



---

**DRAFT ADMINISTRATIVE MANUAL FOR  
CENTRE FOR SOCIAL IMPACT STUDIES -  
CESIS**

---



**JUNE 1, 2022**

## TABLE OF CONTENTS

SCOPE.....	3
ENGAGEMENT REGULATIONS.....	3
RECRUITMENT.....	3
APPOINTMENTS.....	3
Eligibility.....	3
Duration.....	3
Appointment Letter.....	3
Post-Employment Procedure.....	3
MEDICAL EXAMINATION.....	4
PROBATION AND CONFIRMATION.....	4
EMPLOYEE RECORDS.....	4
PROMOTIONS.....	5
WORKING TIME CONDITIONS.....	5
HOURS OF WORK.....	5
OVERTIME.....	5
ATTENDANCE AT WORK.....	5
VACATION OF POST.....	6
ANNUAL LEAVE.....	6
CASUAL LEAVE.....	6
SICK LEAVE.....	6
ENTITLEMENT.....	7
STAFF DEVELOPMENT & STUDY LEAVE.....	8
EXAMINATION LEAVE.....	9
LEAVE OF ABSENCE.....	9

SALARY AND ALLOWANCES .....	9
OVERNIGHT ALLOWANCE.....	10
VEHICLE MAINTANANCE ALLOWANCE .....	10
DISCIPLINARY REGULATIONS.....	10
Introduction.....	10
Authority.....	10
Procedure .....	10
Penalties.....	11
Grievance Procedure.....	12
LEAVING THE SERVICE OF CeSIS.....	12
RESIGNATION .....	13
REDUNDANCY .....	13
DEATH OF AN EMPOLYEE.....	13
FUNERAL UNDERTAKING.....	14
ANNEX ‘A’ .....	15

## SCOPE

The content applies to all personnel engaged by **CeSIS**.

Any part of these regulations may be amended by the **CeSIS** Executives (hereinafter referred to as, the Board) as the need arises. Should there be any contradiction between these regulations and the laws of Ghana, the latter will prevail.

## ENGAGEMENT REGULATIONS

### RECRUITMENT

Every position above the grade of Project Officer shall normally be advertised and eligible candidates interviewed by a panel chaired by the Executive Director or a member of the **CeSIS** Executives.

### APPOINTMENTS

#### Eligibility

To be eligible for appointment to any position in the Secretariat of **CeSIS** a candidate must have the requisite qualifications and experience as laid down by the Organization in the relevant job specification.

#### Duration

All appointments to the positions shall normally be on contract basis, as they would be tied to projects. The duration of the appointments shall be stated in the appointment letter.

#### Appointment Letter

Every appointment shall be made in writing by the Executive Director or whoever he may delegate that authority, except in the case of the Manager position which shall be made by the **CeSIS** Executives on behalf of the **CeSIS** staff.

It shall set out conditions of employment, salary scale job, description and effective date, and shall not be valid until accepted in writing.

#### Post-Employment Procedure

Staff must provide the following during the first week of employment:

- A completed staff personal records form (.....) with copies of relevant supporting documents (academic/professional certificates, particulars of spouse, etc.)

- 2 passport size photographs; and
- particulars of bank account, social security number where necessary

## MEDICAL EXAMINATION

All engagements shall be made subject to medical fitness.

All new employees are therefore required to undergo a medical examination by a Registered Medical Officer approved by the **CeSIS** Executives who will send a report directly to **CeSIS**.

## PROBATION AND CONFIRMATION

All new employees shall be on probation for at least six (6) months after which they will become eligible for confirmation in their appointment subject to a report by the Manager or his representative on satisfactory work and conduct.

Either may terminate the appointment of a probationer with notice.

Upon recommendation, the Executive Director may extend an employee's probationary period for not more than three (3) months.

## EMPLOYEE RECORDS

Due to the importance of maintaining current and accurate records, all members of staff are required to notify their supervisor in changes in any of the following:

- Legal change in name with effective date
- Address and phone number
- Marital status;
- Person to be notified in case of emergency;
- Number of children and copies of birth certificate; and
- Names of nearest relations or nomination of next-of-kin/beneficiary.

## **PROMOTIONS**

Promotion is generally awarded in recognition of proved merit and efficiency. However, all positions that all fall vacant within the organization shall be advertised and interested staff may apply for appointment alongside suitably qualified members of the general public.

As much as possible, and where suitable candidates can be found, vacancies shall be filled by promotion from within the Association.

## **WORKING TIME CONDITIONS**

### **HOURS OF WORK**

The normal working week shall be 40 hours worked over five days of 8 hours a day for all employees except where otherwise stated in an employee's letter of appointment.

Working hours shall be from 8:00am to 5:00pm. Monday to Friday with a break for lunch from 12:30 pm to 1:30pm.

### **OVERTIME**

Overtime shall normally be worked when authorized by the Executive Director or his designated representative, and shall be payable for work in excess of 8 hours a day. Employees will however have to work for at least two hours beyond the normal working hours to qualify for payment of overtime.

Overtime shall be paid at the rates specified in Annex 'A'.

## **ATTENDANCE AT WORK**

CeSIS shall pay for only absence from work due to authenticated sickness. Absence from work or lateness for more than one hour should be communicated to the supervisor (Executive Director in the case of Programs Manager and to Programs Manager in the case of other staff) in advance, unless emergency prevents the employee from doing so. Where certain aspects of their duties necessitate that an employee be absent from the office, the immediate supervisor must be notified and provided with information on duration of absence or lateness will constitute an offence subject to disciplinary action.

## **VACATION OF POST**

An employee who absents him/herself from work without permission for seven (7) days shall be deemed to have vacated his/her post.

## **ANNUAL LEAVE**

Annual leave for staff should be seen as a privilege and not a right. This means that staff on leave may be recalled, if necessary, in which case any outstanding leave will be deferred. Paid leave will normally be granted only during the periods when programs would be least affected by the absence of staff. The Manager is required to indicate leave periods for all staff working on their schedules in their annual work plan.

Newly recruited staff will not be entitled to paid leave until after 15 months of service

## **CASUAL LEAVE**

Casual leave not exceeding five (5) working days may be granted with full pay only in cases of emergency – for example, on the occasion of a bereavement of a close member of family (parent, spouse or child). Casual leave granted on any other occasion will be deducted from annual leave.

## **SICK LEAVE**

- A. Sick leave may be granted to staff based on the recommendation of a qualified medical doctor approved by the Executives. When a member of staff is unable to report to work due to ill-health, he/she shall inform his/her supervisor as early as possible on the first day of absence and thereafter report to a clinic or hospital approved by the Executive Board.
- B. Provided the incapacity for work is substantiated by a medical Certificate, the Organization will affect salary payments as follows:
  - (i) In event of occupational accident or illness,  
-100% for 2 months or up to end of contract provided it falls within the 2 months period
  - (ii) In case of non-occupational accidents  
-100% for 1 month or up to end of contract if it's within the 1 month period.

(iii) Payment of allowances of any sort will discontinued during the period of sick leave.

The above regulations will not apply to illness or accident caused intentionally or by gross negligence.

The Association reserves the right to ask an employee to be examined by a designated medical officer to ascertain whether or not accident/illness is occupational.

## **MATERNITY LEAVE**

Female workers are entitled to 12 weeks (84 days) of maternity leave with full pay. A pregnant worker has to provide medical certificate issued by a medical practitioner or mid-wife, indicating the date of her confinement. The maternity leave can be extended by two additional (2) weeks in case of caesarean delivery/abnormal birth or twin (or more) births.

## **ENTITLEMENT**

The periods of leave for the various categories of staff are as follows:

Administrative Staff	20 working days
Project staff	20 working days
Program Manager	20 working days

Leave may be staggered upon mutual agreement between management and employee.

After five years' service, all categories of staff will be entitled to an additional two (2) days' leave.

The leave will be increased by another two days after 10 years, service.

Staff who are on probation will not be entitled to take any part of their annual leave during the probationary period.

<b>Statutory holidays observed by CeSIS</b>	
<b>New Year's Day</b>	January 1 <sup>st</sup>
<b>Independence Day</b>	March 6 <sup>th</sup>
<b>Easter Days</b>	April 14-17 <sup>th</sup>
<b>Labour Day</b>	May 1 <sup>st</sup>
<b>Republic Day</b>	July 1 <sup>st</sup>

<b>Founder's Day</b>	21 <sup>st</sup> September
<b>Farmers Day</b>	First Friday in December
<b>Christmas Day</b>	December 25 <sup>th</sup>
<b>Boxing Day</b>	December 26 <sup>th</sup>
<b>Eidle-Fitr (Muslim Holiday)</b>	
<b>AU Day</b>	

In addition **CeSIS**'s office will normally be closed between Christmas and New Year's Day from 12:00 noon on December 22<sup>nd</sup> to January 5<sup>th</sup> with staff resuming work on 6<sup>th</sup> January.

## **STAFF DEVELOPMENT & STUDY LEAVE**

- (a) The Association may sponsor deserving staff for approved courses and Professional attachments to enable them acquire qualifications or experience relevant to their work. Staff who wish to further their education may be granted study leave to enable them undertake further institutional training. The minimum number of years that an officer needs to serve before he qualifies for study leave is three (3) years. The terms of the leave e.g. Study leave with or without pay and payment terms would depend on the relevance of the training program to the Association's objectives and Work programme, the previous performance of the Officer, whether or not his/her services would be desirable to the Association after the training, and availability of funds.
- (b) In the case of **CeSIS** -sourced training, **CeSIS** will provide sponsorship either from its own resources or from external assistance sought by **CeSIS**.
- (c) However, in the case of staff-sourced training, the employee concerned will have to seek external funding when the course is approved.
- (d) Continuation of study leave will depend on satisfactory reports on Progress. Such reports should be sent by the institution where study takes place directly to the Association.
- (e) An employee who receives financial support from the Association for a full-time training programme exceeding three months but less than one year shall be bonded to serve **CeSIS** for 24 months.
- (f) An employee who receives financial support from the Association for a full-time training programme for a duration of 12 months or more shall be bonded to serve **CeSIS** for 60 months or refund the amount spent on such training (including all salaries and allowances paid for the duration of the programme).

## **EXAMINATION LEAVE**

The Manager may upon application and presentation of a timetable, grant an employee leave of absence to sit exam. Such leave shall not exceed fourteen (14) days in a leave year and shall not counted against annual leave.

## **LEAVE OF ABSENCE**

Leave of absence for a period not exceeding 24 months may be granted to staff with permanent positions or on long term contracts where it is considered that the reason will enhance the performance of the staff concerned and/or contribute to the general development of the Organization.

## **SALARY AND ALLOWANCES**

CeSIS is committed to pay salaries which are commensurate with position; an employee's skills, abilities as well as his/her job performance. Salary increases will be based on a systematic programme of job performance evaluation: increase will be related to the quality of an individual's performance on the job within a given period, usually a year. In addition to the annual increases, staff salaries shall be reviewed by the Executives every one year to take into account inflationary trends or increases in the cost of living and the general economic situation prevailing in the country. Salary scales and increases shall also depend on the Association's ability to pay.

- a. Employees shall be paid by cheque or direct into personal accounts (whichever is convenient) by 22<sup>th</sup> day of every month.
- b. The organization shall contribute 13.5% of the employee's basic salary to the social security Fund; the employee's own contribution will be 5.5% which shall be deducted at source from his/her salary at the end of every month.
- c. The Organisation will deduct income tax from employee's salaries at the rate specified by the Ghana government and pay it directly to the Ghana Revenue Authority.
- d. Allowances for housing and transport (Annex 'A') will be consolidated with the basic salary.

## **OVERNIGHT ALLOWANCE**

An employee who is required in the course of his duties to travel outside his station shall be paid a daily subsistent allowance as detailed in Annex 'A' up to a maximum of ten (10) days in any one month. For staff required to stay in the field for periods longer than ten (10) days, the rate of allowance shall be reduced by 50% for the number of days over and above the ten (10) days stipulated, and the rates shall be as detailed in Annex 'A'.

## **VEHICLE MAINTANANCE ALLOWANCE**

Where an employee is required to use a vehicle or motorbike in the performance of his/her duties, maintenance allowances shall be paid at rates specified in Annex 'A'. Similarly fuel allocation for each category is specified in Annex 'A'.

## **DISCIPLINARY REGULATIONS 9**

### **Introduction**

(i) Any act done by an employee without reasonable excuse which amounts to failure to perform, in a proper manner, any duty assigned him/her or which tends to bring the Organization's name into disrepute or is otherwise prejudicial to the efficient conduct of the Organization's business, constitutes misconduct under these regulations.

No employee shall, unless officially authorized, communicate to the press or any authorized person, any information gained in the course of his/her official duties.

### **Authority**

The disciplinary authority for project staff is the Manager in Consultation with the Executive Director while that of the Manager is the Executive Director.

### **Procedure**

When an employee commits an offence, a written notice shall be served to him/her outlining the offence. He/she shall be given 24 hours to make a written statement in his/her defense after which a decision is taken about appropriate disciplinary measures to be applied

Where disciplinary proceedings are being conducted or are about to be conducted, or where criminal proceedings are being instituted against an employee, he/she may be interdicted from duty. During this period, he/she shall receive only half of his/her basic salary.

Where disciplinary proceedings are being handled by the Organisation, Executives shall endeavour to complete the process within one month. However, where such proceedings are outside the jurisdiction of CeSIS, payments of the employee's salary will cease after one month. He/she shall hand over any property of the organization in his possession and shall visit his/her place of work only with the permission of the Manager.

If disciplinary proceedings do not result in the employee's dismissal or where he is acquitted and discharged in criminal proceedings, the whole of the salary (excluding allowances) withheld from him shall be paid to him/her when the final decision is taken. However, this does not prevent the organization from terminating his/her appointment with full benefits if it has lost confidence in him.

Where the opinion of the disciplinary authority, a case of misconduct (see annex 'B') is established against the employee, he/she shall be summarily dismissed.

An employee who is convicted of a criminal act shall also cease to be employed by the organization.

### Penalties

The disciplinary authority may dismiss an employee for offences involving stealing, fraud, dishonesty, non-performance of duties and a breach of any of the provisions in annex 'B'.

The disciplinary authority may, at its discretion and depending on the circumstances and gravity of the offence, short of outright dismissal, apply the penalties listed below:

- Termination of appointment – with one month's notice or salary in lieu of notice
- Reduction in rank – this means removal to a lower grade with an immediate and corresponding reduction in salary.

- Reduction in salary to the lowest part of the scale attached to the post.
- Suspension from duty without pay.
- Withholding of annual increment
- Written warning.

### Grievance Procedure

- (a) Any employee having a grievance or complaints is required to make his/her complaint in writing to his/her immediate superior officer.
- (b) The superior officer will interview the complaint and give him a written reply, within one week, if possible, or shortly after one week. If the complaint is satisfied, then that ends the matter. However, if the complaint is not satisfied, he/she is to request a hearing from the next higher officer who will also interview the complaint upon receiving the written complaint, initial remarks, and reply. He/she then attaches his/her own written findings and if the case is not resolved at his/her level, sends it up to a higher authority. Thus, the complainant and his written complaint may move upwards through the chain of command as follows:
  1. Board
  2. Executive Director
  3. Management.

It is expected that most grievances would be resolved at the lowest level. However, if that does not prove to be the case, then the above must be followed. If the complainant is found to have bypassed any part of the procedure, he/she shall be deemed to be guilty of misconduct.

## LEAVING THE SERVICE OF CeSIS

- (a) Outside the penalties for misconduct (i.e., Termination of appointment and summary dismissal) the modes by which an employee may leave the service of **CeSIS** shall be as follows:
  - By resignation
  - On retirement

- On retirement on medical grounds
  - On being declared redundant
  - Upon incidence of death
- (b) The Organization shall, upon request, give a Certificate of service to any employee who leaves the service of **CeSIS**

## **RESIGNATION**

- (a) An employee who wishes to resign from the service of the **CeSIS** shall give one month's notice or pay one month's salary in lieu of notice. Senior personnel (Manager Position and above) shall give at least three months' notice.
- (b) Provided that on the recommendation of a Registered Medical Practitioner, when found unfit to carry out his duties as a result of ill-health occasioned either by occupational or non-occupational injury or disease.
- (c) In the case of retirement on grounds of occupational ill health or injury, the affected employee shall be paid 12 month's basic pay.

## **REDUNDANCY**

Continuation of appointment of all categories of staff is subject to the Organization's ability to fund its activities. Therefore, should the need arise to declare any member of staff redundant for any reason, this will be treated as termination of appointment and affected staff shall be given up to one month's notice (depending on grade and as specified in appointment letter) or up to one month salary in lieu of notice.

## **DEATH OF AN EMPLOYEE**

In the case of death resulting from an accident, which occurs in the course of his duty, the deceased next of kin will be paid 12 months' basic pay.

(f) (ii) Upon the death of a serving employee, the Organization will present to the bereaved family a bottle of schnapps, 1 carton of beer, 1 crate of mineral and cash donation as specified in Annex 'A'.

## **FUNERAL UNDERTAKING**

(j) On the death of an employee, the Organization shall donate an amount specified in Annex 'A' to the bereaved family.

EFFECTIVE DATE, REVIEW OF CONDITIONS OF SERVICE – 3yrs.

(i) These regulations come into force on first of January 2023.

## ANNEX 'A'

Specified cedi amounts for all categories of allowances will be reviewed every two years by council to reflect prevailing economic realities. Fuel allocation (under vehicle-maintained allowance) will be reviewed as and when fuel prices change.

### 1. OVERTIME

All staff	Saturdays and public holidays	1.5 normal daily rate
	After 7 p.m.	GH¢ 100 per hour

Driver	Saturdays and public holidays	1.5 normal daily rate
--------	-------------------------------	-----------------------

GH¢ 200

### 2. MEDICAL CARE

**Refund of medical bills for employees to a tune of 100,000.00 cedis per calendar year.**

### 3. OVERNIGHT ALLOWANCE

Project officers, Technical Support Staff	GH¢ 600
Administrative staff, Drivers, etc.	GH¢ 500
Programme Coordinator & Program Officers	GH¢ 600

### 4. HOUSING & TRANSPORT ALLOWANCE

Housing allowance	20% of basic salary
Transport allowance	GH¢ 500

### 5. VEHICLE MAINTENANCE ALLOWANCE

a. Motorbikes	GH¢ 20/month plus 5 gallons fuel.
b. Bicycle	GH¢ 10/month

## **6. TRANSFER ALLOWANCE**

In case of transfer, the organization shall pay for the cost of transportation of the employee as well as his/her belongings.

A relocation allowance equivalent to the employee's one-month basic salary will be paid if the transfer is within the southern or northern part of Ghana.

A relocation allowance equivalent to two month's salary will be paid if the transfer is from the southern part to the northern part of Ghana or vice versa.

## **FUNERAL UNDERTAKINGS**

- a. Death of an employee           GH¢ 10,000 to bereaved family

### **ANNEX 'B'**

Without prejudice to the generality of Art. 14 (d) it shall be a misconduct for an employee to:

- I. Disobey rules governing his/her service in the Organization;
- II. Disobey lawful orders and directions from any person under whose control or supervision he/she is placed;
- III. Divulge any information concerning internal arrangements or policy of the Organization to any person outside the organization who is not authorized to receive it without the prior approval of the Executive Director;
- IV. Refuse to undertake or perform such duties and as such places the Organization may assign to him/her from time to time;
- V. Make personal representation to members of the council without following the grievance procedure as stipulated in section 14 (a) of CeSIS's Conditions of service;

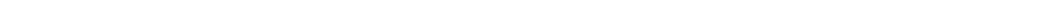
- VI. In any way place himself/herself under pecuniary obligation which will jeopardize his/her efficiency or prevent him/her from the effective performance of his/her duties.
- VII. Accept or aid and abet another to accept any gift or remuneration of any description (whether in cash or kind) from any person who does business with the organization or to derive any benefit in the course of his/her duty which will have the effect of compromising his/her allegiance to the Organization.
- VIII. Enter into a contract on behalf of the organization without first obtaining the consent or approval of the Executive Director unless entering into such contract is a necessary part of his/her duties or job description and he/she is authorized under the terms of his/her contract.
- IX. Be repeatedly late to or absent from work without permission.

**CeSIS – ORGANOGRAM**

Executive Board .....Advisory Committee



Executive Director



Programs Manager



Administrative/Account Officer

Project Officer



Research Officer