MERCY HANDS FOR HUMANITARIAN AID
HUMAN RESOURCES MANUAL

Definition of Terms

Organization	Mercy Hands for Humanitarian Aid
Senior Management	Executive Administration + Managers
Executive Administration	The Executive Director, General Coordinator, and General Administrator.
Manager	Project Manager, Program Manager, Programs Director, Head of Department, Department Manager, Representative Coordinator, Satellite Office Manager.

SECTION 1 EQUAL OPPORTUNITIES AND DIVERSITY

1.1 Statement

The Organization is an equal opportunity employer. It is publicly opposed to any form of discrimination on the grounds of disability, gender, marital or parental status, age, race, color, nationality, ethnic or national origins, religious belief and sexual orientation in all aspects of its work. It promotes and values the diversity of its staff and partners, and embraces this principle in its program and organisational culture

SECTION 2 RECRUITMENT PROCESS

2.1 Introduction

Recruitment is done by formal procedures, starting from identifying the need to fill a post to reaching the stage of official appointment. **The finally responsible person within the Organization for the proper execution of the recruitment process is the General Administrator.** He/she of course does not have to execute all tasks but is responsible to control all the time that all tasks are properly and timely executed by the involved persons. The recruitment procedure is divided into the following phases:

Phase	Maximum duration	By
Vacancy identification	-	Managers/ Executive Director
Preparation job description	1 week	Managers/ Executive Director
Internal recruitment (if applicable)		
Preparation application form (external)	1 weeks	General Administrator
Vacancy announcement		General Administrator
Application period	3 weeks	General Administrator
Selection for interviews	1 week	General Administrator
Interviews	2 weeks	General Administrator / Executive Director
Second round interviews (if applicable)	1-2 weeks after first round	General Administrator / Executive Director
Selection of successful candidate(s)	Immediately	General Administrator / Executive Director
Appointment procedure and signing of contract	Depends on planning	General Administrator

2.2 Vacancy identification

A vacancy can be identified after an employee has left/or will leave the job or new tasks for the Organization arise which require a new post.
The Managers are responsible for vacancy identification for their intermediate and junior management staff; while the Executive Director is responsible for vacancy identification for senior management staff.

The need for filling such vacancies can be discussed in the monthly Senior Management meetings. In such a meeting (of which minutes need to be taken) issues need to be discussed like expectations of the post, recruitment planning, internal recruitment if applicable, mode of vacancy announcement, type of contract etc.
If the planned recruitment procedure differs notably from the above described procedure this has to be approved by the Board of Director before recruitment starts.

Preparation Job Description

All employees to be recruited by the Organization will have explicit job descriptions that form part of the employment contract whether permanent or temporary contract. Job descriptions should make clear the tasks to be performed, the level of responsibility of the job, the knowledge and the skill level required to do the job productively. For most cases job descriptions for Mercy Hands employees are standard. Standard job descriptions are described in Annex 5. In some cases job descriptions may be custom made, for instance if people will combine two or more of the standard functions or if new functions are created for which no standard job description exist. Custom-made job descriptions will need to be based as much as possible on the existing standard job descriptions presented in Annex 5.
For all administrative intermediate and junior level jobs, the job descriptions will be prepared by the Manager together with the General Administrator and will be approved by the Executive Director.
For all program intermediate and junior level jobs, the job descriptions will be prepared by the involved Manager together with the General Coordinator and will be approved by the Executive Director.
For all jobs at Senior Management level the job descriptions will be made by the Executive Director together with the General Administrator/ General Coordinator and will be approved by the Board of Directors.

2.3 Internal Recruitment

The Organization should undertake to advertise suitable vacancies internally, but reserves the right to recruit externally only if it has valid reasons. Valid reasons could for instance be that the existing employees can't be missed in their respective program/ department, or that they lack the required skills for the existing vacancy.

If the Organization decides to advertise internally, it is done by an announcement on office notice board to the employees. Brief details of the minimum requirements for the application and the job are given. The employee who wishes to be considered for the position will contact the General Administrator to obtain an application form (see Annex 1.1 for an example of such a form). This form is to inform the Manager of the Program/ Department in which the employee at that moment works about the application. At the same time it will be used as an official application for the job. Under no circumstances will the Manager of the Program/ Department in which the vacancy exists be contacted directly.

If the Manager of the Program/ Department in which the employee at that moment works disapproves the internal application he will inform the General Administrator about his judgment including the reasons by filling these in the application form. The General Administrator will then send a disapproval to the candidate unless s/he has strong reservations regarding the judgment of his/her Manager (in this last case s/he will ask the judgment of the Executive Director). If the relevant Manager approves the internal application he will put this on the form. In this case the General Administrator considers the comments of the relevant Manager, the probationer's work record, length of time in present job, and overall potential of the candidate. If based on these issues the General Administrator’s judgment is negative the General Administrator will write a letter to the employee explaining the results of the assessment. The employee may in this case appeal with the Executive Director who will then take the final decision. If the judgment of the General Administrator (or that of the Executive Director) is positive the General Administrator fixes a date to interview the candidate (see the relevant paragraph on interviews).

2.4 Preparation Application Form

The job descriptions (see Annex 5) form the basis of the application forms to be prepared by the General Administrator. A lay-out of a standard application forms for standard jobs is included in Annex 1.1.

2.5 External Vacancy Announcement

If the internal recruitment round has not yielded any positive results or if the Organization has decided to recruit externally only, the recruitment procedure continues with an external vacancy announcement.

An external vacancy announcement should be done by cost-effective advertising, for instance posting an announcement on the Organization’s social media accounts. Every announcement should clearly indicate the application procedure and closing date.

2.6 Application period

People who wish to apply for positions advertised externally can do so only by filling in an application form. An example of an application form is presented in Annex 1.1.

Application forms can be obtained from the Administration Department of the Organization. Application forms for an external vacancy can usually be obtained during a period of 1 to 2 weeks. The vacancy announcement number for the post, for which the probationer wishes to be considered, should be clearly indicated on the front of the application. The General Administrator is responsible for the distribution of the application forms. If a probationer wishes to apply for more than one position s/he should submit a separate application for each vacancy.

All filled-in application forms come in through the Admin Assistant who keeps a record of all incoming applications. He/she notes the name of the probationer, address, date received and vacancy number (in a computerized data base). The Admin Assistant forwards the probationers records to the General Administrator.

For applications below management level the General Administrator forwards the filled-in application forms to the relevant Manager of the vacant post, including all incomplete forms. The relevant Manager selects from the application forms a maximum of 6 candidates within 1 week after receiving the forms. In case there are 2 similar posts vacant, a total of only 10 candidates are selected while for 3 similar vacant posts only 12 candidates are selected. The details of the selected candidates are proposed to the Executive Director and General Administrator who will study them. If all agree, the selected candidates will be invited to attend an interview. The Admin Assistant will send regret letters to all not selected candidates.

For vacancies at management level the selection of candidates is done by the Executive Director, the General Administrator/ General Coordinator, and Chairman Board of Directors. They will receive all filled-in application forms for the vacant post from the Admin Assistant.

2.7 Interviews

The function of an interview is to assess whether a candidate is sufficiently capable for a vacant position. Motivation, judgment, qualifications and experience on the job are part of the issues to be considered. Beside a talk with a candidate also tests (e.g. computer tests, knowledge tests, work on case studies, driving a car) can be part of an interview.

The interview panel for vacancies below management level shall comprise of General Administrator, the General Coordinator, and the relevant Manager. The General Administrator will chair the interviewing panel. The members of this panel will decide on the procedure to use in conducting the interviews and recommend the suitable candidate after 1 or 2 rounds.

The panel for management level positions shall comprise of the Executive Director, the General Administrator/ General Coordinator, and Chairman Board of Directors. For positions on management level one or two interview rounds are held.

If a post is very specialized an expert can be asked to join the interviewing panel. During the interview the interview panel fills in an interview form (see Annex 1.2) for each candidate. This will later help to compare the results of the interviews.

After each round of interviews all candidates are discussed and the decision is taken by vote among the interview panel members. Each candidate is informed about the interview results in writing. If the result is positive the candidate will receive a job offer including an invitation to discuss the terms and conditions of employment (see the paragraph on this issue).

For candidates living far away it is advisable to plan their interview at a convenient time to enable such candidates to reach the office where the interview takes place and to be able to leave in time.

At the end of the interview, the interview committee completes the candidate's interview evaluation form. This form will be archived in the personal file of hired candidates for future reference.

2.8 Second round of interviews

If during the first round of interviews no definite selection can be made, a second round of interviews with a limited number of the candidates will be held (see next paragraph). A second round of interviews is always required in case the vacant post is at management level, requiring a more in-depth assessment of the candidates. The second round candidates are selected by the interview panel that was active during the first round of interviews. After the first round of interviews, referees of the candidate can be consulted.

The current employer of the candidate can only be approached after the probationer's permission.

For a second round of interviews the interview panel may consist of more panel members than in the first round if believed necessary. The extra members may for instance consist of specialists or other key persons who may be important for reaching a more balanced and better decision. During the second interview usually more in depth questions are asked.

If no suitable candidate is found after two interview rounds the recruitment process starts again.

2.9 Background and Reference Check

Background check is mandatory on all selected candidates. A selected candidate must bring an evidence of clean criminal records before they can be hired.
The selected candidate must also submit two reference letters, preferably from previous employers.

hiring practices (e.g. job announcements, background/reference checks, interview process

2.10 Appointment procedure and signing of contract

After final selection of a candidate, the General Administrator, with permission from the relevant Manager (for intermediate and junior management level positions) or the Executive Director (for the senior management positions), will write and send to the candidate a job offer letter. The job offer letter will clarify the requirements for accepting the job offer and reporting on duty. The candidate will have to react to the job offer letter within two weeks. If the candidate shows interest in the job offer, an appointment will be made by the General Administrator to (further) discuss the terms and conditions of employment and if he/she accepts, to sign the employment contract, code of conduct and job description. In some cases it may be required to have a second meeting to further discuss the terms and conditions of employment before signing these documents.

2.11 PSEA Sensitive Recruitment

The recruitment process must be PSEA sensitive during all its steps. Please refer to Annex 7 “Checklist for PSEA-Sensitive Recruitment, Contracting and Performance Management”.

SECTION 3 STARTING ON THE JOB

3.1 First working day

On the first working day the General Administrator discusses the targets for the probation period with the probationer. This includes a clear explanation about what is expected of the employee. The probationer is introduced to the Organization. S/he will receive from the General Administrator the employee handbook.

For each probationer a supervisor is appointed. Usually this is someone with ample experience in the Organization, capable to supervise the probationer and train him/her into the relevant tasks s/he will have to fulfill. In most cases the supervisor will be the person placed one place above the probationer's position in the Organization hierarchy, but this is not necessarily so.

The supervisor is appointed by the General Administrator in conjunction with the relevant Manager or General Coordinator and if required with the Executive Director.

After the introduction and administrative procedures on the first working day, the probationer is handed over to his/her supervisor who will guide the probationer during his/her probation period.

3.1.1 Tasks of the General Administrator

- Add the probationer to the Payroll.
- Ensure that the probationer reads and signs all paper work, contract, policies, bylaws, etc.
- Ensure that the probationer receives his/her Organization ID.
- Ensure proper handing over of the probationer to his/her supervisor.
- Introduce the probationer to the other employees.

3.2 Probation period

The goal of a probation period is:
a) To test the ability of the probationer to perform well on the job
b) To test the suitability of the probationer's character to fit into the Organization

Beside training and supporting the probationer, the probationer's supervisor also monitors the probationer during the probation period and fills in the Probation Monitoring Form (see Annex 1.3) on a monthly basis. This information written in this Form is not accessible to the probationer.

The first month of probation is meant to familiarize the probationer with the Organization and also to help him/her to settle down and understand the Organization's operations. Usually the supervisor has a training program in mind and also instructs relevant colleagues who will help in conducting this training.

After one month the supervisor and the probationer assess together whether the work progresses well and where improvements are needed. The supervisor reports about the outcome of this assessment in the Probation Monitoring Form of the probationer and discusses the results with the General Administrator, the Manager, and if required with the General Coordinator and Executive Director. If the first month was unsuccessful and there are no positive prospects for performance to be improved, at this stage the probationer can be dismissed after approval by the General Administrator and the Executive Director. Other possibilities are to demote the person to his/her former position (in case of an internal probationer), to transfer the person to another position, or to continue the probation period in the current position.

If it is decided to continue the probation period, a panel (usually consisting of the General Administrator, the relevant Manager, the probationer's supervisor and/or the Executive Director) evaluates the performance of the probationer four months after the probationer started with the probation period. During the evaluation the Probation Monitoring Form and the observations of the panel members are used as a basis for the recommendation of the panel to confirm the employment of the probationer, to extend the probation period, to dismiss the probationer, or to transfer him/her to another position in the Organization (either his/her former position in case of an internal probationer or to another position). After approval by the Executive Director the recommendation becomes a decision of the Organization. The decision is notified to the probationer during a probation evaluation meeting. During this meeting the probationer will be given a Probation Evaluation Report (see Annex 1.4 for a lay-out of such a report) that contains the decision in writing plus the arguments for the decision. During this meeting the probationer is also given oral explanation and he/she is able to ask questions about the decision and will then be given answers.

In case the decision is to extend the probation period, this will be for a period of two months. After this two-months period the performance of the probationer is once again evaluated by the same persons who were involved in the evaluation that was conducted after 4 months. The recommendation is then to confirm the employment of the probationer, to dismiss the probationer, or to transfer the probationer to another position in the Organization. The recommendation will need to be approved by the Executive Director to become a decision of the Organization. The decision is explained to the probationer in a second Probation Evaluation Report (of which the lay-out is identical to the lay-out of the first Probation Evaluation Report; see Annex 1.4). This report is given to the probationer during a second probation evaluation meeting.

In case it concerns a position at management level always a member of the Board of Directors should be part of the evaluation panel. In such case any recommendation of the panel should be approved by the Board of Directors to become a decision of the Organization.

Copies of the Probation Monitoring Forms and the Probation Evaluation Reports of the probationer are filed in the personal files of this person (who will be from now on, if the decision about his/her continuation in the position is positive, be called 'employee').

If a probationer is dissatisfied with the decision of the Organization he/she can appeal to the Executive Director in writing. The Executive Director may in such case invite the probationer for a personal meeting. For this meeting the Executive Director may invite other persons as well. After considering the appeal the Executive Director will take a final and binding decision. If this decision differs from the decision expressed in the last Probation Evaluation Report, an appendix will be attached to this report explaining the final decision and the reasons for the changes made. In case it concerns an appeal by a probationer for a management level position the final decision will be made by the Board of Directors of the Organization who may call any meeting with any persons for coming to its decision.

3.3 Notice of termination of contract or resignation

Written notice to terminate employment, by the Organization to the employee or by employee to the Organization must be done as follows:

- During probation: 7 days in advance
- Employees up to one year employed: 30 days in advance.
- Employees longer than 1 year employed: 60 days in advance.

The Organization may revoke these conditions on the basis of:

1. Provisions within disciplinary procedures. Immediate dismissal can be given in case of insubordination, absenteeism, lack of performance, lack of co-operation and theft.
2. The employee has been certified permanently unable to work by a medical practitioner.
3. The employee has been imprisoned or convicted of an offense.

3.3.1 Tasks of the General Administrator

- In case the contract of an employee or probationer is terminated or an employee or probationer resigns, make sure that all required procedures are carried out according to the labor laws of the country.

3.4 Re-employment

Former employees who have left the Organization (whether being under casual/temporary or permanent employment) by resignation (of their own accord) or who have had their employment terminated for any reason connected with their performance or conduct will in principle not be re-employed. However, the Executive Director may use his/her discretion to modify this policy where he/she considers if that it may be of mutual benefit to the individual and the Organization. The general exception to this rule will be where an employee has left the Organization as a result of redundancy in which case the Executive Director’s approval will not need to be sought for re-employment. However, for this case of re-employment, the person would have to apply through the formal application procedures (during recruitment round).

SECTION 4 PAYMENT POLICIES AND PROCEDURES

4.1 Salary and wages

Salary means payment for work, made to an employee with an employment contract, usually done in the form of a monthly cash or check payment. Wages means remuneration or earnings, capable of being expressed in terms of money, which are payable to an employee under a contract of service and includes cost of living allowance paid to an employee. The salary/wage system of the Organization is bound to the Organization's Salary Scale. An overview of the Salary Scale is provided in Annex 3.

4.2 Salary and wages payment

The amount of salary is paid according to the employment contract of the employee. This may be cash or by check. If the month-end falls on a Saturday or Sunday then payment shall be made on a Friday before the weekend. For salaries paid on monthly bases, the salary shall be calculated based on a month that is made of 30 days. Staff shall be paid mid month salary advance if one desires so and the remaining balance will be paid at the end of month. For this purpose the employee has to fill in a mid-month salary advance request (see Annex 1.5), a maximum of one working day in advance. The mid-month salary advance shall not exceed 50% of the salary/wages payable to the employee.

Incomplete months are paid by calculating the number of days actually worked. Each employee on the payroll (on permanent contract) signs a pay slip (in duplicate) at the end of the month stating the above. One signed pay slip will remain with the employee and the other with the Organization.

For each position in the Organization (for an overview of the positions see Annex 2) it has been defined what the salary should be in US Dollar or Iraqi Dinar. The salaries depend on:

1. the position of the employee (see Annex 2),
2. the time an employee has worked in the Organization,
3. the performance of the employee.

The scale and the salaries are presented in Annex 3.

4.3 Salary increase (performance related)

After each year of employment a performance evaluation is done with the employee. When the conclusion is that performance has been acceptable this results in a promotion to a next step in the salary scale of the Organization (see Annex 3). This means that the employee from then on will receive the hard currency salary in the new step. This process continues until he/she reaches the peak salary defined for his/her position by the salary scale. Annex 3 provides an overview of the usual step increases in the salary scale in case performance is acceptable.

Each step increase will be confirmed in writing after the General Administrator has obtained the approval of the Executive Director for the increase. The General

Administrator is responsible to inform the Finance Dept. about the new salary after having received the approval. Management level salary increments have to be approved by the Executive Director and the board of Directors. In case of the salary increment of the Executive Director, this will have to be approved by the Board of Directors.

Employees with unsatisfactory performance will attract no promotion or step increase

4.4 Change to another position

If an employee takes up another position in the Organization his/her salary will be according to the salary scale of the new position, starting as if the employee was newly employed.

SECTION 5 STAFF DEVELOPMENT POLICIES

5.1 Introduction

The Organization has a system of staff development in place for employees at all levels. This consists of performance evaluations of the employees and the possibility for employees to follow internal and external trainings when they are invited to do so. Employees are also free to apply for training courses that they would like to follow.

5.2 Employee performance appraisal

Performance evaluation is a continuous process of reviewing or discussing one's job and aims at improvement of performance in the current job.

5.2.1 Objectives of performance evaluation

- To satisfy the individual's needs for feedback on performance and to assist him/her in improving the performance in the current job.
- To strengthen supervisor - employee relationships.
- To get feed back on the level of employee motivation.
- To help the employee to perform better in order to strengthen the Organization as a whole to perform better.

5.2.2 Performance evaluation process

After completion of the probation period and annually, each member of staff will undergo an evaluation exercise to review his/her performance and to agree on new targets, as well as identifying training and employee development needs. Each employee is evaluated based on targets set, and then other new targets are set for the next year. The employee should be evaluated over the whole period since it was last evaluated. It is the responsibility of employee and immediate supervisor to ensure that individually set targets are monitored on regular basis as specified in the completed performance evaluation report. Failure to comply with this will have an adverse implication on the part of the immediate supervisor and concerned employee.

The report (a filled in performance evaluation form; see Annex 1.8) is prepared in duplicate and should be endorsed by the employee, supervisor and the Executive Director. One copy of the evaluation form is given to the employee in duplicate and the original copy of the form is filed in the employee's personal file. If the employee does not agree with the outcome of the evaluation, he/she can appeal with the Executive Director.

5.3 Training

The Organization supports a policy of progressive development of employees. Training needs of employees at all levels will be assessed regularly and where required for the job, internal or external training will be organized at the Organization's expense. Training wanted and initiated by the employee but not suiting the Organization's budget or priorities should be paid by the employee and be done outside working hours.

Employees who purse courses sponsored by the Organization, and whose total cost exceed 300 USD (including allowances), are obliged to serve the Organization for a minimum of 1 year after training before they can resign from the Organization. They will have to sign an agreement under this arrangement.

5.4 Transfers

The Organization appoints the employee to a specific project location and this may be subject to transfer at any time. An employee may be given the opportunity to transfer because of:

1. The Organization may initiate the transfer. In this case the employee needs to be consulted on the possibilities for him/her to transfer.
2. Transfer may be effected as a result of personal interest/request and this may take place after request by the employee to be transferred to another post. An employee wishing to transfer from one post to another usually has to apply for an existing vacancy. If the post is advertised externally, he/she would have to equally compete with external applicants.

Transfers need the approval of the Executive Director.

5.5 Use of notice board

All important communication regarding vacant positions, the change in positions of employees (whether being promoted, acting on behalf of, transfers, new appointments, resignations, etc), training courses and other important issues regarding staff development should be announced on the notice board in the office for every employee's information.

SECTION 6 LEAVE POLICY

6.1 Introduction

Employees are entitled to an annual leave totaling 20 working days for each year of service. Employees may opt to take their leave in one single block or sets of blocks. Leaves have to be agreed by the General Administrator. For each agreed leave the General Administrator informs the Executive Director.

6.1.1 Planning of leave
A leave calendar should be drawn at the beginning of the year and agreed upon by each Manager and by the Executive Director, which is then forwarded to the General Administrator. Each Manager is responsible for inquiring with his/her Department about the leave plans of employees working in the Department.

6.1.2 Requests and authorization procedures
Amendment to the schedule will be at the discretion of the immediate supervisor in consultation with the Admin Assistant and General Administrator. For each scheduled leave period, the employee will submit a leave form (see Annex 1.7) to the Admin Assistant and General Administrator after agreement by the immediate supervisor (who signs the form for approval). This will be done at least two weeks in advance (except for sick leave and compassionate leave). Depending on the circumstances, the immediate supervisor may reschedule the leave (in consultation with the concerned employee). The General Administrator will verify the leave record (see Annex 1.9) and sign the leave form for approval. Final leave approval is done by the Executive Director who may sometimes reverse the leave schedule if certain circumstances may warrant this to happen. The General Administrator informs the employee about (non-) approval.

Employees taking leave are required to return according to the dates agreed in the leave forms. Otherwise the normal disciplinary penalties will apply: a formal written warning and loss of pay for the days the employee was not present at work. An employee serving on probation will not be allowed to take leave, only on the discretion of the Executive Director.

6.2 Paid leave

Employees who have successfully completed their probation are eligible for paid leave under the following conditions:

1. Employee is not on temporary terms of service or on induction/probation.
2. Paid leave will accrue from the date of full-time engagement (at a monthly rate of 25 working days). The employee can never take more than the monthly leave entitlement. For example, a full-time service of 8 months will give the employee an entitlement of 16 leave days maximum.
3. Employee must apply for leave at least two weeks in advance.
4. The employee can get an advance to his/her salary for the leave covering two consecutive months uptil a maximum of 30%. For example if 10 days of leave fall in the last 5 days of August and in the first five days of September, the employee can get an advance for these days. The advance for September in this example can be a maximum of 30% of the total monthly salary.

Leave not taken within the contractual year shall automatically expire and cannot be transferred to the next contractual year. Nor can paid leave days be cashed in.

6.3 Compassionate leave

In the event of death of real mother/father, first-degree sister/brother, father/mother in-law, spouse and children, compassionate leave of a maximum of three days will be granted. This section applies to employees on permanent terms of employment but under discretion of the Executive Director will employee on probation or temporary terms be granted this leave.

If the employee wishes a leave longer than two days, he/she shall propose the use of his/her annual leave entitlement or opt for reduction in payment (if there are no paid leave days (left)). This needs to be agreed in advance following the procedures mentioned in the former paragraph.

6.4 Maternity and paternity leave

A female employee shall be entitled a maximum of once every 3 years to 6 weeks maternity leave on full pay. During probation and under temporary terms of service, there are no provisions for maternity and paternity leave.

During the maternity leave period, the normal benefits and entitlements of the employee including her contractual rights and accumulation of seniority, shall continue uninterrupted and her period of employment shall not be considered to have been interrupted, reduced or broken. In the event of illness, certified by a registered practitioner, arising out of pregnancy or confinement, affecting the employee or her child, the Organization shall grant the employee additional leave as required according to the situation.

A maximum of four days, if applied for, will be given to the male employee once every two years for paternity leave. This leave will be taken within a period of four days after the spouse has delivered.

Employee is encouraged to announce her pregnancy to her immediate supervisor as early as possible, and on such grounds, she will be allowed time off for her antenatal visits. Similarly same way, the nursing mother will be allowed time off during working hours for breast-feeding. The duration of absence should be determined on case-by-case basis, but should not exceed a period of two hours per day for a maximum of six months after giving birth.

In circumstances whereby an expectant employee may be working under dangerous conditions, which could result, into serious health hazards, management may re-design her duties. This will have to be approved by the Executive Director.

6.5 Sick leave

Sick leave will be authorized when the employee is unable to work because of sickness or injury, or when the employee needs medical examination or treatment, which can be obtained only during the time when employee would normally be on duty. Sick leave is not used for care of family members or treatment for a family member, unless the Executive Administration (Executive Director, General Administrator, and General Coordinator) approves. The employee should submit a written request for the sick leave, delivered on the second day latest. Always a sick leave should be filled in. The immediate supervisor will make approval of sick leave then forward it to the General Administrator who seeks approval of the Executive Director. The sick leave will start from the first day of absence.

Employees are entitled to a maximum of 30 days sick leave days in year. This paid sickness benefit may be extended at management's discretion by another 30 days if employee is hospitalized. After the 60 days the case will be reviewed and the management will take a decision about termination of employment. Cases of misused sick leave will be subject to disciplinary action. This entitlement applies only if employee is on permanent employment contract and not on probation or on temporary terms of service.

6.6 Public holidays

The Organization respects the public holidays as defined by the national authorities of the country. Public holidays falling within an employee's leave are not counted as leave days and as such are not deducted from the employee's leave record. For ad hoc public holidays, it is up to the Executive Director to decide if it is a day off for the employees or not.

6.7 Leave without pay

Leave without pay will only be granted in exceptional cases to permanent employees who have been employed with the Organization for a minimum of 18 months. The leave should fit into the planning of the Organization and it should be able to (partially) replace the employee. The leave should be requested for three months in advance.

SECTION 7 DISCIPLINARY PROCEDURES

7.1 Introduction

The Organization has developed a Code of Conduct for the employees (see Annex 4). Every employee upon acceptance of a position with the Organization signs the Code of Conduct at the same day the employment contract is signed. The Code of Conduct comprises the rules to which all employees should comply.

Disciplinary procedures apply to all employees at all levels (on permanent and temporary employment) who do not function within the rules of the Code of Conduct. This is to ensure that the Organization's policies, standard of performance and behavior are maintained at an appropriate high level. The Organization's policy is to ensure that always a positive approach is used to motivate the employee. Disciplinary procedures only come in if the encountered situation is of willful nature and (potentially) damaging to the Organization and/or colleagues.

Further on in this chapter the main offences are mentioned. It is at the discretion of the Manager (for offences by employees below management level) to judge weather an offence is minor or major. Depending on this judgment several procedures can be followed as explained further on. Ad hoc disciplinary committees will be instituted to deal with severe disciplinary cases.

The Manager will institute the disciplinary action procedures (examples of those are written out in the following paragraphs).

- **Verbal warning** (not recorded in personal file of the employee).
- **Warning letters (level 1-3)**. Each warning letter is recorded in the personal file of the employee. Each warning letter has a particular level, depending on the offense. As long as the sum of the issued warning letter levels to an employee is less than 4 no further disciplinary actions will be undertaken against the employee. If the sum of the issued warning letter levels to an employee is 4 or more during the whole time of service of the employee, the Executive Director of the Organization can decide to start the procedures for dismissal or suspension of the employee whenever he thinks this is necessary.
- **Suspension.** Suspension means that an employee is sent off the job for a limited time of 2 weeks maximum without payment of salary. The decision to suspend someone is taken by the Executive Director
- **Dismissal**. Dismissal can be with or without pay, depending on the offense. The decision to dismiss someone is taken by the Executive Director in consultation with the General Administrator and General Coordinator.

7.2 Procedures to be followed

The Managers and supervisors are primarily responsible for identifying offenses. They communicate each offense to the Executive Director. In reaction to an offense the Manager provides a verbal warning to the involved employee in case of small offenses. In case of larger offenses it is advised that the Manager/ supervisor coordinates the disciplinary action first with the Executive Director, then the disciplinary action be imposed on the involved employee.

The following authorization levels can be distinguished with regards to disciplinary action:

Verbal warning	Manager, General Coordinator, General Administrator, or Executive Director
Warning letters	Manager, General Coordinator, or General Administrator (in consultation with Executive Director)
Suspension	Executive Director (in consultation with the Board of Directors)
Dismissal	Executive Director (always in consultation with the Board of Directors)

Important:
The financial side of the different disciplinary actions should be defined in details.

The table below shows a guideline for how to handle offenses (important: this is an example only).

Type of offence	Minor	Major
Willful failure to obey legitimate instruction	Warning letter (level 2)	Warning letter (level 3)
Willful loss, misuse, damage, theft, unauthorized use of Organization's property	Warning letter (2)	Warning letter (3), suspension or dismissal
Improper publicity of Organization's image	Warning letter (3)	Warning letter (3)
Absenteeism	Verbal warning / Warning letter (1)	Warning letter (2,3), dismissal
Lateness or leaving work without permission	Verbal warning / Warning letter (1)	Warning letter (2)
Failure to co-operate with other employees	Verbal warning / Warning letter (1)	Warning letter (2,3)
Gossip among and about colleagues within/outside the Organization	Verbal warning	Warning letter (1,2)
Reporting on duty under the influence of alcohol/narcotics	Suspension	Dismissal
Breach of safety rules	Warning letter (1,2)	Warning letter (3), suspension, dismissal
Careless or neglect of work	Warning letter (1)	Warning letter (2)
Fighting at workplace	Dismissal	Dismissal
Threatening behavior towards another worker	Warning letter (1,2)	Warning letter (3), suspension, dismissal
Having private business with suppliers of the Organization on Organization's deals	Warning letter (3)	Suspension, dismissal
Claiming expenses from the Organization which are higher than the actual expenditure or which do not exist	Warning letter (2,3)	Suspension, dismissal
Any other offence not stated above	Verbal warning, Warning letter (1,2,3)	Suspension, dismissal

If a formal warning is written to the employee it should explain the level of the warning letter, and the nature and seriousness of the offense. A copy of this warning will be given to the General Administrator and placed on the employee's personal file.

Following the delivery of the formal disciplinary action the Manager and General Administrator (if it is not him/her committing the offence) will always hold a formal interview with the employee during which contents of the letter will be discussed. Minutes will be taken and filed as well.

The disciplined employee must countersign all disciplinary letters or minutes of the proceedings of the disciplinary interviews. Failure to the employee member to endorse the document should be reported to the Executive Director and noted on the employee's personal file.

If the offenses add up to 4 or more, the Executive Director can request whenever he feels this is necessary, the General Administrator to execute the required action in accordance with the procedures described in the table above.

7.3 Appeals

At any stage in the above proceeding, the employee may appeal through the General Administrator for suspension or change of the disciplinary action. The General Administrator may ask advise from others within the Organization and produces an advise in writing which is handed to the Executive Director will make a final decision about the disciplinary action. No further appeals will be permitted.

7.4 Grievance handling procedures

An employee may have a legitimate grievance against a colleague, a manager or the Organization. This for instance could be conditions of work, unreasonable instructions, poor co-ordination, poor or inappropriate communication or other matters. The employee is encouraged to feel free to seek settlement of problems, complaints and grievances without fear of interference or dismissal. In such case the employee is, however, obliged to follow the procedure mentioned below. Always shall the person against whom the grievance is held be heard too.

7.4.1 Grievances against employees

The employee will approach the General Administrator. In case the grievance is against the General Administrator the employee approaches the Executive Director. The General Administrator (or the Executive Director) investigates the matter and if possible solves the issue to the employee's satisfaction. Grievance complaints are always taken very seriously and should be given full attention immediately! A good way to try and resolve the grievance is to invite the person against whom the grievance is held and the employee who expressed the grievance to come to terms with each other in a personal conversation in which the General Administrator (or the Executive Director) acts as a facilitator. Important is to lay down agreements made in such a conversation in writing and have both persons sign it for approval. The agreement is made up in three-fold: one copy for each of the two involved employees and one copy for the filing system.

In case in this way no solution is achieved the General Administrator (and/or the Executive Director) will make a decision on what should be done. In case the grievance is against any employee of the Executive Management team (including grievances against the Executive Director) members of the Board of Directors are invited to join the conversations and the final decision on the required action (especially if no agreement has mutually been achieved between the involved employees) is then taken by the Board.

SECTION 8 TEMPORARY APPOINTMENTS

8.1 Introduction

Temporary appointments means: employees on temporary contracts, casuals, trainees on graduate work experience program, and consultants. Any extensions of temporary appointments will be effectuated on approval of the Executive Director after a performance appraisal exercise. Temporary appointments can only be renewed twice and should not exceed a total period of one year.

An employee on temporary terms of employment shall observe the following conditions of employment:
- Probation
- Salaries and wages
- Conduct
- Notice of termination/resignation
- Leave

8.2 Piecework employment

The Organization may occasionally recruit employees on piecework or task work basis. Depending on circumstances, this form of arrangement can be renewed daily or as to when the situation warrants. The piecework employee is strictly entitled to his/her remuneration, which may be calculated on daily rate or at the completion of that specified task.

8.3 Trainee programs

The Organization may have or develop experience programs for trainees. The engagement is substantially for a period of one year but reviewed on a six-month basis. Pay and benefits accruing to the appointee should not exceed an identified post to which he/she could be posted. During, or at the completion of this program, the individual is free to apply for any job within the Organization. Terms and Conditions for this engagement are specifically articulated in the contract.

8.4 Consultancy services

The Organization may feel the need to hire some consultancy services in various areas of the Organization's activities. This is usually a short-term arrangement and at piecework rate. The need for consultancy services should be reflected in both the plans and budgets of the Organization.

8.5 Part-time employment

Part-time employment will normally be defined as an employment where the employee is not working the normal amount of full-time hours per week. For part-time employees the same counts as for temporary appointments with regard to terms and conditions of service, if they are not on a permanent contract.

SECTION 9 EMPLOYEE WELFARE

9.1 Leisure

The senior management shall arrange a staff party together with other employees once a calendar year. Venue and date will be decided upon by vote or discussion.

9.2 Allowances / per diem

The Organization shall meet the following maximum expenses while staff is sent on official duty outside the place where the Organization is working. These allowances are only paid against actual costs made.

- Transport: at public rate
- Lunch: $3.00
- Breakfast: $1.50
- Dinner: $3.00

If an employee is sent on a training course the Organization will determine the allowances needed. If for instance lunch is provided during the training course, the employee will not be given the lunch part of the allowance; when a training course takes place within the town where the employee lives and the employee can eat and sleep at home no allowance will be given at all. If third parties pay allowances (e.g. organizers of the training course) the employee is allowed to accept these but the Organization will in such case not give an allowance to the employee.

9.3 Break time tea and coffee

Tea or coffee is served to staff during half an hour in the morning and half an hour in the afternoon five days in a week. The exact times are defined by the Organization. Tea and coffee items are provided by the Organization. Snacks, meals and extra drinks have to be paid for by the employees themselves.

9.4 Work facilitation

Depending on the position and tasks of the employee the Organization will do as much as possible to facilitate the employee in his/her work. This means that the employee can use the Organization's computers, transport (if stated in the job description), stationary, calculators, and field equipment all while on duty. Usually these items are not taken home, but left in office.

Stationary can be used in normal quantities as required by the work. Employees can request for equipment or items needed to be able to perform duties. These can be granted at the discretion of the management.

9.5 Insurances

All employees (except piece workers) are provided with catastrophic health insurance for injuries that happen while being on duty, provided the damage was not caused willfully or by negligence. Enrollment in the catastrophic health insurance is mandatory and employees will pay monthly premium for it. The catastrophic health insurance will cover all emergency procedures and treatments up to $3,000.00. The employee must provide medical bills in order to be reimbursed for the medical expenses.

SECTION 10 GENERAL POLICY GUIDELINES

10.1 Identity cards

All employees are provided with identity cards (see Annex 6 for a lay-out of such a card), except piece workers. Those on temporary appointment get temporary documents, while those on permanent appointment will acquire sealed identity cards. These remain the property of the Organization and must be returned on termination of appointment before terminal benefits are paid.

10.2 Personal files

For each employee (temporary or permanent) a personal file is prepared. The General Administrator is responsible for maintenance of the personal files. He/she will ensure that the employee files are kept up to date with maximum safety and confidentiality (he/she can ask the Admin Assistant to do the executive work for this but then has to control the files on a regular basis, remaining the finally responsible person for the accuracy of these files). The following persons can access the personal files:

- Founding Committee (without permission)
- Board Members (without permission)
- Executive Director (without permission)
- General Administrator (without permission)
- General Coordinator (without permission)
- Other members of the Senior Management team (with permission of the Executive Director).

The employee will access his/her personal file if seeking for some specific document. This is done in the presence of the General Administrator after permission of the Executive Director. If necessary, parts of the file can be kept secret for the employee.

10.3 Politics and religion

Mercy Hands is a local non-governmental Organization, which works in conflict torn and disaster affected areas to save lives, sustain human rights and restore a healthy community. Therefore, the Organization has no political/religious affiliation. The properties and facilities of the Organization shall not be used for any political or religious purpose. Employees should express their personal political/religious beliefs without in any way involving the Organization directly or indirectly. If the Organization feels that religious or political involvement is conflicting the interests of the Organization, the employee can be disciplined.

10.4 Loss or damage of Organization property

Employee on permanent or temporary terms and conditions of service will be personally responsible for the Organization's property, which is within his/her control either at work or home. Loss of such property, which cannot be adequately accounted for or explained, shall be treated as theft and if such case occurs it could lead to summary dismissal. If the employee loses Organization’s tools or equipment, which are in the employee’s possession, he/she will have to pay the costs for replacement.

10.5 Working hours or days

The employee will be expected to work a 40-hour week (unless stated otherwise in the

contract). All employees will be expected to report on duty Sunday to Thursday from 8 a.m. to 4 p.m.
There is no overtime allowance for additional hours worked. No field allowances are given for normal duty assigned or any travel expenses are reimbursed/paid other than approved of.

10.6 Expense claim policy and procedure

Expenses incurred by employees in the course of duties on the behalf of the Organization will be reimbursed only if the Executive Director has given prior approval. Expenses are not part of salary but direct reimbursement of expenditure.

Claims for reimbursement must be made on the appropriate form, signed by individual and authorized by the Manager with approval of Executive Director prior to submission to the General Administrator.
As a general rule all claims must be supported by receipts. However, it is recognized that certain items of expenditure e.g. some public transport fares cannot be supported by documentary evidence. In such cases the claim form must include details of the reason of expenditure.

Receipts or invoices that are not agreed on by the Organization cannot be sent directly to the Organization for payments and cannot be claimed afterwards.

Annex 1: Forms

A 1.1 Employment Application form

A 1.2 Interview form

A 1.3 Performance Evaluation Form

A 1.4 Salary Advance Request Form

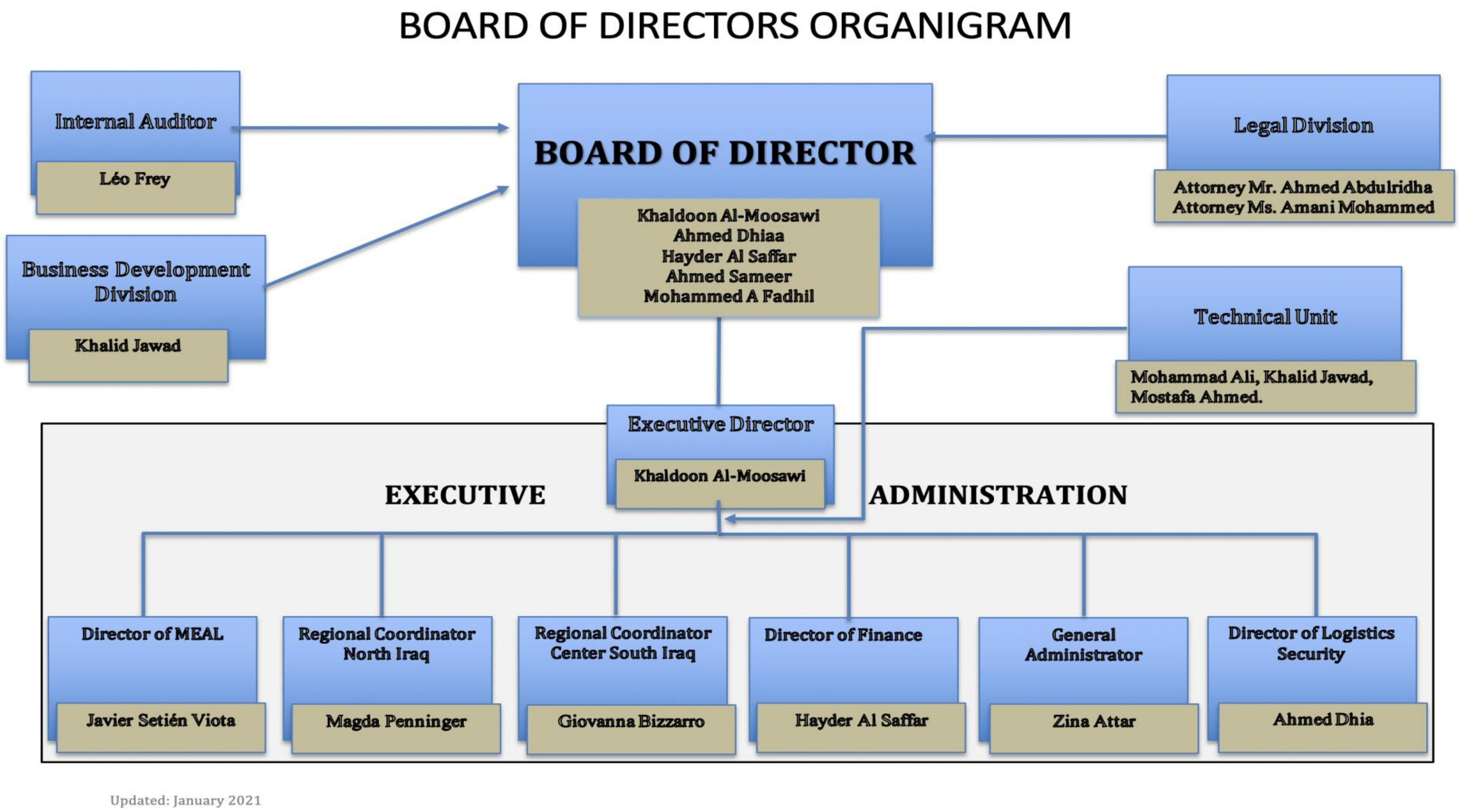
A 1.5 Vacation Request Form

A 1.6 Employee Status Change

A 1.7 Liability Clearance Form

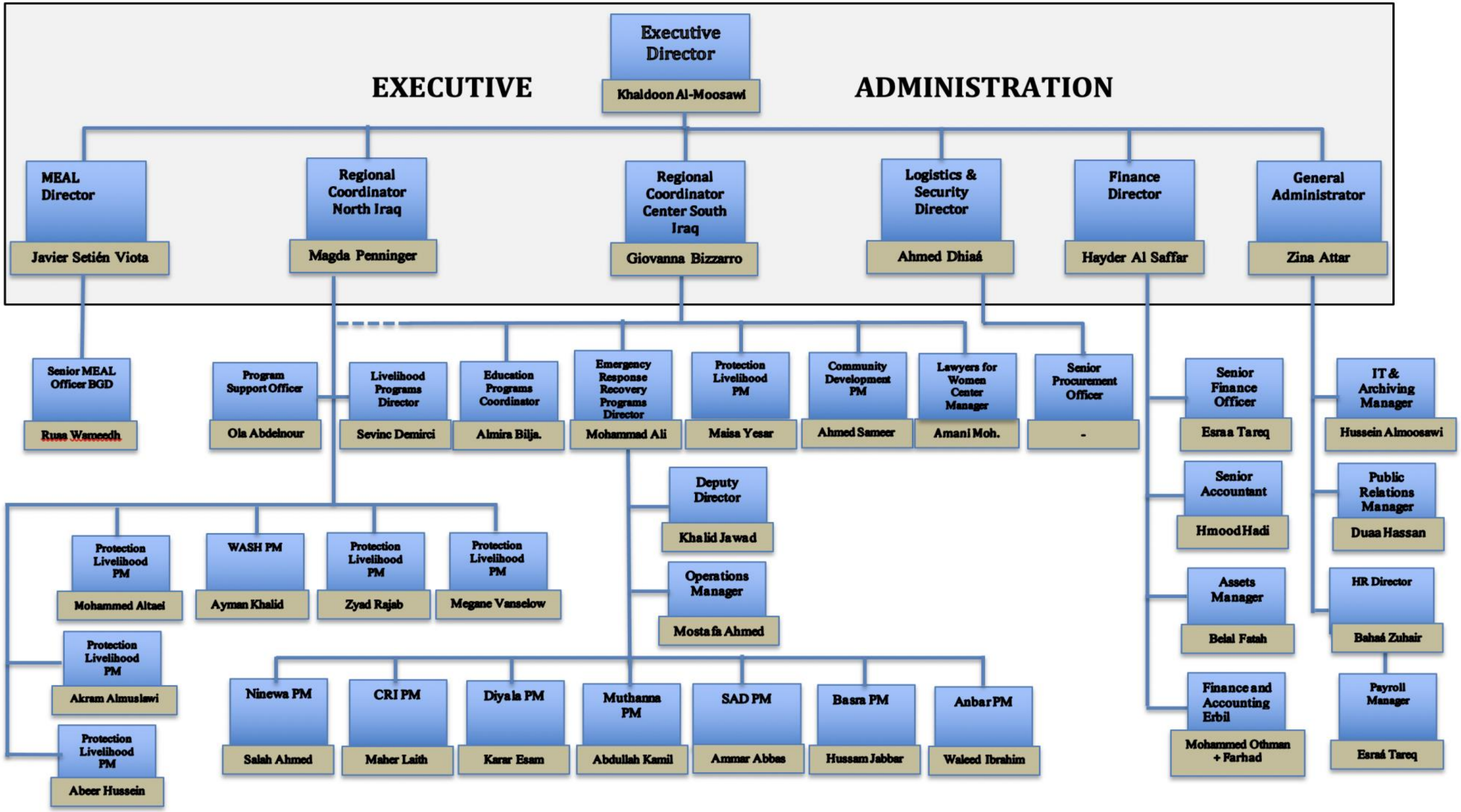
Annex 2: Mercy Hands Organogram

The below organogram gives an overview of all possible functions in the Organization at the Headquarters level. Not all functions will be occupied, functions may be combined and sections may be drawn together, depending on the situation.



MERCY HANDS
FOR HUMANITARIAN AID
جمعية ايادي الرحمة الانسانية

Mercy Hands
Senior Staff Organigram



Annex 3: Salary Scale

Directives:

1- Mercy Hands will pay salaries to its staff that are, on average, comparable, to those paid by other non-governmental organizations in Iraq or the county of operations.

2- The salary scale is reviewed and updated in the month of January of every year by the Finance Committee of the Board of Directors. The Finance Committee will collect data from the government sector, private sector, local NGOs, and International NGOs operating in Iraq, to determine the salary scale.

3- The Executive Administration refers to the salary scale when assigning the salary of a new employee.

4- All assigned salaries of the members of the Executive Administration and out of scale salaries must be submitted to the Board of Directors for final approval.

5- Determination of an employee salary depends primarily on the employee experience (see below); however, the final determinant of the salary will be funds availability. Mercy Hands will strive to maintain the assigned salaries within the limits of the salary scale.

6- Salary Progression: Mercy Hands has established a merit pay plan (see below) to calculate when and how much a salary increases. The Executive Administration shall develop rigorous performance criteria, performance evaluation system, and individual pay decisions system.

7- For salary scale in Iraqi Dinars, use exchange rate of USD to IQD = 1450.

Salary Scale

Minimum - This is the entry level for the given profile, meaning the person fulfills the minimum requirements for the job.

Level A - The employee has the experience and knowledge to master most of the duties related to the job in an independent manner. Employees whose salary falls between the Minimum and Level A are in the development phase because they are still learning their job.

Level B - The employee is highly experienced and their level of productivity exceeds the job requirements. Employees whose salary falls between Levels A and B are in the maturity phase because they are mastering their job.

Maximum - The employee is continuously producing results that are well above the requirements of the job. Employees whose salary falls between Level B and Maximum are in the leadership phase because they have demonstrated superior leadership skills and a strong commitment to Mercy Hands.

Category Profile	Seniority	Position Profile	Administrative	Minimum	Level A	Level B	Maximum
1-C	Junior	1-C-1	Drivers (excluding car rental)	$300	$400	$500	$600
		1-C-2	Guards	$300	$400	$500	$600
		1-C-3	Housekeeper	$300	$400	$500	$600
		1-C-4	Logistician	$500	$600	$700	$900
		1-C-5	Cleaner	$300	$400	$500	$600
2-C	Mid-Level	2-C-1	HR Officer	$500	$600	$750	$1000
		2-C-2	Accountant	$1000	$1250	$1500	$2000
		2-C-3	Cashier	$650	$780	$910	$1040
		2-C-4	Auditor	$750	$900	$1050	$1200
		2-C-5	Administrative Assistants	$650	$780	$910	$1040
		2-C-6	MEAL Officer	$750	$1000	$1250	$1500
		2-C-7	Senior Logistician	$750	$1000	$1250	$1500
		2-C-8	Manager Assistant	$750	$900	$1050	$1200
		2-C-9	Logistics Director Assistant	$750	$1000	$1250	$1500
3-C	Senior	3-C-1	Satellite Office Manager	$1000	$1200	$1400	$1750
		3-C-2	General Administrator	$1500	$1750	$2000	$2500
		3-C-3	Director of Finance	$1500	$2000	$2500	$3500
		3-C-4	Representative Coordinator	$1500	$2000	$2500	$3500
		3-C-5	General Coordinator	$2000	$2500	$3000	$3500
		3-C-6	Regional Coordinator	$2000	$2500	$3000	$3500
		3-C-7	Director of Security and Logistics	$1500	$1750	$2000	$2500
		3-C-8	Director of MEAL	$1500	$1750	$2000	$2500
		3-C-9	Director of HR	$1500	$1750	$2000	$2500
		3-C-10	Senior MEAL Officer	$1000	$1250	$1500	$1750
		3-C-11	Assets Manager	$1000	$1250	$1500	$1750
		3-C-12	Senior Finance Officer	$1000	$1250	$1500	$1850
		3-C-13	Payroll Manager	$1000	$1250	$1500	$1750
		3-C-14	IT Manager	$1000	$1250	$1500	$1750
		3-C-15	PR Manager	$1000	$1250	$1500	$1750
		3-C-16	Director of Media Communication	$1000	$1250	$1500	$1750
		3-C-17	Director of Procurement	$1500	$1750	$2000	$2500
		3-C-18	Executive Director	$2500	$3000	$3500	$4000

Category Profile	Seniority	Position Profile	Program	Minimum	Level A	Level B	Maximum
1-C	Junior	1-C-1	Distribution Officer	$600	$750	$1000	$1250
		1-C-2	Community Mobilizer	$600	$750	$1000	$1250
		1-C-3	Field Monitor	$600	$750	$1000	$1250
		1-C-4	Trainer	$600	$750	$1000	$1250
		1-C-5	Data Entry Officer	$600	$750	$1000	$1250
		1-C-6	Assessment Officer	$600	$750	$1000	$1250
		1-C-7	Lawyer	$750	$1000	$1250	$1500
2-C	Mid-Level	2-C-1	Database Managers	$750	$1000	$1250	$1500
		2-C-2	Field Coordinator	$750	$1000	$1250	$1500
		2-C-3	Project Assistant	$750	$1000	$1250	$1600
		2-C-4	Warehouse Manager	$750	$1000	$1250	$1500
		2-C-5	Warehouse Manager Assistant	$600	$850	$1000	$1250
3-C	Senior	3-C-1	Program Developer	$1500	$1750	$2000	$2500
		3-C-2	Program Manager	$1000	$1250	$1500	$2000
		3-C-3	Project Manager	$1000	$1250	$1500	$2000
		3-C-4	Project Coordinator	$1500	$1750	$2000	$2500
		3-C-5	Programs Director	$1500	$1750	$2000	$2500
		3-C-6	Operations Manager	$1500	$1750	$2000	$2500
		3-C-7	Deputy Director of Department	$1500	$1750	$2250	$2750
		3-C-8	Director of Department	$1500	$2000	$2500	$3000

Merit System Salary Planning Table							
			Performance Rating				
		Salary Range	**A Outstanding**	**B Exceeds Requirements**	**C Meets all Requirements**	**D Needs Improvement**	**E Marginal**
Level of present salary within salary range	**4th Quartile**	Max	8% after 12 month	8% after 13 month	7% after 14 month	6% after 15 month	5% after 16 month
	3rd Quartile	Level B	9% after 11 month	9% after 12 month	8% after 13 month	7% after 14 month	6% after 15 month
	2nd Quartile	Level A	10% after 10 month	10% after 10 month	9% after 12 month	8% after 13 month	6% after 15 month
	1st Quartile	Min	12% after 10 month	11% after 11 month	10% after 11 month	9% after 13 month	6% after 15 month

Annex 4: Code of Conduct

Mercy Hands for Humanitarian Aid

CODES OF CONDUCT

This is summary of the main Organization rules
1. Work honestly and carefully at all times.
2. You must not be absent from work, arrive late or leave work early without permission.
3. Follow all Organization security and safety rules.
4. Do not drink alcohol or consume narcotics during working hours.
5. Do not fight, assault or abuse a staff member or visitor.
6. Do not use Organization property in a careless or neglect way.
7. During working hours you must not do any business except that for which the Organization pays you.

You will be disciplined for any of the following offences.
1. Willful failure to obey legitimate instructions.
2. Willful misuse of Organization property.
3. Improper publicity of information damaging to the Organization reputation or staff safety.
4. Desertion (absence from work without permission for 4 consecutive days or more).
5. Sleeping on duty.
6. Lateness or leaving work early without permission.
7. Failing to cooperate with other employees on ground of race, tribe, religion or sex of another person.
8. Acting in a prejudicial way against employee on grounds of race, tribe religion or sex of another person.
9. Reporting on duty under influence of alcohol.

Any of the offences described below constitutes serious misconduct and immediate dismissal may occur.
1. Breach of safety rules endangering life, stated below.
2. Careless or negligent of work.
3. Fighting at work.
4. Threatening behavior to another worker.
5. Having any private business deals with suppliers of the Organization on Organization's deals.

Repetition of the same offence after committing another within a period of 12 months of the first offence could lead to summary dismissal.

I have read, understood and accept the above rules of conduct and agree these rules being a condition of employment by Participatory Rural Development Organization.

Employee name:

Employee Signature----------------------------------

Place and date---

Annex 5: Standard job descriptions

Below is a standard job description. It is very well possible though to combine certain job descriptions or split them up and divide them differently over other functions.

JOB DESCRIPTION

EDUCATION COORDINATOR

POSITION

The Education Coordinator (EC) works under the direct supervision of the Regional Coordinators and overall supervision of the Executive Director. Within the organizational structure of Mercy Hands, the EC is at the same

WORKPLACE

The EC will be based at the Headquarters in Baghdad, with frequent assignments to Erbil Office. Field work up to 25% of the work time.

CONTRACT

Full time job. Contract duration is 1 year, renewable.

Salary and Benefits

The base salary is $1500 per month. The salary may go up if the base salary and the raise can be covered by funded programs.

In addition to the salary, there will be the following fringe benefits:

- Residence, including utilities and internet;
- Driver after working hours and during holidays and weekends;
- Phone cards;
- Reimbursement of the airfare ticket when arriving to the country and airfare ticket when departing the country at the end of the contract;
- Mercy Hands will be responsible for obtaining and renewing the visa and all related expenses

DUTIES

The EC supervises all education programs as well as education component of non-education programs. The EC designs and writes the proposal of educations programs. Moreover, when necessary, the EC will directly manage education programs.

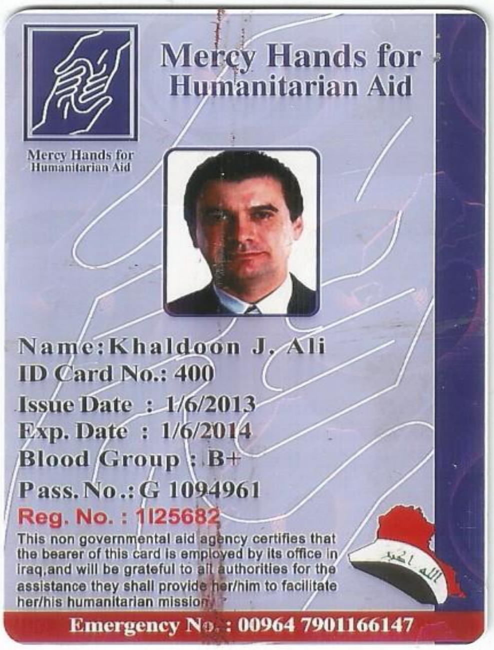
- Draft and regularly review Mercy Hands' annual education strategy;
- Design and implement small-scale Mercy Hands-funded and goal-oriented initiatives in education sector;

- In coordination with MEAL department, design and implement assessments and research in education sector; actively share assessment and research outcomes with relevant stakeholders;
- Build - or engage - Mercy Hands in new local, regional, and global partnerships and alliances in education sector; promote Mercy Hands capacity and willingness to engage in new opportunities to donors and potential new partners
- Explore funding opportunities and calls for proposals in education sector; write proposals;
- Lead Mercy Hands public relations effort in Education; write posts, news, and articles that highlight Mercy Hands' achievements and work in Education, and work with the PR Manager to publish them on Mercy Hands' social media and externally; conduct public relations activities during global education related events (such as International Day of Education), designed to draw the attention of donors and partners to Mercy Hands capacity in education sector;
- Identify and address gaps in the design and implementation of education programs - or activities;

QUALIFICATIONS

- International profile with excellent command of English; Arabic is an asset
- At least 2 years' experience in delivering education programs
- Previous experience in community mobilization, training, group activities, parent-teacher associations, workshops or similar.
- Experience in humanitarian work, preferably in the Middle East
- Ability to work under pressure
- Aptitude in decision-making
- Flexibility and initiative
- Reporting skills
- Ability to work in and manage a team
- Networking skills

Annex 6: Example of ID card



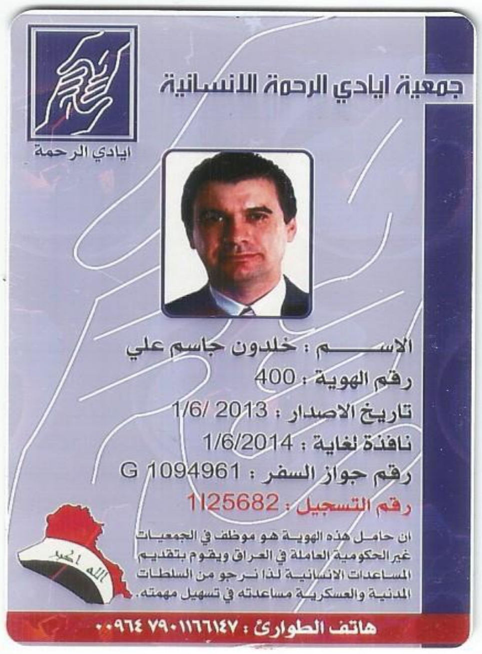
Mercy Hands for Humanitarian Aid

Mercy Hands for Humanitarian Aid

Name:Khaldoon J. Ali
ID Card No.: 400
Issue Date : 1/6/2013
Exp. Date : 1/6/2014
Blood Group : B+
Pass. No.: G 1094961
Reg. No. : 1I25682

This non governmental aid agency certifies that the bearer of this card is employed by its office in iraq,and will be grateful to all authorities for the assistance they shall provide her/him to facilitate her/his humanitarian mission.

Emergency No. : 00964 7901166147



جمعية ايادي الرحمة الانسانية

ايادي الرحمة

الاســـــم : خلدون جاسم علي
رقم الهوية : 400
تاريخ الاصدار : 2013 /1/6
نافذة لغاية : 1/6/2014
رقم جواز السفر : G 1094961
رقم التسجيل : 1I25682

ان حامل هذه الهوية هو موظف في الجمعيات غير الحكومية العاملة في العراق ويقوم بتقديم المساعدات الانسانية لذا نرجو من السلطات المدنية والعسكرية مساعدته في تسهيل مهمته.

هاتف الطوارئ : ٠٠٩٦٤ ٧٩٠١١٦٦١٤٧

Annex 7: Checklist for PSEA-Sensitive Recruitment, Contracting and Performance Management

- ☐ Include a sentence in job announcements to notify candidates that background and reference checks will be conducted and ethics is part of annual performance appraisals
- ☐ Require applicants to self-declare prior issues of sexual or other misconduct, termination of past employment, criminal records, and concerns registered with government authorities regarding contact with children, and to consent to the disclosure of any such information by their former employers during verification of references
- ☐ Conduct background checks (e.g. police records, Google searches) and contact references to vet for former misconduct in accordance with local laws regarding employment, privacy and data protection
- ☐ Ensure gender-balanced interview panels during hiring processes and conduct gender neutral interview
- ☐ Ask candidates interview questions about ethics and ethical dilemmas (e.g. What's your idea of an ethical organization? Tell me about a time when you faced an ethical challenge.)
- ☐ Require candidates to review and sign the code of conduct before being offered a contract
- ☐ Include the following PSEA clause in employment contracts, including when subcontracting: "The Contractor shall take all appropriate measures to prevent sexual exploitation or abuse of anyone by its employees or any other persons engaged and controlled by the Contractor to perform any services under the Contract. Any breach of the provision by the Contractor shall entitle Mercy Hands to terminate the contract with immediate effect."
- ☐ Outline disciplinary measures in the event of proven SEA allegations (e.g. termination of contract)
- ☐ Include training in PSEA as part of onboarding process and provide refresher courses at regular intervals during employment tenure
- ☐ Include adherence to code of conduct (e.g. participation in PSEA trainings) in performance evaluations of staff
- ☐ Include in the performance evaluations of senior staff their effectiveness in creating and maintaining an environment which prevents and responds to SEA
- ☐ Freeze professional advancement/recruitment opportunities of individuals under investigation
- ☐ In cases of confirmed misconduct, take robust disciplinary action (e.g. dismissal, suspension, written censure or other administrative/corrective measures) and, where this involves possible criminal conduct, consider reporting the incident to local law enforcement authorities
- ☐ Maintain an internal database documenting any disciplinary measures on personnel, including dismissals, to avoid rehiring them at a later point in time
- ☐ Systematically share relevant information of personnel known to have committed SEA with other potential employers during background checks, to the extent legally possible

Under review by the Board

February 2021