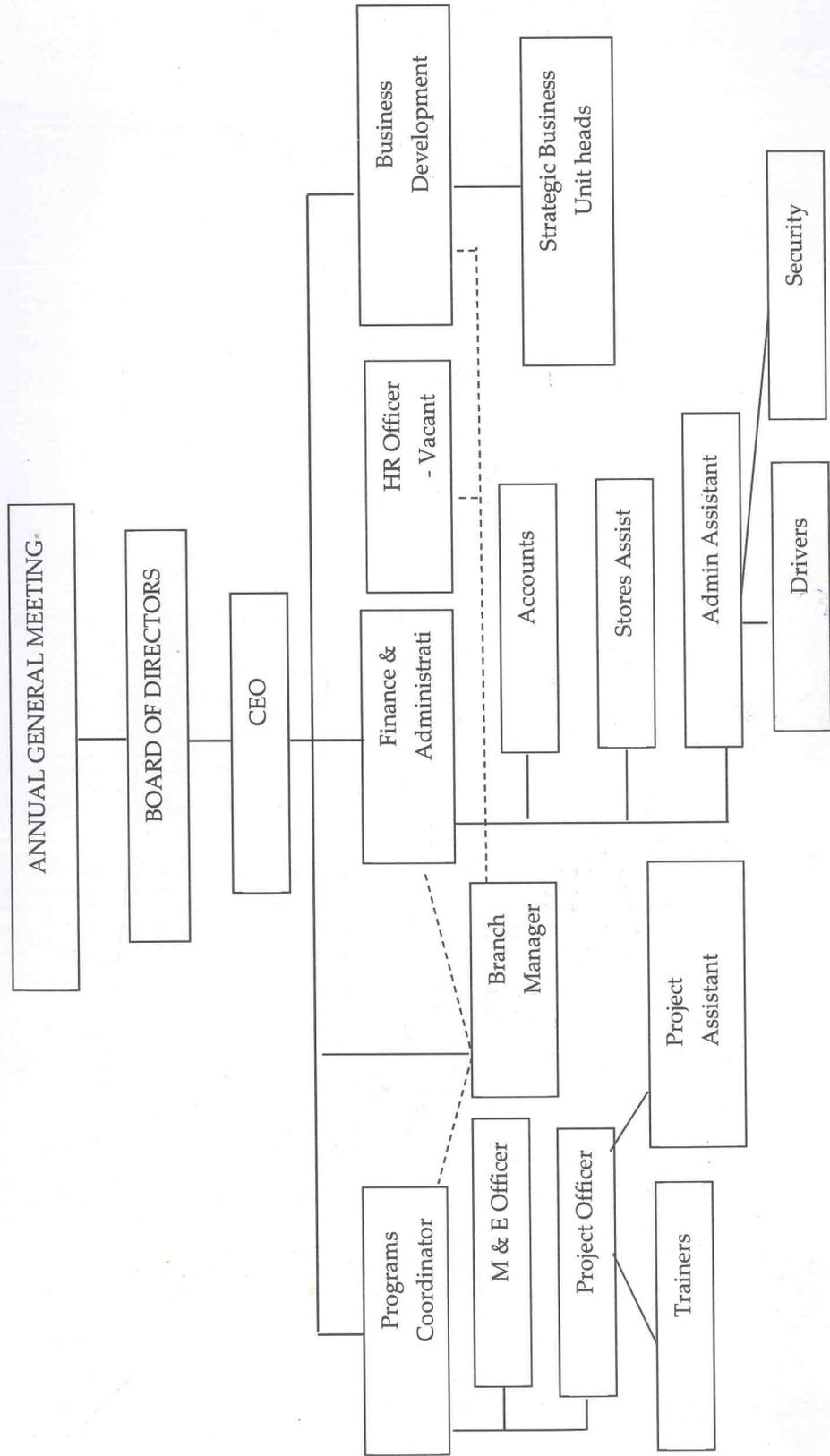
SCALE	QUAL	YEARS OF EXPERIENCE																		
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	18	19	
PF 1	PhD	4,800,000	4,896,000	4,993,920	5,093,798	5,195,674	5,299,588	5,405,580	5,513,691	5,623,965	5,736,444	5,851,173	6,026,708	6,207,509	6,393,735	6,585,547	6,783,113	6,986,607	7,196,205	7,412,091
		57,000,000	59,752,000	59,927,040	61,125,580	62,348,092	63,595,054	64,866,955	66,164,294	67,487,580	68,837,332	70,214,079	72,320,501	74,490,116	76,724,820	79,026,565	81,397,361	83,839,282	86,354,461	88,945,095
		3,500,000	3,570,000	3,641,400	3,714,228	3,788,513	3,864,283	3,941,568	4,020,400	4,100,808	4,182,824	4,266,480	4,394,474	4,526,309	4,662,098	4,801,961	4,946,020	5,094,400	5,247,232	5,404,649
		42,000,000	42,840,000	43,696,800	44,570,736	45,462,151	46,371,394	47,298,822	48,244,798	49,209,694	50,193,888	51,197,766	52,733,699	54,315,710	55,945,181	57,623,537	59,352,243	61,132,810	62,966,794	64,855,798
PF 2	Degree + PGD	2,587,033	2,690,514	2,798,135	2,910,060	3,026,463	3,147,521	3,273,422	3,404,359	3,540,333	3,682,155	3,829,441	3,944,324	4,062,654	4,184,534	4,310,070	4,439,372	4,572,553	4,709,729	4,851,021
		31,044,396	32,286,172	33,577,619	34,920,723	36,317,552	37,770,254	39,281,065	40,852,307	42,486,400	44,185,856	45,953,290	47,331,889	48,751,845	50,214,401	51,720,833	53,272,458	54,870,631	56,516,750	58,212,253
		2,587,033	2,690,514	2,798,135	2,910,060	3,026,463	3,147,521	3,273,422	3,404,359	3,540,333	3,682,155	3,829,441	3,944,324	4,062,654	4,184,534	4,310,070	4,439,372	4,572,553	4,709,729	4,851,021
		31,044,396	32,286,172	33,577,619	34,920,723	36,317,552	37,770,254	39,281,065	40,852,307	42,486,400	44,185,856	45,953,290	47,331,889	48,751,845	50,214,401	51,720,833	53,272,458	54,870,631	56,516,750	58,212,253
PF 3	Degree	2,070,025	2,152,826	2,238,939	2,328,497	2,421,636	2,518,502	2,619,242	2,724,012	2,832,972	2,946,291	3,064,143	3,156,067	3,250,749	3,348,272	3,448,720	3,552,182	3,658,747	3,768,509	3,881,565
		24,840,300	25,833,912	26,867,268	27,941,959	29,059,638	30,222,023	31,430,904	32,688,140	33,995,666	35,355,492	36,769,712	37,872,803	39,008,987	40,179,257	41,384,635	42,626,174	43,904,959	45,222,108	46,577,771
		1,649,000	1,747,940	1,852,816	1,963,985	2,081,825	2,206,734	2,339,138	2,479,486	2,628,255	2,785,951	2,953,108	3,041,701	3,132,952	3,226,941	3,323,749	3,423,462	3,526,165	3,631,950	3,740,909
		19,788,000	20,975,280	22,233,797	23,567,825	24,981,894	26,480,808	28,069,656	29,753,836	31,539,066	33,431,410	35,437,294	36,500,413	37,595,425	38,723,288	39,884,987	41,081,536	42,313,982	43,583,402	44,890,904
SU 1	Prof Certificates	1,302,000	1,380,120	1,462,927	1,550,703	1,643,745	1,742,370	1,846,912	1,957,727	2,075,190	2,199,702	2,331,684	2,401,635	2,473,684	2,547,894	2,624,331	2,703,061	2,784,153	2,867,677	2,953,708
		15,624,000	16,561,440	17,555,126	18,608,434	19,724,940	20,908,436	22,162,943	23,492,719	24,902,282	26,396,419	27,980,204	28,819,610	29,684,198	30,574,774	31,491,966	32,436,725	33,409,827	34,412,122	35,444,485
		757,000	802,420	850,565	901,599	955,695	1,013,037	1,073,819	1,138,248	1,206,543	1,278,936	1,355,672	1,396,342	1,438,232	1,481,379	1,525,821	1,571,595	1,618,743	1,667,306	1,717,325
		9,084,000	9,629,040	10,206,782	10,819,189	11,468,341	12,156,441	12,885,828	13,658,977	14,478,516	15,347,227	16,268,060	16,756,102	17,258,785	17,776,548	18,309,845	18,859,140	19,424,914	20,007,662	20,607,892
SU 2	PLE	359,000	387,720	418,738	452,237	488,416	527,489	569,688	615,263	664,484	717,643	775,054	798,306	822,255	846,922	872,330	898,500	925,485	953,219	981,815
		4,306,000	4,652,640	5,024,851	5,426,839	5,860,986	6,329,865	6,836,255	7,383,155	7,973,807	8,611,712	9,300,649	9,579,668	9,867,059	10,163,070	10,467,962	10,782,001	11,105,461	11,438,625	11,781,784
		271,000	292,680	316,094	341,382	368,693	398,188	430,043	464,446	501,602	541,730	585,069	602,621	620,700	639,321	658,500	678,255	698,603	719,561	741,148
		3,252,000	3,512,160	3,793,133	4,096,583	4,424,310	4,778,255	5,160,515	5,573,357	6,019,225	6,500,763	7,020,824	7,231,449	7,448,392	7,671,844	7,901,999	8,139,059	8,383,231	8,634,728	8,893,770



WEST NILE PRIVATE SECTOR DEVELOPMENT PROMOTION CENTRE LTD (WENIPS)

Promoting the Private Sector for Sustainable Development

APPENDIX 3: ORGANISATIONAL CHART



**WEST NILE PRIVATE SECTOR DEVELOPMENT
PROMOTION CENTRE LTD (WENIPS)**
**WEST NILE PRIVATE SECTOR DEVELOPMENT
PROMOTION CENTRE LTD (WENIPS)**

Promoting the Private Sector  Organization Structure

