



Forum for African Women Educationalists (FAWE)
"Supporting Girls and Women to Acquire Education for Development"

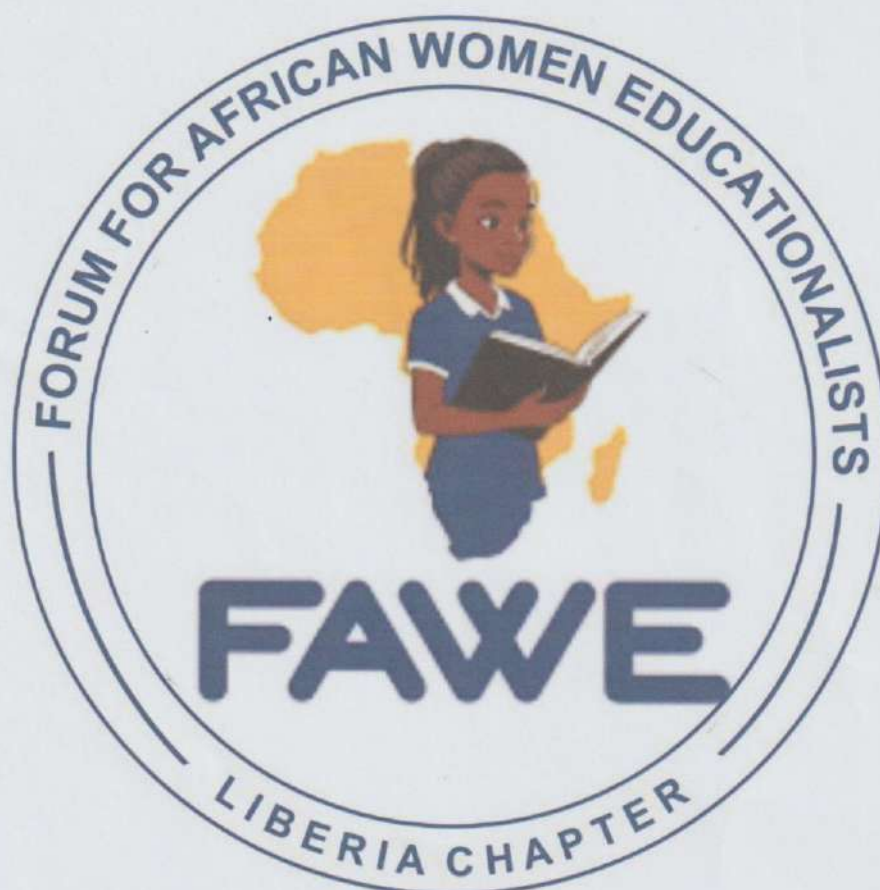


Human Resource Manual

FAWE Liberia

Guidelines, Policies and Procedures

APRIL, 2025





Forum for African Women Educationalists (FAWE-Liberia)
"Supporting Girls and Women to Acquire Education for Development"

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DEFINITIONS

Accrued Leave:	The amount of leave, which the employee accrues.
Appeals:	There shall be no appeal against the decision not to renew or to extend an agreement of employment
Appointment:	Refers to the authority to serve in a particular position in the organization
Basic Salary:	An employee's salary excluding any allowances payable under these conditions
Criminal Proceedings:	As defined in the laws of Liberia including investigations into malpractices and embezzlement of organization funds
Dependent:	A spouse, or a biological child or legally adopted child of an employee registered with FAWE on presentation of legal registration documents
Dismissal:	Refers to ending of a contract (with dishonor) with notice, money in lieu and leave days
Employee:	Shall mean any person engaged by FAWE on a full or part time basis time basis
Employment:	Refers to engagement, as per letter of appointment in the organization
Employment Year:	A period of twelve consecutive months, ending a day before the anniversary of the commencement date of the contract or subsequent appointment.
Executive Committee:	Refers to elected members who collectively has overall responsibility for the governance and strategic direction of the organization. They are responsible for line managing the National Coordinator.



Grades:	The organization's salary grades in line with its salary structure as it affects the employees from time to time.
Incompetence:	Inability or failure to carry out work promptly or to the required standard.
Insubordination:	Insolence towards a supervisor shown by personal manner, action or word.
Line Manager:	Refers to an employee assigned to supervise work and employees in a given section.
Management Team:	Shall mean the National Coordinator , Finance Manager (Programmes Manager), Finance Officer, Administrative Manager and Project Managers.
Month:	Calendar month
Negligence of Duty:	Failure to exercise proper attention and thought in discharging duty.
Obtaining FAWE property without Authority:	Refers to when an employee obtains any equipment for use outside the office with a view to return it but without express permission from the supervising officer.
Offer of work:	FAWE may offer local persons a short-term contract if in its opinion such person has skills relevant to the organization's needs. Short-term contracts or assignments are governed by job descriptions and terms of reference.
Probation:	The trial period from the date of engagement to when the appointment or employment is confirmed in writing to the employee by the organization or the period specified in the contract as the probation period (three months).
Professional Staff:	A person holding such qualifications and experience to carry out the duties required by the organization or by statutory requirements.



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Programmes Manager:	An employee assigned to manage all the programme work and to ensure project managers are supported in carrying out their duties. They are accountable to the National Coordinator.
Project Manager:	An employee assigned to head a specific function in the organization and is accountable to the Programmes manager. (However, at present they are accountable to National Coordinator as there is no Programmes manager).
Resignation:	Refers to a voluntary termination of employment by an employee.
Riotous Behavior:	Engaging in or inciting a group of persons to indulge in a disorderly act or to willfully damage property.
Senior Management:	Shall mean the National Coordinator and (Programme Manager).
Summary dismissal:	Immediate discharge from duty without notice and money in lieu. In this regard, the employee shall only be entitled for the month/days worked and leave pay.
Termination:	Refers to discharge of a contract with notice or payment in lieu of notice.
Theft:	Shall imply conscious and willful taking of any article or property without consent with the intent to deprive FAWE of possession of the article or property.
The Organization:	The organization refers to FAWE
The Contract:	Refers to the signed Agreement under Conditions of Service or upon agreed terms of reference.
Week:	A period of seven successive days.



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Statement by the National Coordinator

On behalf of the **Forum for African Women Educationalist (FAWE Liberia Chapter)**, I am pleased to present this updated **Human Resources Handbook**, a vital document that outlines the **policies, procedures, and standards** that guide our work and relationships within the organization.

This handbook was professionally developed by **YEP Business and Leadership Consult, Inc.**, an independent consulting firm contracted by **FAWE Liberia** to support the **review and drafting of our Human Resource Policies**. Their expertise and collaborative approach have ensured that the policies contained herein are aligned with both national labor standards and best practices in organizational governance.

This document serves not only as a guide for employees, volunteers, trainees, and Executive Committee members, but also as a reflection of **FAWE Liberia's** commitment to transparency, fairness, and accountability in our operations. We believe that a strong and clear human resources framework is essential for maintaining a positive working environment and ensuring the effective delivery of our programs in support of girls' education and gender equity in Liberia.

I therefore encourage every team member to read this handbook carefully and refer to it as needed. Should there be questions or clarifications required, the Human Resources Subcommittee and the Secretariat are available to provide guidance and support.

Let us continue to work together to uphold the values and mission of **FAWE Liberia** as we strive to create an inclusive, equitable, and empowering educational environment for all.

Hon. Millias Z. Sheriff, MBA, M.Ed., PGD, BSc.

NATIONAL COORDINATOR

Forum for African Women Educationalist (FAWE Liberia)

24th Street, Sinkor, Gbankay Town Junction

Monrovia, Liberia



INTRODUCTION

1. PURPOSE OF THIS HANDBOOK

The **FAWE Human Resources Handbook** has been developed to clearly define the organization's human resources policies and procedures. It serves as a reference guide for **FAWE employees, volunteers, trainees, and Executive Committee members**, ensuring a shared understanding of rights, responsibilities, and organizational standards.

This handbook is intended to be user-friendly and easy to navigate. It is organized into the following sections:

- **Section 1:** Background to FAWE
- **Section 2:** Recruitment and Selection Procedures
- **Section 3:** Employment of Salaried Workers, Trainees, and Consultants
- **Section 4:** Volunteers
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A detailed **Table of Contents** on the following pages is provided to help users quickly locate specific topics.



2. APPLICABILITY AND ACCESS

FAWE believes that clear and well-communicated policies foster a productive, respectful, and harmonious working relationship among staff, volunteers, and the Executive Committee. As such:

- All **employees, volunteers, and Executive Committee members** should have access to this handbook.
- **Salaried staff and trainees** will receive a copy of the handbook during their induction.
- The **Administrative Manager** will maintain at least three printed copies at the Secretariat for reference by **volunteers, consultants, and other relevant parties**.

3. RESPONSIBILITIES

- It is the responsibility of all **FAWE employees** to familiarize themselves with and adhere to the policies and procedures outlined in this document.
- **Senior staff and supervisors** are accountable for administering these policies fairly and consistently across the organization. Disciplinary or corrective actions will be guided strictly by the provisions of this handbook.

4. REVISIONS AND UPDATES

This handbook is a **living document**, designed to evolve in response to the dynamic needs of the organization and its workforce. All policies and procedures contained herein are subject to periodic review and revision. Any updates or amendments will be approved by the **FAWE Executive Committee** and communicated appropriately to all relevant stakeholders.



Section 1. Background of FAWE

The **Forum for African Women Educationalists (FAWE)** is a pan-African non-governmental organization founded in 1992 by five women ministers of education to promote girls' and women's education in Africa. With its headquarters in Nairobi, Kenya, FAWE has grown into a formidable movement with National Chapters in 35 African countries, working to address the systemic barriers that hinder girls and young women from accessing and succeeding in education.

FAWE Liberia, established in 1998, operates as a national chapter within this wider network. Since its inception, FAWE Liberia has been at the forefront of advocating for the rights of girls and young women to access quality education, promoting gender equity and equality, and influencing policy reforms to dismantle educational disparities. Over the years, the organization has built strong partnerships with government ministries, civil society organizations, development partners, and communities to implement impactful programs targeting the most marginalized girls in both rural and urban settings.

Through community mobilization, targeted interventions, research, and policy advocacy, **FAWE Liberia** continues to create safe, inclusive, and empowering learning environments for girls, ensuring that they not only attend school but thrive and reach their full potential.

1.1 FAWE's Vision and Mission

FAWE's Vision:

A world in which all African girls have access to education, perform well and complete their studies, and gender disparities in education are eliminated.

FAWE Liberia's Mission Statement:

To promote gender equity and equality in education in Liberia by fostering positive policies, practices, and attitudes towards girls' education.



FAWE Liberia aims to realize this mission through a three-pronged approach:

- † Policy Advocacy and Research: Engaging with policymakers to develop and enforce gender-responsive education policies based on evidence and best practices.
- † Demonstration of Positive Education Interventions: Piloting innovative and scalable education models that directly benefit girls and promote equity in learning outcomes.
- † Community Advocacy and Empowerment: Mobilizing and sensitizing communities to break down cultural, social, and economic barriers that prevent girls from going to and staying in school.

1.2 FAWE Liberia's Organizational Structure

FAWE Liberia is governed by a structured and participatory framework that ensures transparency, accountability, and strategic oversight of all its operations and programs.

Executive Committee

At the helm of **FAWE Liberia** is the Executive Committee, the organization's principal decision-making body. Members of this committee are elected every three years during the General Meeting of **FAWE Liberia** members. The committee is comprised of highly respected Liberian women educators and influential individuals committed to advancing the education of girls and young women.

The **Executive Committee** meets quarterly to:

- Set the strategic direction of the organization
- Review and approve key operational and programmatic decisions
- Provide oversight and guidance to ensure alignment with FAWE's regional mandate

Sub-Committees

To support its work, the Executive Committee delegates certain responsibilities to specialized

Sub-Committees, including:

- Human Resources Sub-Committee



- **Finance Sub-Committee**
- **Other Thematic Sub-Committees** (as established based on emerging needs)

These sub-committees deliberate and make decisions on specific areas within their scope. Where necessary, they present recommendations to the full Executive Committee for final approval.

National Secretariat

The **National Secretariat** serves as the operational arm of the organization. It is headed by the **National Coordinator**, who manages day-to-day activities and acts as the primary liaison between the Executive Committee and staff. The Coordinator ensures effective implementation of programs, strategic initiatives, and administrative procedures.

Supporting the Coordinator are:

- a) **Program/Project Officers:** Lead the design, planning, and execution of education and advocacy initiatives.
- b) **Administrative and Finance Team:** Manage financial operations, reporting, human resources, procurement, and office logistics to support smooth functioning.
- c) **Trainees, Volunteers, Facilitators, and Consultants:** Play critical roles in program delivery, community engagement, and training.

Together, this structure fosters a dynamic, responsive, and well-coordinated environment for delivering on **FAWE Liberia's** mission.

Please refer to the attached Organizational Structure Diagram for a visual overview of FAWE Liberia's governance and operational framework.



2.0 Recruitment and Selection

2.1 Principles of employee recruitment

FAWE is committed to a policy of equal opportunity in employment. The organization upholds a non-discriminatory approach in all recruitment processes, ensuring that all applicants are considered fairly and equitably regardless of race, ethnicity, gender, age, socio-economic background, disability, health status, culture, language, or religion.

The primary objective of **FAWE's** Recruitment and Selection Policy is to identify and appoint the most suitable candidate for each position based on merit. Priority is given to individuals who possess the qualifications, skills, and relevant experience aligned with the requirements of the position.

2.2 Procedures for the recruitment of salaried staff, part time staff, and trainees

FAWE follows a structured and transparent recruitment process to ensure fairness and quality in the selection of new employees across all levels. The procedures vary slightly depending on the category and level of the position:

A. Salaried and Part-Time Staff

➔ **Responsibility:** The immediate line manager of the vacant post shall take the lead in managing the recruitment process, with guidance and support from the National Coordinator.

➔ **Interview Panel: Programme and Project Staff:**

The panel shall comprise:

- The immediate line manager
- A representative from the Human Resources Sub-Committee
- The National Coordinator

Interview Panel: Support Staff:

The panel shall comprise at least two members:

- The National Coordinator



- Either the line manager or a representative from the Human Resources Sub-Committee

B. Senior Management Positions (e.g., National Coordinator)

For the recruitment of senior management positions, including the National Coordinator, the interview panel shall comprise:

- Members of the Human Resources Sub-Committee
- The Chairperson of **FAWE Liberia**

These procedures are designed to uphold integrity, consistency, and professionalism throughout the recruitment process, ensuring that **FAWE** continues to attract and retain high-performing, mission-aligned individuals.

Therefore, the person leading the recruitment will develop a recruitment schedule, setting out dates for the tasks below and agree this schedule with the Administrative Manager. The following list outlines the recruitment procedure:

1. The line manager will draft a job description, person specification, and prepare any other information that will be needed for application to be prepared by the Administrative manager.
2. The National Coordinator will review and finalize the documents with the line manager and members of the Human Resources subcommittee (if requested).
3. The line manager will finalize details with the short listing/interview panel, agree dates and book venue for both short listing and interviews. The interview panel should be comprised of the line manager, the National Coordinator and a member of the Human Resources subcommittee. (Unless, it is a supporting staff post where it is outlined above).
4. The Administrative Manager will be responsible for the placement of the advert in relevant media, and through networks agreed by the National Coordinator and Human Resources sub committee
5. The administration manager will be responsible for ensuring that all applications are kept in a safe and confidential place.



6. The line manager (with support from the National Coordinator) will draft interview questions. These should relate to the person specification

Shortlisting

7. The short listing panel will meet to score applicants against the criteria listed in the person specification.
8. The short listed applicants should be arranged in three categories, that is: possible candidates; marginal candidates; unlikely candidates.
9. The final list of those invited for interviews should be drawn up from possible candidates' category. A maximum of six people should be shortlisted.
10. The short listing panel will agree if applicants will do a presentation or other test, and agree who will chair the interview panel.
11. The line manager will provide information to the Administrative Manager to invite short listed applicants to interview. FAWE will state in the advert that if an applicant has not heard by a certain date to assume they have not been short listed this will save time and money
12. All short listed candidates must undergo an interview to verify the accuracy of the information in their application letter, curriculum vitae, their qualifications, skills and experience. This interview will provide a general sense of each candidate's attitude, initiative, self-reliance and suitability for the position;
13. Prior to the commencement of the interview the panel should be well briefed on the programme, the method of interview to be adopted, and the use of the interview appraisal form

The interview

14. The interview panel will interview shortlisted candidates. The interview panel should be the same people as the shortlisting panel.
15. The interview shall be planned, directed and controlled to achieve the purpose of interview;



16. At the beginning of the interview the candidates should be given verbal information about FAWE, its mission and the programmes, projects and the purpose of the position and conditions of employment
17. During interview of candidates, interviewers will follow a standard format on questions and a pre-set scoring system
18. The interview shall aim to draw the candidates into talking freely with the interviewers
19. The results are to be noted and consolidated for each candidate at the close of their interview. Candidates are to bring evidence of all relevant documents required for the position and stated in their application
20. Travel and subsistence expenses incurred by the candidates to the place of the interview are the responsibility of the candidates themselves;

After interviews

21. The interview panel will review and discuss all candidates and make a final decision taking into consideration the final scoring for all candidates
22. The line manager or other interview panel member (as agreed) will telephone the successful applicant, with a verbal offer contingent on references, and discuss a start date. Unsuccessful applicants will be telephoned and offered feedback

References

23. After the interview instructions will be given to the Administrative Manager to follow up on the successful candidates referees. She will send out reference request letters.
24. FAWE has the right to pursue additional references to those on the application form to make further checks on the candidate from previous employers.
25. Once references have been received they will be checked by the interview panel. If deemed to be satisfactory by the interview panel, the line manager will provide information to admin staff to enable them to send an offer letter to the successful applicant.



26. The line manager will inform the National Coordinator and Executive Committee of the outcome and start date of new employee. A letter of acceptance will be required by the candidate
27. The Human Resources subcommittee, with the Chair of FAWE have delegated responsibility from the Executive Committee to make a final decision on whom to employ to fill the vacant position for all jobs at Senior Management level.
28. The National Coordinator makes a final decision on whom to employ in a vacant position for all jobs at Support Staff level.

Notification of Employment

The successful candidate will be notified with a formal letter from the Chair of FAWE of an offer of employment.

1. This letter of confirmation of employment will detail the position, salary, location, and commencing date.
2. This letter of confirmation should reach the selected candidate not later than 10 days after the day of interview.
3. The letter will be signed by the Chair for the posts at Senior Management level
4. The letter will be signed by the National Coordinator for posts at Support Staff level
5. The following documents will be attached to the letter:
 - I. Detailed job description
 - II. Copies of the Contract
 - III. Code of Conduct and Disciplinary and Grievance Procedures

2.3 Recruitment of Volunteers

FAWE recognizes the critical role volunteers play in supporting the organization's programs and activities, particularly at the community level. Volunteers are typically drawn from FAWE's regional membership base and are engaged to carry out clearly defined tasks that align with the organization's objectives.



All registered members of **FAWE** are eligible to express interest in volunteer opportunities. Individuals interested in volunteering are encouraged to contact the National Coordinator for information on available roles and the application process.

FAWE is committed to ensuring a structured and rewarding volunteer experience. To guide this process, a comprehensive Volunteer Policy will be developed. This policy will outline the roles, responsibilities, rights, and support mechanisms for volunteers, ensuring mutual benefit for both the organization and those who offer their time and skills.

Section 3: Employment of Salaried Staff and Trainees

3.1 Employment Contract Policy

Contracts for all **FAWE** employees shall be on a fixed term contract due to the dependency of donor funding at this point in time.

Contracts for all **FAWE** long term core staff, are offered on a renewable annual basis, even if the post is likely to continue beyond this period. This is due to the nature of **FAWE**'s core funding (funding for office rent and for employees such as the National Coordinator and Finance and Administrative staff), which is only offered to the organization on a year-on-year basis. **FAWE**'s planning and financial year runs from 1st January to 31st December, and contracts reflect this. Workers recruited after the first of January will be given a contract until the end of the financial year, and annually thereafter depending on the funding available for the post.

Project staff will be offered a contract depending on the length of time of the funding but no more than one year at a time.

All posts are subject to a three-month probationary period. This is stated in the contract, and will be discussed at the interview. The probationary period may be extended in special circumstances. There is further information on the probationary period in **section 3.3**.

A probationary period contract outlining the particulars of employment (e.g. job title and grade, number of hours per week, date of commencement of employment, pay, annual leave



entitlement, and arrangements for sick leave, etc.) is given to new employees as soon as possible after starting but within the first three weeks of employment.

3.2 Induction programme

An induction is a planned programme to enable the new employee to get to know FAWE, their colleagues, their job, and other organizations doing similar work in the area. An employee's induction period is usually the first 2- 4 weeks of employment. Line managers are responsible for developing an induction programme for new employees in advance of the new employee starting work.

3.3 Probationary period

The first three months of an employee's contract with FAWE are on a probationary basis. A probationary period is an opportunity for both the employee and FAWE to decide whether they are suited to each other. During the probationary period, the worker can resign or be dismissed with one week's notice. During the probationary period, FAWE does not have to go through the full disciplinary procedure in order to dismiss an employee.

During the probationary period, the employee's line manager will have at least three supervision sessions with the new employee. If work is not satisfactory, the line manager will tell the employee what the problems are and what standards are required. The employee will be given enough time to improve performance if necessary.

At the end of the probationary period, the line manager will request a meeting with the employee, and the National Coordinator. Prior to this meeting, the line manager will have reviewed the employee's progress during the probationary period with both the employee and with the National Coordinator.

The meeting is held to enable the employee to reflect on their experience with FAWE so far, and for the National Coordinator to highlight their observations on performance. If both the employee and FAWE are satisfied, employment is confirmed, and a contract of employment is issued. If performance is not satisfactory, the meeting will review the reasons in detail before a dismissal letter is issued.



A further three months probationary period can be given to an employee if FAWE considers the person has potential to improve their performance.

3.4 Contracts

FAWE full contracts for employees outline terms and conditions of employment, and are offered to employees at the end of the successful probationary period. In particular, the following details are included in the contract:

- a) Job title
- b) Dates of contract period
- c) Hours of work
- d) Pay and conditions
- e) Annual Leave entitlement
- f) Period of notice

Along with this document, a job description, Code of Conduct and Disciplinary and Grievance Procedures will be attached.

Any changes in conditions in the contract will be taken in consultation with the employee.

3.5 Timekeeping

FAWE office hours are from **9.00am - 5.00pm**. However, FAWE expects most employees to be flexible and work beyond normal working hours as the need arises and to meet the needs of the job. Part time employees may negotiate their hours of work with their line manager.

- ☛ Meals/breaks are not included as working hours.

All FAWE employees are required to sign in and out each day in the book kept in the administration office, which records the hours worked each the month. The signing in book is used as the basis for payments, as well as for keeping track of excess hours worked, time off in lieu (TOIL) and leave. *See also section 5 on payments, and section 6 on leave.*



Salaried workers and trainees are not entitled to any overtime pay. Instead, workers may take time off in lieu. (TOIL), at the discretion of their line manager. When a worker takes time off in lieu, this is recorded in the signing in book. Employees should use the lieu time accumulated within two months of accumulation. After two months, the employee is no longer entitled to the lieu time accumulated.

3.6 Confidentiality

During employment with FAWE, you may be party to confidential information. Confidential issues must not be shared without agreement of the person who has shared the information. The only exception to this is where child protection is a central issue. Please refer to FAWE's policy on child protection (currently being developed). Any other breach of confidentiality as a FAWE employee may result in disciplinary action. For further details on the confidentiality policy please refer to 13.2

3.7 Supervision

Supervision sessions provide a regular opportunity for employees to discuss their work plans, progress, potential problems, or general feelings about their work with their line manager. These are usually held every 4-6 weeks and are scheduled on a regular basis. Depending on the level of responsibility of the member of staff and the issues to discuss, the session might last from 20 minutes to one hour or more.

The main purpose of supervision is to monitor and evaluate work and performance, to share information, clarify priorities, assess workload, support the worker, recognize and deal with existing or potential problems, discuss any outside influences that are affecting work, and agree actions that require change.

Both employee and line manager can make the most of supervision if they have thought about it beforehand. *(See 13.5 Preparing for supervision for further information)*

All employees should take responsibility for getting the support they need in their job. Employees whose line managers have not scheduled a regular supervision session should request a supervision meeting.



All supervision sessions should be written up with the main discussion and action points. One copy should be kept by the supervisor and a copy should be given to the supervisee.

Supervision notes can be used as evidence about the competence (or incompetence) of a member of staff and contribute towards the annual appraisal.

3.8 Personal File

FAWE maintains a personal file for each employee from the date of the first contract. This contains the person's job description, application for employment, references, and personal details (e.g. bank details for payroll purposes), and other documents related to the employee, such as personnel memos, records of leave, training attended. All personal files are kept in a locked cabinet, with access limited to the Administrative Manager and National Coordinator. The Human Resources subcommittee can request access to an employee's personal file. Employees are entitled to see their own records at the request of the Human Resources subcommittee.

Examples that will go in a personnel file

- a) Application
- b) References from former employers
- c) Letter of appointment
- d) Copies of Certificates
- e) Medical information
- f) Copy of the Job Description
- g) Signed copy of the agreement of conditions of employment
- h) Appraisal Record
- i) Any other correspondence pertaining to the employee
- j) 3.9 Period of notice



An employee's contract can be terminated by written notice initiated by either the employee or by FAWE. The period of notice is stipulated in the employee's contract. If the employee knows he or she will be resigning (to take up new employment). FAWE would appreciate as much notice as possible to take into account the time needed to find a replacement.

The period of notice does not apply to cases of dismissal through gross misconduct. See section 8.

3.10 Accidents

Any accident occurring during work should be recorded in the FAWE accident book and reported to the National Coordinator. The Chair of the Management Committee should be notified of any serious accident within 24 hours of the occurrence by the National Coordinator.

3.11 Insurance

FAWE does not accept responsibility for personal property lost or damaged from any cause. Employees using their own vehicle for FAWE work should ensure appropriate insurance cover for business use.



Section 4: Salaries

4.1 Salary structure

The salaries within FAWE aim to be **just and fair**. FAWE does not follow salary scales of INGO's but **strives** to compare favorably with other Liberian National NGO's working in the same conditions.

- a) Grades and salary scales shall be decided by the Human Resources subcommittee, and agreed by the full Executive Committee. The HR subcommittee shall appoint an employee to a particular grade taking into consideration, the academic and professional qualifications, experience and responsibilities and the scales agreed with the donor.
- b) Salaries shall be subject to periodical review taking into account the prevailing economic conditions at the time and financial position of FAWE. All increments can only be determined by funds being available within FAWE.
- c) An employee who performs his/her duties to the satisfaction of the National Coordinator may be granted an annual increment within the applicable salary scale following a satisfactory annual appraisal and with agreement of the Human Resources subcommittee funding permitting.
- d) If the employee's work and conduct are not to the satisfaction of the National Coordinator an increment may be withheld for such period as the Human Resources subcommittee may determine
- e) Where applicable statutory deductions for Social Security and Income Tax, shall be deducted at source and records of payments and deductions given to the employees concerned.
- f) Salaries will be disbursed to the staff by cheque monthly after the relevant and necessary adjustments have been made. *While FAWE aims to pay its employees in a consistent manner, this method of payment may not be able to be met currently, outside Monrovia.*

4.2 Salary Scales

FAWE will develop salary scales for different levels of staff within the organization. Performance of a particular employee with qualifications, period of service with FAWE and years of experience will count when it comes to the determination of a salary scale. Below is an example of such salary scales.

Advice needs to be sought on average salaries in national NGO's Liberia.

GRADES	SCHOOL ATTAINMENT .	ACADEMIC & PROFESSIONAL SKILLS	WORK EXPERIENCE
Category 7	Grades 7,8-9 certificates	Nil	At least 2 years in a similar or related job
Category 6	Grades 7,8,9,10 certificates	Nil	At least 3 years in a similar or related job
Category 5	Grades 9 certificate	Relevant certificate or its equivalent	Or at least with 2 years' experience in a similar job
Category 4	Grade 12 certificate	1 or 2 years specialised certificate or diploma	At least 3 years' experience in a similar or related job
Category 3	Grade 12 certificate	Diploma/degree or its equivalent	At least 3 years' experience at a higher level of responsibility in a similar or related job
Category 2	Grade 12 certificate	Degree or its equivalent	At least 4 years' experience in a similar or related field
Category 1	Grade 12 certificate	Master's degree in relevant subject ie management of business administration and Bsc in Social Sciences	At least 3 years' experience at programme management level with experience of co- ordination of programmes, finance, fundraising, managing staff, M&E and reporting



4.3 DESCRIPTION OF STAFF GRADING

Salary Progression will depend largely on staff responsibility, advancement in studies and staff promotion recommendations. A good and fair salary system, assists in better motivation to staff and shall be the responsibility of senior management and Human Resources sub group.

GRADE	STAFF CATEGORY
Category 7	Gardener, Guards, General worker ,
Category 6	Drivers,
Category 5	Admin support/ Logistician, Education Trainers, Field officers
Category 4	Senior Education trainers Gender Officer Bursaries Officer
Category 3	Project managers Administrative Manager
Category 2	Finance Manager, Programme Manager,
Category 1	Senior Management: National Coordinator

4.4 STARTING SALARY

- Salary at commencement of employment will be clearly stated in the employee's letter of employment.
- Starting salary will be based on a category in job classification system, employee's educational background relevant work experience and specific skills as required by the post.

4.5 SALARY ADVANCES

- Salary advances are not encouraged within FAWE as it can create a dependency of living in debt. Therefore, advances will only be given in exceptional circumstances, and with the agreement of the Finance subcommittee.



- b) The advance shall be limited to a maximum of 40% of an employee's monthly basic salary and shall be repaid by the following month by deduction from the next months salary. No salary advances shall be given in November and December as this is the fiscal year end.
- c) Further advances may only be requested after a period of at least six months has elapsed since the final repayment of the previous advance and at the discretion of the Finance Sub committee

4.6 LOANS

The loan shall only be given in exceptional circumstances and be limited to a maximum of an employee's monthly salary. The loan shall be repaid within three months. The last payment shall be made by the end of November in any one year (before the fiscal year end). No loans shall be given in November and December.

A further loan shall not be granted during the period of repayment of another advance except at the Finance Sub Group's discretion and in serious cases such as funerals and family illness.

4.7 CHANGE IN GRADE

Movement to a higher salary grade can only occur if there is significant change in the job. An employee and/or line manager who feel that a post needs to be re-graded should bring the matter to the Human Resources subcommittee through the National Co-ordinator.

4.8 Promotion and acting up

Acting up appointment

An employee may be required to act in a higher position for a specified period. The appointment should be in writing and approved by the Human Resources subcommittee.



If an acting appointment is for a period of 30 working days or more, the employee acting in the higher post should be paid an appropriate acting allowance, this will be decided in relation to funding possibly a % of their current basic salary on a pro-rata basis.

Confirmation in an acting up appointment shall be for a period of up to 6 months after which the vacant position will be advertised.

Promotion

Promotion shall not be automatic, vacant posts shall be advertised and candidates shall be selected on the basis of merit, qualifications, competence, experience and good conduct

The effective date of an employee's promotion will be contained in the letter of appointment. Employees nominated for promotion will not be appointed to act for the period up to 6 months with a view to establish suitability for confirmation.

4.9 OVERTIME

- a) Employees will be required to work outside the official working days and hours from time to time (including occasional weekend work) and will not be paid overtime for such work. However, at the discretion of the FAWE National Coordinator or line manager he/she will be compensated through time off in lieu. FAWE recognizes that staff are entitled to rest days and the staff will be more productive if rest days are taken regularly.
- b) Time off in lieu will be taken in consultation with the immediate line manager and at the convenience of the office.

4.10 ANNUAL LEAVE

- a) All staff are entitled to a minimum of four weeks leave a year. However FAWE will reward long standing staff with additional leave as set out below



Length of employment with FAWE	Days of holiday pay
Up to 5 years	20
5-8 years	23
Over 8 years	28

- b) Leave shall be planned and only be taken when judged appropriate by the National Coordinator and shall be calculated at the current salary of the employee at the time such leave is taken. A leave form should be completed and handed to the immediate line manager for authorization. This should then be kept in the employee's personal file.
- c) An employee will be eligible to take leave only after the completion of one year's continuous period of service and this should be planned in advance.
- d) The employee can take a maximum of one week's holiday at a time and the leave should be spread throughout the year. Approval or disapproval of application will entirely depend on whether or not the employee's absence from duty will adversely affect the activities of FAWE at that time.
- e) If planned leave is unable to be taken and the employee is asked by FAWE to work at short notice then they will be entitled to compensation.
- f) No accrued leave may be carried forward into the next fiscal year (beyond December)
- g) Additional leave of absence may be granted without pay if deemed necessary by the Human Resources sub committee
- h) All public holidays are applicable to all employees. It should be understood however, that employees may be required to work on public holidays in which case time off in lieu shall be given.



- i) The FAWE office and activities are usually closed between Christmas and New Year.
This holiday will not count as annual leave.

4.11 Allowances

The issue of allowances is a very sensitive one and can be a source of tension and misunderstanding between employers and employees. FAWE endeavours to promote fair wages for a just input of labour but this does not necessarily follow other INGO/ NGO's practices and perks. Allowances can also derail us from the real targets and goals of a programme. Sometimes they make us less available "in the office" and "in the field" to do the main work that we are employed to do. FAWE guidelines are the following:

- a) **FAWE** will pay living and travelling costs for employees who have to work outside their normal work base. These costs will cover transport, accommodation, and all meals. A reasonable per diem may be paid depending on the time of stay.
- b) Local travelling and incidental allowance shall be based on an overnight and daily rate of US\$35.00 to USD50.00 depending on the distance covered and US\$15.00 respectively.
- c) **International travel by FAWE staff**

For **FAWE** employees who travel internationally on FAWE business, the UN rate on the standard of living of the various countries shall be used.



Section 5: Employee Benefits

a) Health Insurance Coverage

FAWE is committed to ensuring the well-being of its employees and aspires to provide comprehensive health insurance coverage (Medicare) for all staff. However, current coverage is dependent on the availability of donor funding, and not all employees are covered at this time.

b) Employer Contributions to Health Insurance

FAWE will contribute to the monthly health insurance premiums for its employees, subject to the availability of funding. The organization's financial responsibility will be limited to covering the cost of the agreed monthly premiums.

c) Severance and Thirteenth Month Pay

In line with labor regulations and organizational policy, FAWE will provide severance benefits and a thirteenth-month salary to employees. These payments will be made at the end of the project year, subject to the terms of employment and availability of project funds.



Section 6: Other Types of Leave

6.1 COMPASSIONATE LEAVE

Compassionate leave is not a right. Paid compassionate leave of up to ten days will be granted upon written application supported by proper evidence in the event of death of a spouse, own child, own mother, own father and five days for brother and sister. For other funerals of relative/friends, or in case of an unexpected natural or man-made disaster in the employee's immediate environment, days shall be deducted from one's own leave days and must be approved by the National Coordinator and /or Human Resources subcommittee.

6.2 SICK LEAVE

- a) Sick leave is provided to cover illnesses that prevent an employee from attending work after producing a medical certificate from a registered medical practitioner.
- b) It is the employee's responsibility to inform his/her immediate senior as soon as possible by phone, and within 24 hours that he/she will be absent from work on a given day.
- c) An employee is entitled 24 sick days per year with pay on production of a medical certificate.
- d) Payment during extended illness of an employee beyond the 24day period is at the discretion of the National Coordinator who will discuss with the Human Resources subcommittee. A recommendation will be presented to the Executive Committee for approval.
- e) Employees who take sick leave during the probationary period may have their probationary period extended.
- f) Sick leave cannot be accrued and carried forward to the next operational year.

6.3 MATERNITY LEAVE

- a) All female employees are entitled to 90 days paid maternity leave. Maternity leave may be extended by the addition of the employee's vacation leave days, if



convenient to the employer and at the discretion of the Human Resources subcommittee.

- b) In case of miscarriage, the female employee will be entitled to up to one month's leave with full salary on the recommendation of a registered medical practitioner
- c) All applications for maternity leave must be submitted in writing to the National Coordinator. This application should clearly state the day upon which the female employee plans to cease working.
- d) Maternity leave will not affect the female employee's chances of promotion and/or increments in salary.
- e) On her return to work, the female employee will be given 2 hours per day (including her lunch hour) feeding time for a period not exceeding 6 months.
- f) In order to qualify for maternity leave an employee should have served continuously for at least one year of employment and pregnancy should not occur more than once every 24 months thereafter (calculated from the starting date of employment).

6.4 PATERNITY LEAVE

An employee who is the father of a child is entitled to up to one week's paid paternity leave, when their child is born provided that he has worked continuously with FAWE for one year.

6.5 UNAUTHORIZED LEAVE

- a) Unauthorized leave can be regarded as an unauthorized absence (i.e. without approval) from duty, resulting in leave without pay and can give cause for disciplinary measures and termination of the contract.
- b) Procedures to be followed to take disciplinary actions in case of unauthorized absence are outlined in the FAWE Disciplinary Procedures.

6.6 LEAVE WITHOUT PAY (UNPAID LEAVE)

- a) Employees are entitled to leave without pay, subject to a recommendation by the National Coordinator or subject to approval by Human Resources subcommittee.



- b) The maximum period of leave without pay is 1 month per year and this will only be authorized in exceptional cases

Section 7: Termination of Employment

Termination of employment at **FAWE** shall be guided by the following:

a) Contractual Terms

Employment may be terminated in accordance with the terms and conditions outlined in the individual's employment contract. This includes, but is not limited to, the notice period, grounds for termination, and any severance entitlements.

b) Disciplinary Procedures

Alternatively, termination may occur in line with FAWE's established Disciplinary Procedure. This applies in cases where an employee's conduct or performance warrants disciplinary action that may lead to dismissal.

All termination processes will be carried out in a fair, transparent, and lawful manner, ensuring adherence to national labor laws and organizational policies.



Section 8: Training and Development

8.1 STAFF TRAINING

FAWE is committed to building the capacity of its workforce, including employees, volunteers, and Executive Committee members, to enable them to perform effectively and contribute meaningfully to the organization's mission.

Training and development opportunities may include:

- On-the-job training
- In-house training sessions
- In-country workshops and seminars
- Regional and international learning events

8.2 IDENTIFICATION OF TRAINING NEEDS

The National Coordinator holds primary responsibility for identifying the training and development needs of staff and volunteers under their supervision. Additionally, employees and volunteers are encouraged to proactively communicate their training needs during supervision, performance reviews, or support sessions.

Identified training opportunities will be evaluated based on:

- The relevance and duration of the training
- Alignment with both organizational priorities and individual development needs
- Availability of funding and operational feasibility

Final approval of any training opportunity will rest with the National Coordinator, based on recommendations from the respective line manager.



8.3 TRAINING GUIDELINES

a) Eligibility and Approval

Participation in training is not an automatic entitlement. Approval is contingent on the relevance of the course, workshop, or seminar to the employee's role, and its timing within the organizational calendar and budget.

b) Attendance Commitment

Staff are expected to attend the full duration of any training program approved by the organization to maximize learning outcomes.

c) Post-Training Reporting

Upon completion of the training, employees are required to submit a brief report (approximately one page) summarizing key takeaways and learning points. This report should be shared during a team meeting and a copy will be filed in the employee's personnel record.



Section 9: Disciplinary Procedures

All **FAWE** employees have an obligation to conform to the organisation's policies, procedures, rules and standards of conduct, and good practice. One role of a line manager is to support an employee to obtain the best possible work performance and professional conduct in their work. Supervision sessions with the employee should aim to address any problems of performance or conduct which is not in line with FAWE's standards. Disciplinary action will only be started if informal discussions and supervision sessions with clear targets for improvement have proved to be ineffective, or if the misconduct or breach of rules is too serious to be dealt with informally.

9.1 DEFINITIONS OF MISCONDUCT

The following definitions are provided as a guide to the likely level of disciplinary action that would result if they were breached. They are not exhaustive lists, as it is not practical to categorise every occurrence that may result in disciplinary action. The Executive Committee will determine the level of action required in light of the particular circumstance.

Minor misconduct

- Habitual poor timekeeping
- Discourteous or unacceptable behaviour to other members of staff, visitors or Executive Committee members
- Borrowing property of FAWE without authorisation
- Damage caused by carelessness to property or equipment belonging to visitors, volunteers, or FAWE
- Unauthorised absence from work

Serious misconduct

- Failure to respond to previous written warnings
- Unauthorised absence, without reasonable cause, whilst purporting to be on duty
- Failure to comply with working procedures or safety regulations



- Disclosure of information in breach of confidentiality
- Wilful refusal to carry out a lawful and reasonable order by an authorised person
- Any discriminatory practice, including sexual harassment
- Incapacity to perform normal duties through consumption of alcohol or the misuse of drugs
- Prolonged or repeated unauthorised absence from work

Gross misconduct

- Theft or dishonesty whilst working
- Violent or abusive behaviour to another person whilst in the employment of FAWE
- Deliberate failure to comply with working procedures or safety regulations
- Deliberate damage to property or equipment belonging to FAWE, volunteers, or visitors
- Corruption
- Deliberate disclosure of information in breach of confidentiality
- Gross professional negligence
- Misconduct outside work that breaches the bond of mutual trust and confidence between the employee and the employer.
- Misrepresentation – for example, submission of false documents or certificates, false information, or withholding details of personal circumstances which may be relevant to the duties of the job

9.2 DISCIPLINARY PROCEDURE

The following stages will apply to unsatisfactory work or conduct:

Stage 1. Oral warning

The line manager (with support of the National Co-ordinator) will explain to the employee the reasons for taking disciplinary action and will discuss plans for overcoming the problem. The discussion and plans will be recorded and a reasonable time for review will be agreed.



Stage 2. Oral warning

If at the time of the review progress is still unsatisfactory, there will be further discussion and re-examination of the plans for improvement with the employee. This discussion and the revised plans will be recorded again and a further reasonable time for review will be agreed.

Stage 3. Written warning

If at the time of the review, progress is still unsatisfactory, there will be a further discussion with the employee. This discussion and the plans for improvement will be recorded and a copy will be given to the employee clearly stating that lack of improvement by the date set for the review will result in dismissal.

Stage 4. Final written warning and dismissal

If at the time of the review, progress has not been made, the employee should be given a written statement of why dismissal is taking place. Notice will be given.

At all of these stages, an independent person or other work colleague may represent the employee.

Written records of disciplinary discussion will be shown to the employee before being filed.

At each stage of the procedure there is a right to appeal to the Human Resources subcommittee.

The stages in the procedure will not apply to gross misconduct. Where gross misconduct is proved at a full meeting of the Executive Committee, it will lead to instant dismissal.



Section 10: Grievance and Complaints Procedures

10.1 GRIEVANCE PROCEDURE

A grievance is a complaint by a worker or a volunteer. FAWE endeavours to be an organisation that is responsive to its employees as well as the community. When an employee feels aggrieved by colleagues or working conditions, the employee should follow the grievance procedure:

- The employee should first discuss the matter informally with the person who is the cause of the grievance, if possible, and resolve the issue with that person.
- If this is not possible, or the outcome is not satisfactory, or if the grievance relates to employment at FAWE, the employee should discuss the grievance with his/her line manager or the Co-ordinator. The grievance should be raised within one month of the incident to which it refers.
- The line manager will respond in writing to the grievance within 14 days. If it is not possible to give a complete reply, the employee will be given a further written reply as soon as reasonable practicable.
- If the employee is not satisfied with the reply, the grievance should be reported in writing to the National Co-ordinator.
- The National Co-ordinator will respond by calling a meeting to discuss the matter with the aggrieved employee within 14 days. The discussions and planned actions will be recorded, with a copy of the meeting notes given to the aggrieved employee.
- If the employee is still not satisfied with the response, s/he may appeal to the Human Resources Subgroup.
- If the grievance is with the National Co-ordinator, the employee should take the matter directly to the Human Resources Subgroup.



10.2 COMPLAINTS PROCEDURE

FAWE aims to deliver the highest quality services, but on occasion, things can go wrong. Employees should be familiar with the complaints procedure for members of the public or users of FAWE services who want to make a complaint.

FAWE members or members of the public who want to make a complaint concerning any aspect of FAWE's work should put their complaint in writing within 14 days of the incident occurring. General complaints should be addressed to the National Coordinator, while complaints about staff should be addressed to the Human Resources subcommittee. The complaint should be dealt with and action taken within 14 working days, and the person making the complaint will receive a letter detailing action taken as soon as possible.

FAWE maintains a register of all complaints received and the actions taken.

FAWE's complaints policy is included at 13.3

Section 11: Redundancy

All reasonable steps to pursue alternative funding will be taken to prevent redundancy. Any employee at risk of redundancy will be informed at an early stage of any potential redundancy, and at least 30 days before a dismissal. If an employee is being made redundant, s/he will be given reasonable time off with pay to look for other work.

Redundancy pay will at the rate of one month's pay for each year worked as stated as a legal requirement in Liberia.

Amendments

These conditions of service may be revised and updated by the organization whenever deemed necessary and or to accommodate statutory provisions.



Section 12: Use of Vehicles

12.1 FAWE VEHICLES

All FAWE vehicles including those provided by donor-funded projects, belong to FAWE (unless stated otherwise). This means that the Executive Committee have ultimate authority over their usage and disposal, and this should ensure proper use of all motorized transport within FAWE by delegated individuals and teams. Vehicles are expensive items and therefore need to be used with maximum care and caution.

In the event of an accident or theft from a vehicle, the driver shall immediately report to the FAWE Secretariat (senior member of staff) who will attend the scene (if in Monrovia) The senior member of staff will inform the police and the insurance company about the accident.. The National Coordinator and the Finance subcommittee shall be informed verbally as soon as possible after the accident or theft. Failure to report an accident may result in disciplinary action. (See 12.10 for more details)

FAWE vehicles shall not be used in any business for personal gain even outside working hours. To do this shall constitute a serious breach of contract and could result in the termination of an employee's contract. Trips for personal use shall require prior authorization of the National Coordinator.

In case of emergency, when prior approval is not possible, the use should be reported to the National Coordinator as soon as possible after the event.

The person given authorization to use a vehicle for personal use shall pay for fuel and the cost of the driver according to FAWE rates set by the Finance subcommittee (*yet to be decided*)

12.2 WHO ARE ELIGIBLE TO DRIVE FAWE VEHICLES?

Cars

Only FAWE drivers with a clean driving licence shall be covered by the insurance, and not their relatives or friends.

Exceptions, Review, and Approval

- Exceptions: Written approval by Executive Director or Board.
- Review: Annually or on significant changes.

Review by:

Executive Director: _____



Hon. Miriam Z. Sheriff

Date: 07/07/26

Approved by:

Chairperson, Board of Directors: _____


Atty. Evelyn R. Barry

Date: 07/07/2020

