KARAMOJA TUMAINI NETWORK · KTN

Human Resource Policy Manual

2026

People, dignity and safeguarding in everything we do

Adopted by the Board of Directors March 2026

Status Version 1.0 · Internal organisational policy · review by March 2028

Reads alongside the Code of Conduct, Child Protection & Safeguarding, and PSEA policies

A KARAMOJONG-LED CHILD PROTECTION ORGANISATION · KAMPALA & NAPAK, UGANDA

OUR VISION

A Karamoja where every child grows up safe, rooted in their community, and able to shape their own future.

OUR MISSION

To protect vulnerable and street-connected Karamojong children, restore them to family and community, and lead lasting change in the systems that failed them.

OUR VALUES

Dignity · Cultural authenticity · Resilience · Equity · Accountability · Community ownership · Innovation

WHY THIS MANUAL EXISTS

> *Who we employ is a child protection decision. Every part of this manual is written with that in mind.*

HOPE · HEAL · EMPOWER

A policy manual cannot create culture, but it can protect it. This one is written to do that.

Approval, Adoption & Policy Control

This Human Resource Policy Manual was reviewed and adopted by resolution of the Board of Directors of Karamoja Tumaini Network in March 2026. It takes effect from the date of adoption and replaces all earlier human resource policies, circulars and informal practices, which are withdrawn from that date. The Board directs the Executive Director to implement it across the organisation, to ensure every member of staff receives, reads and acknowledges it, and to return it to the Board for review no later than March 2028 — or earlier if the law or the organisation's circumstances change materially.

DOCUMENT CONTROL

Version	1.0
Approved by	Board of Directors, Karamoja Tumaini Network
Approval & effective date	March 2026
Next review	March 2028
Policy owner	Human Resource function / Executive Director
Classification	Internal organisational policy

READS ALONGSIDE

The Employee Code of Conduct (Annex 1), the Child Protection and Safeguarding Policy, the PSEA Policy, the Whistle-blower Protection Policy, the Conflict of Interest Policy, and the Data Protection and Privacy Policy. Together these form the conditions of working at KTN. The HR function keeps the master copy and issues controlled copies; printed copies are uncontrolled once printed.

REVISION HISTORY

Version	Date	Description of changes	Approved by
1.0	March 2026	Initial HR Policy Manual approval	Board of Directors

Chairperson, Board of Directors

Name / Signature / Date

Executive Director

Name / Signature / Date

Contents

Each entry links to its page in this document.

FROM THE BOARD

The people are the work

KTN's programmes are delivered entirely through people: outreach workers walking the streets of Katwe and Kisenyi at night, social workers sitting with families in Napak and Moroto, drivers covering long and sometimes insecure roads, and the finance and administrative staff who keep donor trust intact. The quality of those people — and the fairness, safety and clarity of the system they work within — is the quality of our work.

For a child-focused organisation there is a second, harder truth. Most harm done to children by organisations is done by people those organisations recruited, failed to screen, failed to supervise, or failed to remove. This manual therefore treats human resource management as part of safeguarding and programme quality, not as administration that sits beside them. Safer recruitment, the Code of Conduct, supervision, staff wellbeing and fair discipline are all links in the same chain.

The Board commends this manual to every member of staff, every volunteer and every partner who works in our name. Read it, hold us to it, and help us keep the promise it makes.

Chairperson, Board of Directors
Karamoja Tumaini Network · March 2026

1

PART ONE

Foundations

Who we are, why this manual exists, who it binds, and the nine principles that settle anything it leaves unsaid.

1 Introduction and Organisational Context

"Who we employ is a child protection decision. Every part of this manual is written with that in mind."

1.1 Who we are

Karamoja Tumaini Network (KTN) is a Karamojong-led, child-focused organisation registered in Uganda. The name joins our home region with tumaini, the Swahili word for hope — hope rooted in a specific place, carried by the people of that place. The great majority of our staff and leaders are Karamojong, and we work in Nga'Karamojong as well as English.

KTN exists for children who carry the heaviest loads: street-connected children from Karamoja, children moved along the Kampala–Karamoja corridor, survivors of trafficking and exploitation, and the families and communities they return to. Our SHIELD model brings prevention, rescue, rehabilitation, reintegration and advocacy together in one continuum, delivered with district authorities, KCCA, UNICEF, Hope for Justice and other partners.

1.2 Mission, vision and values

Vision	A Karamoja where every child grows up safe, rooted in their community, and able to shape their own future.
Mission	To protect vulnerable and street-connected Karamojong children, restore them to family and community, and lead lasting change in the systems that failed them.
Values	Dignity · Cultural authenticity · Resilience · Equity · Accountability · Community ownership · Innovation.

Our brand voice — grounded, dignified, honest, rooted, steady — is also how we intend to treat each other. A policy manual cannot create culture, but it can protect it. This one is written to do that.

1.3 Why HR matters to our work

KTN's programmes are delivered entirely through people: outreach workers walking the streets of Katwe and Kisenyi at night, social workers sitting with families in Napak and Moroto, drivers covering long and sometimes insecure roads, finance and administrative staff keeping donor trust intact. The quality of those people — and the fairness, safety and clarity of the system they work within — is the quality of our work.

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2 Purpose of the HR Policy Manual

"Where this manual sets a higher standard than the law, the manual applies."

This manual exists to answer, in one place, the practical questions of working life at KTN: how people are recruited, what their terms are, what is expected of them, how they are supported and developed, what happens when something goes wrong, and how employment ends. It sets out the rights and responsibilities on both sides of the employment relationship.

It serves four purposes:

- Fairness. It applies one set of rules to everyone, so that decisions about people are made on merit and process, not on relationship or mood.
- Lawfulness. It keeps KTN compliant with Ugandan employment law and meets the standards expected of organisations that work with children and receive donor funds.
- Practicality. It gives managers and staff usable procedures — checklists, forms and clear steps — not only principles. The annexes are working tools, meant to be photocopied and used.
- Wellbeing. It recognises that staff who work with traumatised children carry a real weight, and it builds the duty of care into everyday management rather than treating it as a gesture.

Where this manual is silent, the law and a person's contract apply. Where this manual sets a higher standard than the law, the manual applies. No manager may waive or vary this manual for an individual; exceptions need the written approval of the Executive Director, and exceptions touching the Executive Director's own terms need the Board.

3 Scope of Application

This manual applies across KTN, but not every section applies to every person. The table below sets out who is covered and how. Where a person's own written agreement says more, the agreement and this manual are read together; where they conflict, the stricter safeguarding standard always wins.

Category	How this manual applies
Board members	The Code of Conduct, safeguarding and PSEA standards, conflict of interest and confidentiality provisions apply in full. Employment provisions (pay, leave, discipline) do not, since Board members are not employees. Board HR oversight duties are in Section 5.
Executive Director	The whole manual applies. The Board handles the Executive Director's recruitment, appraisal, discipline and grievances.
Senior management	The whole manual applies, with the additional duties of managers set out throughout.
Full-time employees	The whole manual applies.
Part-time employees	The whole manual applies, with leave and benefits pro-rated to hours worked.
Project staff (fixed-term)	The whole manual applies for the life of the contract. Fixed-term status does not reduce conduct or safeguarding obligations.
Temporary / casual staff	Conduct, safeguarding, PSEA, safety and confidentiality sections apply in full; employment terms follow the casual arrangement and the Employment Act.
Consultants	Conduct, safeguarding, PSEA, conflict of interest, confidentiality and data protection apply in full and are written into every consultancy agreement. Employment provisions do not apply.
Volunteers and peer educators	Sections on conduct, safeguarding, wellbeing, safety and information apply in full; Section 24 sets out their specific arrangements.
Interns	As for volunteers, with the learning provisions of Section 24.
Partner-supported personnel	When seconded to or hosted by KTN, the conduct, safeguarding, PSEA and safety sections apply in full for the duration of the arrangement, and this is stated in the partnership agreement.

A simple rule of thumb: the closer a person's work brings them to children, the more of this manual applies to them, regardless of what their contract is called.

RULE OF THUMB

The closer a person's work brings them to children, the more of this manual applies to them — regardless of what their contract is called.

4 HR Principles and Values

Nine principles run through every section of this manual. They translate KTN's values into how we manage people. When a situation arises that this manual does not cover, decide it by these principles.

Principle	What it means in practice
Respect and dignity	Every person at KTN is treated with courtesy and seriousness, whatever their role. No one is shouted at, humiliated or belittled — not by a manager, not by a colleague, not in front of communities.
Equality and inclusion	Opportunity at KTN does not depend on sex, ethnicity, clan, religion, disability, HIV status, marital status, political opinion or any other ground irrelevant to the job. Section 11 gives this teeth.
Professional conduct	We do what we say, on time, to standard. The Code of Conduct (Section 10, Annex 1) is the floor, not the ceiling.
Transparency	Decisions about people — hiring, pay, promotion, discipline — are made by known rules and can be explained to the person affected.
Accountability	Authority comes with answerability. Everyone, from the Board down, can be asked to account for how they have used the power their role gives them.
Continuous learning	KTN grows by growing its people. Mistakes honestly made and honestly reported are material for learning, not punishment.
Safeguarding	The safety of children and vulnerable adults overrides every other consideration in this manual, including convenience, cost and personal loyalty.
Employee wellbeing	Staff who carry others' trauma must themselves be carried. Workload, rest, security and psychological support are management duties, not perks.
Merit	Jobs, renewals and promotions go to the person best able to do the work, established through open process. Canvassing disqualifies.

2

PART TWO

Governance & Structure

Who decides what — Board, Executive Director, HR, line managers, every employee — set out on a single responsibility matrix.

5 Organisational Structure and HR Governance

Good HR management depends on everyone knowing what is theirs to decide. This section sets out the division of responsibility, and the matrix at 5.6 puts it on one page.

5.1 Board of Directors

- Adopts this manual and any later amendment, and reviews it on the cycle in Section 26.
- Recruits, appraises, disciplines and, if necessary, dismisses the Executive Director, and sets the Executive Director's terms.
- Approves the salary structure, the annual staffing budget, and any organisation-wide change to terms and conditions.
- Receives an annual HR report (Section 25) and is informed promptly of any serious safeguarding, PSEA or fraud matter involving personnel.
- Hears appeals that this manual reserves to the Board, including appeals against dismissal of senior managers.

5.2 Executive Director

- Holds overall responsibility for this manual in practice and is the final internal authority on its interpretation.
- Approves all recruitment within the Board-approved budget and structure, signs employment contracts, and approves terminations.
- Ensures the HR function is resourced, that managers are trained in their HR duties, and that the duty of care is met.
- Reports HR matters to the Board honestly, including problems.

5.3 Human Resource function

KTN is a growing organisation; the HR function may at first be one officer, or a finance and administration role carrying HR duties. Whatever its size, the function:

- Advises managers and staff on this manual and keeps its application consistent across teams.
- Runs recruitment processes, keeps personnel files (Section 22, Annex 12), administers payroll inputs, leave and benefits, and tracks the HR indicators in Section 25.
- Coordinates induction, training plans, the appraisal cycle and exit processes.
- Supports investigations, hearings and grievances as the neutral custodian of process, and keeps their records.

5.4 Line managers

- Apply this manual fairly within their teams — they are the place where policy becomes daily reality.

- Set objectives, hold supervision, give honest feedback, manage attendance and leave, and conduct appraisals on time.
- Watch the workload and wellbeing of their people, and act early when someone is struggling.
- Raise conduct and performance concerns promptly and through proper process, never informally accumulating grievances against a person.

5.5 Every employee

- Reads and follows this manual and the Code of Conduct, and signs the acknowledgement at induction.
- Gives honest effort, keeps time, protects KTN property and information, and treats colleagues and the people we serve with respect.
- Reports safeguarding concerns, hazards and suspected wrongdoing through the channels in this manual — reporting is a duty, not an option.

5.6 HR responsibility matrix

Key: A = approves · R = responsible for doing · C = consulted · I = informed.

HR decision or task	Board	Exec. Director	HR function	Line manager
Adopt / amend this manual	A	R	C	I
Approve salary structure and staffing budget	A	R	C	I
Recruit Executive Director	A / R	—	C	—
Approve a vacancy within budget	I	A	R	C
Run recruitment and selection	—	A	R	C
Sign employment contracts	I (senior roles)	A / R	C	I
Conduct induction	—	I	R	R
Set objectives and appraise staff	—	I	C	R
Approve leave	—	I	I (records)	A / R
Approve training plan	I	A	R	C
Investigate misconduct	I (serious cases)	A	R / C	C

HR decision or task	Board	Exec. Director	HR function	Line manager
Decide disciplinary outcome	A (senior staff)	A	C	C
Hear grievances	A (final appeal)	A	R / C	R (informal stage)
Approve termination	I / A (senior staff)	A	C	C
Annual HR report	I	A	R	C

3

PART THREE

Joining KTN

Workforce planning, open and merit-based recruitment, safer-recruitment checks, contracts, and a ninety-day induction.

6 Workforce Planning and Recruitment

6.1 Workforce planning

Recruitment starts long before a vacancy. Each year, as part of the annual planning and budgeting cycle, the Executive Director and HR function prepare a staffing plan that:

- Maps current posts against the approved programme plans and any new grants, and identifies gaps, overlaps and posts ending with their funding.
- Costs every post — salary, statutory contributions, benefits, recruitment and training — against confirmed funding. No post is created on hoped-for money.
- Considers internal options first: development, redeployment or promotion of existing staff, before external recruitment.
- Goes to the Board with the annual budget for approval.

6.2 Recruitment principles

All KTN recruitment is open, competitive and merit-based. Specifically:

- Every post has a written, approved job description before it is advertised (see 6.3).
- Vacancies are advertised openly — internally always, and externally unless the Executive Director records a written reason for an internal-only round.
- Direct appointment without competition is permitted only for genuinely short emergency cover (three months or less), recorded in writing, and never rolls into a regular post without open competition.
- Canvassing in any form, by or for a candidate, leads to disqualification.
- KTN encourages applications from women, persons with disabilities and Karamojong candidates, consistent with Section 11, and says so in its advertisements.

6.3 Job descriptions

A KTN job description states the job title, reporting lines, duty station, purpose, key responsibilities, required qualifications and experience, core competencies, and the level of contact with children the role involves. That last item is not decoration: it determines the depth of safeguarding screening under Section 7. HR keeps the master set; managers review their team's job descriptions at each annual appraisal.

6.4 The recruitment process, step by step

- Vacancy approval. The hiring manager submits a staff requisition confirming the post is in the approved structure and budget. The Executive Director approves in writing before anything else happens.
- Advertisement. HR advertises for at least ten working days, stating the role, requirements, duty station, application method and deadline. Every KTN advertisement carries the safeguarding

statement: appointment is conditional on background checks, references and signed adherence to the Code of Conduct, Child Protection and PSEA policies.

- Shortlisting. A panel of at least two people scores applications against the advertised criteria on a written grid — nothing else. The grid is kept on file.
- Interviews. A panel of at least three, mixed in gender wherever possible, interviews using common questions and a scoring sheet (Annex 3). Roles with child contact always include values-based safeguarding questions — scenarios, attitudes to discipline and boundaries, gaps in work history.
- Selection. The panel recommends in writing; the Executive Director approves. Any offer is conditional until every Section 7 check has cleared.
- Offer and contract. HR issues a written offer stating salary, grade, duty station, contract type and conditions. On acceptance and clearance of checks, a contract under Section 8 is signed before the first day of work.

6.5 Recruitment panels and conflicts of interest

Before seeing any application, every panel member signs a confidentiality and conflict of interest declaration (Annex 11 adapted for recruitment). A panel member with a family, financial, romantic or close personal connection to any candidate declares it and stands down from that recruitment. Failure to declare is itself misconduct under Section 20.

6.6 Recruitment records

HR keeps, for every recruitment: the requisition and approval, the advertisement, the shortlisting grid, interview score sheets, panel declarations, reference and background check records, and the offer. Records of unsuccessful candidates are kept for one year, then destroyed under the Data Protection and Privacy Policy. The full file for the successful candidate moves into their personnel file (Annex 12). Annex 2 is the working checklist.

7 Safer Recruitment and Safeguarding Requirements

"A post left vacant is a smaller risk than a post filled blind."

KTN works with children, including children with histories of abuse, trafficking and life on the street. People who wish to harm children seek out organisations like ours. Safer recruitment is how we keep them out, and it applies to everyone — staff, volunteers, interns, consultants, casual workers and seconded personnel — in proportion to their contact with children.

7.1 Pre-employment checks

No one starts work, paid or unpaid, before these checks are complete and recorded:

Check	Requirement
Identity	Verified national ID or passport, copied to file.
Qualifications	Original academic and professional certificates sighted and copied. Suspected forgeries are verified with the issuing institution and, where confirmed, the candidacy ends and the matter may be reported.
References	At least two professional referees, one of whom is the most recent supervisor. References are taken in writing or by documented call, and always include the direct question: “Do you know of any reason this person should not work with children?” Character references from relatives do not count.
Criminal record	A Certificate of Good Conduct from Interpol / Uganda Police for all roles, renewed every three years for roles with child contact.
Employment history	Gaps of six months or more are explored and the explanation recorded.
Self-declaration	A signed safeguarding self-declaration covering past investigations, dismissals or convictions relating to children or sexual misconduct. A false declaration is gross misconduct.
Sanctions screening	For roles handling funds or required by donors, screening against applicable sanctions and terrorism-financing lists.

7.2 Code signing before day one

Before starting, every new person signs the Employee Code of Conduct (Annex 1), the Child Protection and Safeguarding Policy and the PSEA Policy. Signing is not a formality: induction (Section 9) walks through what the documents mean in this person’s actual job, and managers test understanding in the first supervision meetings.

7.3 Safeguarding through the whole employment cycle

Safer recruitment does not end at hiring. Across the employee lifecycle:

- Probation is actively used to observe conduct with children and colleagues, not just technical output.
- Supervision and appraisal include safeguarding behaviour as a standing item for all child-facing roles.
- Refresher training in child protection and PSEA is mandatory at least annually; completion is tracked under Section 25.
- Movement into child-facing roles triggers the full Section 7.1 checks if they were not done, or have lapsed.

- Exit references given by KTN are accurate: we never conceal substantiated safeguarding findings from a future employer. Resignation during an investigation does not stop the investigation (Section 20).

No programme pressure, funding deadline or staffing emergency justifies skipping a safeguarding check. A post left vacant is a smaller risk than a post filled blind.

> **NON-NEGOTIABLE**
>
> No programme pressure, funding deadline or staffing emergency justifies skipping a safeguarding check.

8 Employment Contracts and Terms of Service

8.1 The contract

Every employee receives a written contract, in English, signed by both parties before work begins, with a copy held by the employee and the original on the personnel file. As a minimum it states: the parties; job title and duty station; start date and duration; probation terms; salary, allowances and pay interval; hours of work; leave entitlements; notice periods; and the binding status of this manual, the Code of Conduct and the safeguarding policies.

8.2 Types of engagement

Type	Used for	Key terms
Open-ended contract	Core, continuing roles funded from stable income.	Full manual applies; ends by resignation, retirement or lawful termination.
Fixed-term / project contract	Roles tied to a grant or project period.	States its end date and that it expires with the project; renewal is never automatic (8.4). Full manual applies during its life.
Casual engagement	Genuinely short, irregular work (e.g. event support).	Paid per day worked under the Employment Act; converts to a contract if work becomes regular and continuous as the law provides.
Consultancy agreement	Defined deliverables needing external expertise.	Not employment. Procured under procurement rules; carries safeguarding, PSEA, confidentiality, conflict of interest and data protection clauses without exception.
Volunteer / intern agreement	Service or structured learning (Section 24).	Not employment; states role, duration, supervision, any stipend, and full conduct and safeguarding obligations.

Type	Used for	Key terms
Secondment	Temporary placement to or from a partner.	Tripartite written agreement stating who pays, who supervises, which policies apply — KTN conduct and safeguarding standards always apply on KTN work.

8.3 Probation

New employees serve a probation of up to six months, stated in the contract. It may be extended once, by written agreement with the employee, for up to a further six months — and only where there is a genuine, documented reason to allow more time. During probation either side may end the contract with fourteen days' notice or payment in lieu. Probation ends with a written assessment (Section 9.4); confirmation is never assumed by silence.

8.4 Renewal of fixed-term contracts

At least two months before a fixed-term contract ends, the line manager and HR review funding, performance and programme need, and the Executive Director decides on renewal. The employee is told the decision in writing no later than one month before expiry. Non-renewal at expiry is not termination, but KTN treats people honestly: where we know a project will not continue, we say so early and support the person's search for what comes next.

8.5 Changes to a job

Promotions follow open, competitive process under Section 6 unless the Board-approved structure provides a direct progression route. Transfers between duty stations take account of the employee's family circumstances and are confirmed in writing with reasonable notice — ordinarily one month — and any applicable relocation support. Material changes to duties, grade or pay are made by written addendum signed by both parties, never verbally.

8.6 Rights and obligations

Employees are entitled to: their agreed pay, on time; statutory contributions properly remitted; safe working conditions; their leave; fair process before any disciplinary penalty; freedom of association under the Labour Unions Act; and respect. Employees owe KTN: honest work; compliance with this manual, the Code of Conduct and lawful instructions; care of property and money; confidentiality; and the duty to report wrongdoing. Neither list shrinks because a contract is short.

9 Staff Induction and Onboarding

How we receive a new person sets the tone for everything after. Induction at KTN is a structured ninety-day process, owned jointly by HR and the line manager, tracked on the checklist at Annex 4.

9.1 Before and on the first day

- Contract signed, file checks complete (Section 7), workstation, equipment, email and any system access ready before arrival.
- Welcome by the line manager; introductions to the team; tour of the office and safety briefing (exits, first aid, security contacts).
- Personnel documentation completed: bank details, NSSF and TIN numbers, next of kin, emergency contacts.
- Copies of this manual, the Code of Conduct, Child Protection and PSEA policies issued; acknowledgement signed.

9.2 The first month

- Orientation to KTN's history, the SHIELD model, programmes, partners and the realities of the Karamoja and Kampala contexts.
- Role expectations agreed: the manager and employee turn the job description into specific probation objectives, in writing.
- Mandatory training completed: child protection and safeguarding, PSEA, the reporting channels, basic security, and finance procedures relevant to the role.
- First supervision meeting held and documented; questions surfaced early are problems prevented.

9.3 The first three months

- Supervision at least monthly, with honest feedback both ways.
- Field staff accompanied on first community visits; office staff walked through a full monthly cycle of their function.
- Any signs of difficulty addressed with support and clear expectations — probation is for development as much as assessment.

9.4 Probation assessment

Before probation expires, the line manager completes a written assessment against the agreed objectives and the values in Section 4, discusses it with the employee, and recommends one of three outcomes: confirm; extend (once, with reasons and a development plan); or end the contract with the notice in 8.3. The Executive Director approves the outcome, and HR confirms it to the employee in writing before the probation end date. Letting probation lapse in silence is a management failure, not a confirmation method.

4

PART FOUR

Conduct & Culture

The Code of Conduct, equal opportunity and inclusion, and a workplace kept free of harassment.

10 Employee Code of Conduct

"The Code of Conduct is the promise every KTN person makes — to the children and families we serve, and to each other."

The Code of Conduct is the promise every KTN person makes to the children, families and communities we serve, and to each other. The full signable Code is at Annex 1; this section is its substance.

10.1 Expected behaviour

Standard	What it looks like
Integrity	Tell the truth in reports, timesheets, claims and references. Spend KTN and donor money as carefully as your own — more carefully. Admit mistakes early.
Respect	Treat children, families, communities and colleagues with courtesy in every language we work in. Honour Karamojong culture without using culture to excuse harm.
Professionalism	Keep time. Meet deadlines or renegotiate them before they pass. Dress and behave appropriately to context — office, community, court, donor meeting. Never work under the influence of alcohol or drugs.
Confidentiality	Children's stories, case files, staff records and donor information are not conversation material — not in bars, not at home, not on WhatsApp.
Accountability	Account for money, property, time and decisions. Cooperate fully and truthfully with audits and investigations.

10.2 Prohibited behaviour

The following are misconduct, and most are gross misconduct under Section 20:

- Fraud, theft, bribery, kickbacks, forgery, or misuse of KTN funds, assets or the KTN name.
- Any form of harassment, including sexual harassment, bullying or intimidation (Section 12).
- Discrimination on any ground in Section 11.
- Abuse of authority — using a KTN position to extract money, labour, favours or anything else from staff, beneficiaries or communities.
- Any violation of the Child Protection and Safeguarding Policy, including physical or humiliating punishment of a child, being alone with a child outside agreed procedures, or photographing children outside the consent rules.

- Any violation of the PSEA Policy, including sexual activity with any beneficiary regardless of age or claimed consent, sexual activity with anyone under 18 regardless of local norms or belief about age, and exchanging money, employment, goods or services for sex.
- Concealing or failing to report a safeguarding or PSEA concern.

Every person signs the declaration in Annex 1 at induction and re-signs after any material revision of the Code.

11 Equal Opportunity, Diversity and Inclusion

KTN serves a region that has long been stereotyped and excluded. We refuse to reproduce exclusion inside our own walls.

11.1 Non-discrimination

No employment decision — recruitment, pay, training, promotion, discipline, termination — may be based on sex, pregnancy, marital status, ethnicity, clan, tribe, religion, political opinion, disability, HIV/AIDS status, age (within lawful working age), or social origin. This mirrors and extends the Employment Act's prohibition of discrimination. Distinctions based on the inherent requirements of a job are not discrimination; pretending a requirement is inherent when it is not, is.

11.2 Gender equality

- Recruitment panels are mixed-gender wherever feasible, and advertisements actively encourage women to apply.
- Equal pay for work of equal value is verified whenever the salary structure is reviewed.
- Pregnancy and maternity attract no penalty in appraisal, renewal or promotion decisions — ever.
- Field planning takes account of safety and facilities for staff of both sexes.

11.3 Disability inclusion

KTN provides reasonable accommodation — adjusted workstations, flexible arrangements, accessible formats — to enable persons with disabilities to apply, work and progress. "We could not accommodate" is a conclusion reached only after genuinely trying and documenting the attempt.

11.4 Living the commitment

Inclusion is monitored, not assumed: the annual HR report (Section 25) disaggregates staffing, recruitment and promotion data by sex and disability, and reports it to the Board. Complaints of discrimination follow the grievance procedure (Section 19) or, where the conduct amounts to harassment, Section 12, and are treated with the seriousness of any safeguarding matter.

12 Harassment, Sexual Harassment and Workplace Safety

Everyone at KTN is entitled to work without fear. This section covers harm between people connected to the workplace; harm to beneficiaries is covered by the Child Protection and PSEA policies, and where conduct touches both, both apply and the stricter standard governs.

12.1 What is prohibited

Conduct	Meaning
Sexual harassment	Unwelcome sexual advances, requests for sexual favours, or verbal, physical or digital conduct of a sexual nature — including where submission is made a condition of employment or advancement, or where the conduct creates an intimidating, hostile or humiliating environment. Consistent with the Employment (Sexual Harassment) Regulations, 2012.
Bullying	Repeated unreasonable behaviour that humiliates, undermines or isolates a person: shouting, ridicule, deliberate exclusion, impossible deadlines set as punishment, persistent unjustified criticism.
Intimidation	Threats, aggressive behaviour or misuse of process to frighten a person out of exercising their rights.
Abuse of power	Exploiting seniority for personal benefit — demanding favours, appropriating credit, coercing silence.
Retaliation	Any adverse treatment of a person for reporting, witnessing or supporting a complaint, in good faith, under any KTN policy. Retaliation is gross misconduct in itself, even if the original complaint is not upheld.

12.2 Reporting

A person experiencing or witnessing prohibited conduct may report to any of: their line manager; the HR function; the Executive Director; or, where the concern involves the Executive Director, the Board Chairperson directly. Reports may be made verbally or in writing (Annex 8), and a person may bring a colleague for support. Anonymous reports are accepted and assessed on their substance. No one is required to confront their harasser, report through the person complained about, or resolve sexual harassment "informally".

12.3 Investigation and outcome

- Within three working days of a report, the Executive Director (or Board Chairperson) appoints an impartial investigator or small panel with no connection to the parties, gender-balanced where the complaint is sexual.

- Interim measures — adjusted reporting lines, separation of parties, paid suspension of the person complained about — protect the complainant, never punish them.
- The investigation is completed within twenty working days wherever possible, hears both sides, records evidence, and reports findings on a balance of probabilities.
- Substantiated findings go to the disciplinary process (Section 20); sexual harassment ordinarily warrants dismissal. Criminal conduct is reported to police; an internal process never substitutes for the law.
- Both parties are informed of the outcome. Confidentiality is kept throughout — information moves only to those who need it to act.

A complaint made in good faith that turns out to be unfounded attracts no penalty. A complaint invented in bad faith to injure someone is misconduct. The difference is honesty, not accuracy.

12.4 Physical safety and health

Under the Occupational Safety and Health Act, 2006, KTN keeps premises and vehicles safe, provides first aid kits and trained first aiders at every office, maintains fire equipment, and insures staff against work injury in line with the Workers' Compensation Act. Staff report hazards and incidents to their manager and HR immediately; near-misses count. Security in field settings is in Section 18.

> **GOOD FAITH**
>
> A complaint made in good faith that turns out to be unfounded attracts no penalty. A complaint invented in bad faith to injure someone is misconduct. The difference is honesty, not accuracy.

5

PART FIVE

Managing & Growing People

Performance, learning, working hours and leave — the year-round work of good management.

13 Performance Management

“Performance management at KTN is a year-round conversation, not an annual ambush.”

Performance management at KTN is a year-round conversation, not an annual ambush. Its purpose is threefold: children and communities get the quality they deserve; staff know where they stand and grow; and decisions about renewal, promotion and pay rest on evidence.

13.1 The cycle

Phase	When	What happens
1. Planning	Start of year / contract	Manager and employee agree 4–6 objectives drawn from the job description and annual plans, each with clear indicators and timelines, plus 1–2 development objectives. Recorded on the appraisal form (Annex 5).
2. Monitoring	All year	Supervision at least monthly for field staff, at least quarterly for all staff: progress, obstacles, coaching, workload and wellbeing. A documented mid-year check-in reviews objectives and adjusts them if circumstances have genuinely changed.
3. Assessment	Year end	Written self-assessment; manager assessment against the objectives and the Section 4 values; face-to-face discussion; rating; development plan for the next cycle. The employee comments and signs — signing records the discussion, not necessarily agreement.

13.2 Ratings

KTN uses a four-point scale: Exceptional · Fully meets expectations · Partially meets expectations · Does not meet expectations. A rating is justified in writing with examples; “I feel” is not evidence. The Executive Director reviews all ratings for consistency before they are finalised. No one is rated by a manager who has held fewer than two documented supervision meetings with them in the cycle — if supervision did not happen, that is the manager’s appraisal issue.

13.3 When performance falls short

A rating of “partially meets” or below triggers a Performance Improvement Plan (PIP): specific shortfalls, specific expected standards, the support KTN will give (training, coaching, adjusted workload), and a review period of one to three months with check-ins every two weeks. A PIP is a structured chance to succeed. If the review period ends without sufficient improvement despite genuine support, the matter may proceed to termination for poor performance with the notice in

Section 23 — but only ever after a fair PIP. Poor performance is handled here; misconduct is handled in Section 20; managers must not confuse the two.

13.4 Linking performance to reward

Salary increments, renewal recommendations and promotion eligibility take appraisal outcomes into account (Section 17). Exceptional contribution is also recognised in ways money cannot capture: responsibility, representation, learning opportunities, and plain public thanks.

14 Learning and Development

KTN cannot pay the largest salaries in the sector; it can be the place where people grow fastest. Learning is budgeted, planned and shared — not an accident of donor invitations.

14.1 Training needs and the annual plan

Each appraisal cycle feeds a training needs assessment (Annex 6): the gaps between what roles require and what people can currently do, plus what the organisation will need next. HR consolidates these into an annual training plan, costed within the budget and approved by the Executive Director. Mandatory training — child protection, PSEA, security, finance procedures — is scheduled first; development training is prioritised by programme need and fairness of distribution, with deliberate attention to women and national staff progression.

14.2 How learning happens

- Internal first. Staff who attend external training present what they learned to colleagues within a month — one ticket, many beneficiaries.
- Mentorship. Each junior staff member may be paired with a more experienced colleague outside their reporting line for structured mentoring.
- On-the-job. Acting assignments, shadowing, cross-team projects and documented coaching count as development and appear in development plans.
- External and formal. Courses, certifications and conferences where the plan and budget allow, with preference for Ugandan and regional providers.

14.3 Study support and bonding

KTN may grant study leave (Section 16) or contribute to fees for qualifications of clear value to the organisation, by written agreement approved by the Executive Director. Where KTN's contribution is significant, the agreement may include a service commitment of up to two years or proportional repayment — stated plainly and signed before the support begins.

15 Working Hours, Attendance and Flexible Working

15.1 Normal hours

The standard working week is forty hours: Monday to Friday, 8:00 a.m. to 5:00 p.m., with a one-hour lunch break. This sits well within the Employment Act's forty-eight-hour maximum. Office hours may be locally adjusted by the Executive Director for field realities, provided weekly hours and rest rights are kept.

15.2 Attendance

Staff record attendance as directed at their duty station. A person unable to report for duty informs their line manager before start of work that day, or as soon as physically possible. Absence of three consecutive days without communication, where the person could reasonably have communicated, is treated as a serious disciplinary matter; absence of five or more such days may be treated as abandonment of duty under Section 20 — after genuine attempts to reach the person and their next of kin, because in our contexts silence sometimes means trouble, not truancy.

15.3 Overtime and rest

KTN plans work to fit working hours; chronic overtime is a planning failure. Where overtime is genuinely necessary it is approved in advance by the line manager and compensated as the law provides — at one and a half times the hourly rate on normal days and twice the rate on public holidays — or by equivalent time off in lieu taken within two months, by agreement. Every employee receives at least twenty-four consecutive hours of rest each week. Salaried managerial staff are expected to manage their own time but are equally entitled to rest: a manager answering messages at midnight is a problem, not a model.

15.4 Field assignments

Field work — outreach nights, community stays, travel between Kampala and Karamoja — does not fit neat hours. Managers plan assignments so that intense periods are followed by recovery time, track cumulative field days, and apply the allowances in Section 17 and the security rules in Section 18. Night outreach with street-connected children is always done in pairs at minimum, never alone.

15.5 Flexible and remote work

Where a role allows, a staff member may agree a flexible pattern — adjusted start and finish times, or up to two remote days a week — with their line manager, recorded in writing and reviewable any time output or coordination suffers. Flexibility is a tool for delivering work and retaining good people, especially carers; it is not an entitlement attached to seniority, and it never applies to duties that require presence, above all direct work with children.

16 Leave Management

“Leave is part of pay, not a favour. Managers plan for it; staff take it; HR records it.”

21 working days of paid annual leave each year	**60** working days of maternity leave, on full pay	**4** days of paternity leave, taken at the birth

Leave is part of pay, not a favour. Managers plan for it; staff take it; HR records it. All leave is requested on the form at Annex 7, approved by the line manager before it begins except in emergencies, and tracked centrally. The leave year is the calendar year.

Leave type	Entitlement	Conditions
Annual leave	21 working days per year, on full pay	Accrues across the year (7 days per four months of service, per the Employment Act). Scheduled in an annual team plan agreed each January so coverage is maintained. At most 5 days may be carried into the first quarter of the next year with the Executive Director’s approval; leave is for resting, not banking. Untaken accrued leave is paid out only at exit.
Sick leave	Up to 1 month on full pay, then up to 1 month on half pay, per year	Available after completing one month of service. Absence beyond two days needs a certificate from a qualified medical practitioner. Extended illness beyond this entitlement is handled with compassion, medical advice and the law — options include unpaid leave or, as a last resort, lawful termination on medical grounds; never abandonment of the person.
Maternity leave	60 working days on full pay	May begin before delivery at the employee’s choice; at least 4 weeks must follow childbirth or miscarriage. The employee returns to her job or an equivalent one. A nursing mother is granted reasonable daily breaks to breastfeed for six months after return. Maternity attracts no career penalty (Section 11).
Paternity leave	4 working days per year, on full pay	Taken immediately after the birth, or after miscarriage, of the employee’s wife’s child.
Compassionate leave	Up to 5 working days per occasion, on full pay	On the death or grave illness of a spouse, child, parent or sibling; the Executive Director may extend in hard cases, including unpaid extension for burial obligations far from the duty station.

Leave type	Entitlement	Conditions
Study leave	As agreed in writing	For approved examinations or programmes under Section 14.3 — paid for examination days of approved courses; longer study periods by agreement, paid or unpaid as the agreement states.
Emergency leave	Up to 3 working days per year, on full pay	For genuine emergencies that cannot be planned — fire, flood, urgent family crisis. Reported to the manager the same day; regularised on return.
Public holidays	All gazetted Ugandan public holidays, on full pay	A staff member required to work a public holiday receives the legal premium or equivalent time off.

Leave never reduces safeguarding cover: managers ensure that case responsibilities are formally handed over before any absence, using the same standard as the exit handover in Section 23.

6

PART SIX

Reward, Welfare & Safety

Pay and benefits, staff welfare, travel and field security, and the duty of care KTN owes the people it sends into hard places.

17 Compensation, Benefits and Staff Welfare

5% / 10% NSSF contribution, employee and employer, remitted in full and on time	**Last day** salaries paid by bank transfer by the last working day of the month	**≤ 2 yrs** study-support service commitment, agreed and signed in advance

17.1 Salary administration

KTN pays according to a Board-approved salary structure: graded bands with steps, each post mapped to a grade by responsibility, required skill and market comparison with similar Ugandan NGOs. Everyone is paid within the band for their grade — no personal deals. Salaries are paid by bank transfer by the last working day of each month, with an itemised payslip showing gross pay, every deduction and net pay. PAYE, NSSF (five per cent employee, ten per cent employer) and any other statutory deductions are remitted in full and on time; the Executive Director treats late remittance as a serious governance failure.

17.2 Reviews and increments

The Board reviews the salary structure at least every two years against cost of living and market data, funding permitting. Annual step increments within a band depend on a satisfactory appraisal and available budget; they are never automatic and never secret — staff are told each year whether increments will be paid and why.

17.3 Allowances

Allowance	Rule
Field / per diem	Paid at Board-approved rates for nights spent away from the duty station on official work, covering meals and incidentals; accommodation is booked or reimbursed against receipts within set ceilings.
Transport for duty	Official travel uses KTN vehicles or reimbursed public transport at approved rates. Commuting to the normal duty station is the employee's own responsibility unless a contract states otherwise.
Airtime / communication	Role-based monthly allowance for staff whose duties require substantial calls, at approved rates.
Acting allowance	A staff member formally appointed to act in a higher vacant post for thirty days or more receives an acting allowance for the full acting period, at the rate set in the salary structure.

17.4 Insurance and statutory protection

All staff are covered for work-related injury under the Workers' Compensation Act through KTN's insurance. As funding allows, and as approved by the Board, KTN provides or contributes to medical cover for staff and, where possible, dependants; the scheme's terms are communicated in writing each year. Group personal accident cover applies to staff whose duties involve significant travel.

17.5 Welfare and psychosocial support

Working daily with abused and exploited children exacts a cost. KTN treats staff care as an operating requirement:

- Structured debriefing after distressing cases or critical incidents, led by a trained person, within a week of the event.
- Confidential access to counselling — internal where qualified staff exist, otherwise through referral arrangements — at no cost to the staff member for work-related needs.
- Supervision that asks about wellbeing as routinely as it asks about outputs, and managers trained to notice the signs of burnout and vicarious trauma.
- A staff welfare contribution scheme, where staff choose to run one, supported with transparent administration.

Asking for psychological support at KTN is treated exactly like reporting a physical injury at work: a normal, protected act that costs the person nothing in standing or prospects.

WELLBEING IS NOT A PERK

Asking for psychological support at KTN is treated exactly like reporting a physical injury at work: a normal, protected act that costs the person nothing in standing or prospects.

18 Travel, Field Work and Security

18.1 Travel approval

All official travel away from the duty station is approved in advance — by the line manager for routine programme travel, by the Executive Director for inter-regional and all air travel. A travel request states purpose, route, dates, traveller(s), transport and estimated cost. Travel advances are retired with receipts within five working days of return; a new advance is not issued while an old one is unretired.

18.2 Vehicles and journey management

- KTN vehicles are driven only by authorised drivers or licensed, approved staff; seatbelts always; no unauthorised passengers; no exceptions for rank.
- Long journeys, especially on the Kampala–Karamoja corridor, follow a journey plan: departure and expected arrival times, route, check-in calls at agreed points, and a no-travel window after dark unless the Executive Director approves an exception for a documented reason.
- Vehicle log books record every journey; fuel and maintenance follow finance procedures.

18.3 Security management

Parts of our operating area carry real risks — road conditions, sporadic insecurity, and the particular exposure of night outreach in urban informal settlements. Therefore:

- Each duty station keeps a simple, current security plan: risks, no-go areas and times, communication tree, evacuation and medical referral points. Staff are briefed on it at induction and after every material change.
- Field movement in higher-risk areas is in pairs or teams, with working phones and charged power banks, and follows local guidance from authorities and community structures.
- Incidents and near-misses — security, road, medical — are reported to the line manager and Executive Director within twenty-four hours and logged; patterns drive changes to the plan.
- A staff member may decline a movement they reasonably believe unsafe without penalty; the decision is reviewed with the manager and the plan adjusted.

18.4 Duty of care

Duty of care is the organisation's side of the bargain when it sends people into hard places: realistic planning, safe transport, insurance, communication, rest after intense deployments, and support after bad events (Section 17.5). It extends to volunteers and interns on KTN assignments. Managers who push staff into risk to hit a deadline answer for it under Section 20.

7

PART SEVEN

Fairness & Accountability

Grievances, fair discipline, conflict of interest, and the careful handling of information.

19 Staff Grievance Management

"An organisation where people swallow problems is an organisation storing them."

A grievance is a staff member's genuine concern about their own treatment at work — a decision, a working condition, a relationship. KTN wants grievances raised: an organisation where people swallow problems is an organisation storing them. No one suffers any disadvantage for raising a grievance honestly.

19.1 The five stages

- Informal resolution. Wherever possible, the staff member raises the matter directly with the person concerned or with their line manager, who attempts resolution within five working days. Many grievances are misunderstandings; talking first preserves relationships. This stage is skipped where the grievance is against the line manager or involves harassment (Section 12 applies instead).
- Formal complaint. If unresolved, the staff member submits the grievance in writing (Annex 8) to HR — or to the Executive Director where it concerns HR, or to the Board Chairperson where it concerns the Executive Director. Receipt is acknowledged within two working days.
- Investigation. An impartial person with no stake in the matter establishes the facts: hears the staff member, hears anyone complained about, examines records. Completed within ten working days wherever possible; if longer is needed, the staff member is told why and given a new date.
- Decision. The deciding authority (ordinarily the Executive Director) gives a written decision with reasons within five working days of the investigation report, including any remedy — reversal of a decision, an apology, a changed arrangement, or referral to discipline where the grievance reveals misconduct.
- Appeal. A staff member dissatisfied with the decision may appeal in writing within five working days to the next level — the Executive Director if the decision was below that level, otherwise the Board, whose decision is final internally. Nothing in this procedure removes a person's right to a labour officer under Ugandan law.

19.2 Confidentiality and records

Grievance information is shared only with those who must act on it. HR keeps the grievance register and files separately from personnel files, and reports anonymised patterns — numbers, types, resolution times — in the annual HR report so the Board can see what the system is surfacing.

20 Disciplinary Procedures

“No penalty without fair process, and no process so slow that harm continues while it runs.”

Discipline at KTN protects the organisation, its people and the people it serves; it is corrective where correction is possible and decisive where it is not. Two principles are non-negotiable: no penalty without fair process, and no process so slow that harm continues while it runs. The flowchart at Annex 9 shows the path on one page.

20.1 Categories of misconduct

Category	Examples (not exhaustive)	Ordinary range of outcome
Minor misconduct	Lateness, missed deadlines without cause, untidy records, minor negligence, inappropriate language.	Verbal warning → first written warning → final written warning for repetition. Warnings lapse after 12 months of clear conduct.
Serious misconduct	Insubordination, repeated minor misconduct after warnings, negligence causing loss, misuse of assets, breach of confidentiality, absence without leave (15.2), failure to declare a conflict of interest.	Final written warning, suspension without pay up to the lawful limit, demotion, or dismissal with notice depending on gravity.
Gross misconduct	Fraud, theft, bribery, forgery; violence; sexual harassment; any child safeguarding or PSEA violation; concealing a safeguarding concern; gross negligence endangering people; working while intoxicated on safety-critical duties; false safeguarding self-declaration; retaliation.	Summary dismissal, after a fair hearing, as the Employment Act provides. Criminal conduct is also reported to the authorities.

20.2 The process

- Report and preliminary review. Any concern is reported to the line manager or HR. The Executive Director (or Board, for senior staff) decides within three working days whether the facts, if true, would amount to misconduct, and whether interim suspension on full pay is needed to protect people, evidence or funds. Safeguarding and PSEA allegations always trigger immediate protective measures and follow the reporting duties in those policies, including external reporting where required.
- Investigation. An impartial investigator gathers documents and statements from all sides, completed ordinarily within fifteen working days. The subject is told the substance of the allegation — except where safeguarding rules require sequencing to protect a child.

- Charge. If the investigation supports it, the staff member receives a written charge: the specific allegations, the evidence relied on, the possible outcomes, and the hearing date — at least three working days ahead.
- Hearing. A disciplinary panel of at least two people not involved in the events hears the case. The staff member attends, may be accompanied by a colleague of their choice, hears the evidence, questions it, and presents their side and any mitigation. A record is kept.
- Decision. The panel recommends; the Executive Director decides (the Board decides for senior managers and is informed of all dismissals). The decision, with reasons and the right of appeal, is given in writing within five working days of the hearing.
- Appeal. The staff member may appeal in writing within five working days to the next authority — Executive Director or Board — who may confirm, reduce or overturn the outcome. The appeal decision is final internally; statutory rights to a labour officer remain.

20.3 Rules that hold throughout

- The standard of proof is the balance of probabilities; suspicion alone decides nothing.
- Resignation during a process does not stop the investigation; findings are completed and recorded, because the next employer's children matter too.
- Suspension pending process is on full pay and is not a penalty; it is reviewed every two weeks.
- Like cases are treated alike: HR keeps a confidential precedents log to check consistency of outcomes.
- Deductions from wages as punishment are not used; recovery of proven losses follows the law and the person's written acknowledgement or a lawful order.

21 Conflict of Interest and Ethical Conduct

A conflict of interest exists whenever a personal interest — financial, family, romantic, political — could improperly influence, or could reasonably appear to influence, a KTN decision. Conflicts are common and usually innocent; concealed conflicts are the problem.

21.1 Declaration

Every employee, Board member and consultant completes the declaration at Annex 11 on joining, annually each January, and immediately when a new conflict arises. Declarations go to HR (the Board Chairperson for the Executive Director and Board members), are recorded in the conflicts register, and result in a written management decision: typically the person steps out of the affected decision.

21.2 Gifts and hospitality

- Staff may accept token hospitality of modest value offered openly in the course of work — a meal at a meeting, a branded calendar.
- Cash or cash equivalents are never accepted, in any amount.

- Any other gift above a modest value (guideline: UGX 100,000) is declared to HR and entered in the gifts register; it is declined or surrendered to KTN unless the Executive Director records otherwise.
- No gift of any size is accepted from a current or prospective supplier during a procurement, or from anyone seeking a decision from KTN — including community members seeking services. Services at KTN are free and unconditional, and every staff member says so.

21.3 Personal relationships at work

Relatives and partners are not barred from working at KTN, but no one may supervise, appraise, discipline or make pay decisions about a relative or partner, and no one sits on a panel — recruitment, disciplinary or procurement — involving one. New relationships that create such a line are declared to HR, which adjusts reporting arrangements. Romantic relationships between a manager and their direct subordinate must be declared so the reporting line can be changed; concealment, given the power imbalance, is serious misconduct.

21.4 External engagements

Outside employment, consultancy, business interests or public offices that compete with KTN's hours, use its resources, or could embarrass its neutrality are declared and need the Executive Director's written consent. Personal political and religious activity is free — outside work, without the KTN name, vehicles, premises or position.

22 Information Management and Confidentiality

22.1 Personnel records

HR keeps one personnel file per employee, with the contents listed at Annex 12, stored under lock (and password, for digital files). Files are retained for the duration of employment plus five years, then destroyed securely — except records of safeguarding findings, which are retained longer under the Child Protection Policy. An employee may, on written request, view their own file in HR's presence and correct factual errors.

22.2 Data protection

KTN processes personal data — staff, beneficiary and partner — under the Data Protection and Privacy Act, 2019 and the KTN Data Protection and Privacy Policy: collected for stated purposes, kept accurate and no longer than needed, secured, and never disclosed except as law or safeguarding requires. Children's case data carries the highest protection in the organisation; access is role-based and logged.

22.3 Confidential information

Staff hold in confidence, during and after employment: beneficiary identities and case information; personnel and payroll information; unpublished financial, donor and partner information; and security plans. Disclosure is permitted only to those entitled to receive it, or where the law or a safeguarding duty requires it. Nothing in this section silences a whistle-blower: reports of wrongdoing made in good faith under the Whistle-blower Protection Policy are protected disclosures, not breaches.

22.4 Access and systems

- System access follows the role, is approved in writing, and is revoked on the person's last working day (Annex 10).
- Passwords are personal and never shared; shared accounts are not used for systems holding personal data.
- Organisational information lives on organisational systems — case records do not belong on personal phones, personal email or private drives.

8

PART EIGHT

Endings & Oversight

Exit and separation, volunteers and interns, HR monitoring, and the plan that turns this manual into daily practice.

23 Staff Exit and Separation

Every employment ends. KTN manages endings with the same dignity as beginnings — and with the discipline that protects children, money and information when people leave.

23.1 Ways employment ends

Mode	How it works
Resignation	Written notice per contract and the Employment Act. The employee works the notice or, by agreement, is paid in lieu. KTN may waive notice it is owed; it may not seize terminal dues to punish a resignation.
End of fixed-term contract	Expiry on the stated date, managed under Section 8.4 with early, honest communication.
Termination by KTN	Only for lawful reason — substantiated misconduct (Section 20), failed performance process (13.3), medical incapacity after due process, or genuine redundancy — with the notice the law and contract require: at least 2 weeks after 6 months' service, 1 month after 1 year, 2 months after 5 years, 3 months after 10 years, or pay in lieu. Severance allowance is paid where the Employment Act requires it.
Redundancy	Where funding or restructuring genuinely removes posts: consultation with affected staff, objective and recorded selection criteria, notification of the labour officer where the law requires, search for redeployment first, and lawful notice and severance. Redundancy is about posts, never a disguised dismissal of persons.
Retirement	At the age set in the contract or by agreement. KTN supports a planned transition, including handover of institutional knowledge.
Death in service	KTN handles the family with care: prompt payment of all dues to the lawful beneficiaries, support with NSSF and insurance claims, and contribution to funeral costs at the Board-approved rate.

23.2 Clearance, handover and final dues

Before the last working day, the departing person completes the exit checklist at Annex 10: a written handover of duties, case files and pending matters to a named colleague; return of assets, documents, keys and ID; deactivation of system access; and financial clearance of advances and liabilities. HR then computes final dues — salary to last day, payment for accrued untaken leave, any severance, less lawful deductions — and pays them promptly. Every departing employee receives a Certificate of Service as the Employment Act requires; references are factual and, where there are substantiated safeguarding findings, never conceal them (Section 7.3).

23.3 Exit interviews

HR offers every leaver a confidential exit interview, in person or in writing, asking what worked, what did not, and why they are really leaving. Patterns — a manager people keep escaping, pay grades that keep losing people, workload that burns people out — go to the Executive Director and into the annual HR report. Exit data is one of the cheapest forms of organisational honesty available; KTN uses it.

> **HONEST ENDINGS**
>
> Exit data is one of the cheapest forms of organisational honesty available. KTN uses it.

24 Volunteer and Intern Management

Volunteers, community peer educators and interns extend KTN's reach and grow the next generation of Karamojong professionals. They are not free labour and not exempt from standards: the closer their work is to children, the fuller the rules that apply (Section 3).

24.1 Engagement

- Volunteers and interns are recruited against a written role description, through a documented selection, and screened under Section 7 in proportion to child contact — for child-facing roles, the full checks, without exception.
- Each signs a volunteer or internship agreement (8.2) and the Code of Conduct, Child Protection and PSEA policies before starting, and receives induction under Section 9 scaled to the role.
- Engagements are time-bound — ordinarily up to six months for interns and up to one year, renewable, for volunteers — and state any stipend, transport or meal support, which is paid consistently at approved rates.

24.2 Supervision and support

- Every volunteer and intern has a named supervisor, regular documented check-ins, and clear limits on what they may and may not do — above all, no unsupervised responsibility for children and no handling of cash beyond petty, receipted amounts.
- Interns receive a learning plan, exposure across the organisation where practical, a final written assessment, and a certificate of completion. KTN gives honest references.
- Volunteers and interns are covered by KTN's duty of care (18.4), are insured on official assignments where cover applies, and use the same reporting and grievance channels as staff.

24.3 Pathways

Strong volunteers and interns are an investment, not a coincidence. They may apply for advertised KTN posts on equal terms, and their documented performance counts as evidence in selection — but no one converts to employment without the open process in Section 6.

25 HR Monitoring and Reporting

"What is not measured quietly decays."

What is not measured quietly decays. The HR function tracks a small, honest set of indicators, reports them quarterly to the Executive Director and annually to the Board, and — more important — acts on what they show.

25.1 Core indicators

Indicator	Measure	Signal it gives
Staff turnover	% of staff leaving per year, voluntary and involuntary shown separately, by team and sex	Retention health; a team or manager losing people fast.
Recruitment timeline	Working days from vacancy approval to offer accepted	Whether posts stand empty while work piles on others.
Safer recruitment compliance	% of new engagements with all Section 7 checks complete before start	Must be 100. Anything less goes to the Board.
Mandatory training completion	% of personnel current on child protection, PSEA and security training	Safeguarding culture in practice, not on paper.
Appraisal completion	% of eligible staff with a completed, signed appraisal on time	Whether managers are managing.
Leave utilisation	% of annual leave entitlement actually taken in the year	Burnout risk and planning quality.
Grievances and discipline	Numbers, types, resolution times (anonymised)	Whether the systems are used and trusted, and where conflict clusters.
Diversity	Staffing, recruitment and promotion disaggregated by sex and disability	Whether Section 11 is real.

Indicator	Measure	Signal it gives
Employee satisfaction	Short anonymous annual survey: fairness, workload, management, safety, pride in KTN	The temperature of the organisation, in staff's own words.

25.2 The HR dashboard

HR maintains a one-page dashboard of these indicators — current value, trend against last period, and a short note on action being taken where a number is off track. The dashboard goes to every Executive Director–Board reporting cycle. The discipline is the single page: if it cannot fit, it is not yet understood.

> **THE ONE-PAGE DISCIPLINE**
>
> If the HR dashboard cannot fit on a single page, the indicators are not yet understood.

26 Policy Implementation Plan

A manual adopted and shelved protects no one. This first-year roadmap, anchored to the March 2026 approval, turns it into practice. The Executive Director reports progress against it to the Board each quarter.

Activity	Responsible	Timeline	Output
Print, distribute and present the manual to all staff; collect signed acknowledgements	HR function	March–April 2026	Acknowledgement on every personnel file
Train all managers on their duties under the manual (supervision, appraisal, leave, discipline, grievances)	Executive Director / HR	April–May 2026	Training record; managers assessed as ready
Re-sign Code of Conduct, Child Protection and PSEA declarations organisation-wide	HR function	April 2026	Current declarations for 100% of personnel
Audit personnel files against Annex 12; close gaps, including any missing Section 7 checks	HR function	May–June 2026	File audit report; gaps closed

Activity	Responsible	Timeline	Output
Adopt and circulate the annexed forms as the only valid versions; retire old forms	HR function	April 2026	Forms in use across all offices
Set objectives for all staff under Section 13 and schedule the supervision calendar	Line managers	April–May 2026	Signed objective sheets for all staff
Conduct training needs assessment and adopt the first annual training plan	HR / Executive Director	June 2026	Costed training plan approved
Establish the HR dashboard and report the first quarterly cycle	HR function	July 2026	First dashboard to Executive Director and Board
Review salary structure mapping of all posts; correct anomalies	Executive Director / Board	August–September 2026	Board-confirmed structure
Run the first anonymous staff satisfaction survey	HR function	October 2026	Survey report with actions
Mid-cycle implementation review: what is working, what is not; corrections agreed	Executive Director / Board	November 2026	Review memo to the Board
First full appraisal cycle completed under Section 13	Line managers / HR	December 2026–January 2027	Appraisal completion rate in dashboard
Annual HR report to the Board, including all Section 25 indicators	Executive Director	February 2027	Board-minuted HR report

This manual is reviewed in full by March 2028. Earlier amendment is triggered by changes in Ugandan law, donor or safeguarding standards, or lessons from implementation — proposed by the Executive Director, approved by the Board, and logged on the Policy Control page.

A–L

ANNEXES

Practical HR Tools

Twelve working instruments — checklists, templates and forms — designed to be printed and used exactly as they stand.

27 Annexes — Practical HR Tools

The following twelve annexes are working instruments, designed to be photocopied or printed and used as they stand. They are part of this manual: completing them is not optional paperwork but the evidence that the manual's procedures actually ran. HR keeps the master versions and retires superseded ones.

Annex	Tool	Used when
1	Employee Code of Conduct and Declaration	Induction; after any revision of the Code
2	Recruitment Checklist	Every recruitment, opened at vacancy approval
3	Interview Assessment Template	Every interview, one per candidate per panellist
4	Employee Induction Checklist	Every new starter's first ninety days
5	Performance Appraisal Template	Objective-setting and annual appraisal
6	Training Needs Assessment Template	Annually, feeding the training plan
7	Leave Request Form	All leave (Section 16)
8	Grievance / Complaint Reporting Form	Formal grievances and harassment reports
9	Disciplinary Process Flowchart	Reference during any disciplinary matter
10	Staff Exit Checklist	Every separation (Section 23)
11	Conflict of Interest Declaration	Joining; annually; when a conflict arises
12	Staff Personnel File Checklist	File opening and the annual file audit

ANNEX 1 Employee Code of Conduct and Declaration

As a person working with or for Karamoja Tumaini Network, I commit to the following. I understand that these commitments protect the children and communities we serve, my colleagues, and me.

- I will act with integrity: truthful in my reports, claims and statements, and careful with KTN's money, property and name.

- I will treat every child, family, community member and colleague with dignity and respect, regardless of sex, ethnicity, religion, disability or any other status.
- I will follow the Child Protection and Safeguarding Policy in full. I will never use physical or humiliating punishment, never arrange to be alone with a child outside agreed procedures, and never photograph or share information about a child outside the consent rules.
- I will follow the PSEA Policy in full. I will never engage in sexual activity with any beneficiary of assistance, or with anyone under 18 — mistaken belief about age is no defence — and never exchange money, employment, goods or services for sex.
- I will report, immediately and through the established channels, any safeguarding or PSEA concern, suspected fraud, or other wrongdoing I become aware of, and I will never retaliate against anyone who reports.
- I will keep confidential all beneficiary, personnel, donor and organisational information, during and after my engagement.
- I will avoid conflicts of interest and declare any that arise; I will not solicit or accept gifts or favours in connection with my duties beyond the limits in Section 21.
- I will not work under the influence of alcohol or drugs, will observe security rules, and will care for the safety of myself and others.
- I will perform my duties diligently, follow lawful instructions, and uphold KTN's good name in my conduct, including online.

Declaration. I have read and understood the Employee Code of Conduct, the KTN Human Resource Policy Manual, the Child Protection and Safeguarding Policy and the PSEA Policy. I agree to comply with them. I understand that breach may lead to disciplinary action up to summary dismissal, and that criminal conduct will be reported to the authorities.

Full name	
Position / role	
Signature	
Date	
Witness (HR) — name and signature	

ANNEX 2 Recruitment Checklist

Post: ___________________________ Requisition date: ______________ HR lead: ______________

#	Step (Sections 6–7)	Done (date)	By
1	Post confirmed in approved structure and budget; requisition approved by Executive Director		
2	Job description current, including level of child contact		
3	Advertisement issued (≥ 10 working days) with safeguarding statement		
4	Panel appointed; conflict of interest and confidentiality declarations signed		
5	Shortlisting grid completed and filed		
6	Interviews held with common questions and scoring (Annex 3); safeguarding questions asked for child-contact roles		
7	Panel recommendation written; Executive Director approval obtained		
8	Conditional offer issued		
9	Identity and certificates verified		
10	Two professional references received, incl. child-safety question		
11	Certificate of Good Conduct received		
12	Safeguarding self-declaration signed; employment gaps explored		
13	Sanctions screening (where applicable)		
14	Contract signed before start date; Code of Conduct, CP and PSEA policies signed		
15	Full recruitment record filed; unsuccessful candidates' data scheduled for destruction (1 year)		

ANNEX 3 Interview Assessment Template

One sheet per candidate per panellist. Score each area 1 (weak) to 5 (excellent) with written evidence. Sheets are reconciled in the panel meeting and filed.

Candidate		Post	

Panellist		Date	

Assessment area	Score (1–5)	Evidence noted in the interview
Technical knowledge and skills for the role		
Relevant experience, incl. context (Karamoja / urban street settings as relevant)		
Alignment with KTN values (Section 4)		
Safeguarding attitudes and judgement (scenario responses; views on discipline and boundaries) — mandatory for child-contact roles		
Communication, incl. languages relevant to the role		
Teamwork and management of self / others		
Motivation and understanding of KTN's mission		

Total score		Recommend? Yes / No / Reserve	
Safeguarding concerns observed (must be recorded, even if minor)			
Panellist signature		Date	

ANNEX 4 Employee Induction Checklist

New staff member: ___________________________ Start date: ______________ Line manager: ______________

When	Item (Section 9)	Done (date / initials)
Before day 1	Contract signed; all Section 7 checks complete; workstation, equipment and access ready	
Day 1	Welcome and team introductions; office tour; safety and security briefing	

When	Item (Section 9)	Done (date / initials)
Day 1	Personnel documentation: bank, NSSF, TIN, next of kin, emergency contacts	
Day 1	Manual, Code of Conduct, CP and PSEA policies issued; acknowledgement signed	
Week 1	Orientation: KTN history, SHIELD model, programmes, partners, context	
Week 2	Probation objectives agreed in writing with line manager	
Month 1	Mandatory training: child protection & safeguarding; PSEA; reporting channels; security; finance basics	
Month 1	First documented supervision meeting	
Months 1–3	Monthly supervision; field accompaniment / full office cycle walked through	
Before probation end	Written probation assessment; outcome approved and communicated (Section 9.4)	

Employee signature / date	
Line manager signature / date	
HR signature / date	

ANNEX 5 Performance Appraisal Template

Employee		Post / grade	
Manager		Period	

Part A — Objectives (agreed at start of cycle)

#	Objective and indicator	Self-assessment	Manager assessment
1			

#	Objective and indicator	Self-assessment	Manager assessment
2			
3			
4			
5			
6 (development)			

Part B — Values and conduct (Section 4; safeguarding behaviour is a standing item for child-facing roles)

Manager's comments, with examples:	

Part C — Overall rating

Exceptional ☐ Fully meets expectations ☐ Partially meets expectations ☐ Does not meet expectations ☐

A rating of "Partially meets" or below triggers a Performance Improvement Plan (Section 13.3).

Part D — Development plan for next cycle

Development need	Action (training / coaching / assignment)	By when

Part E — Sign-off

Employee's comments (signing records that the discussion took place, not necessarily agreement):

Employee signature / date	
Manager signature / date	
Executive Director review / date	

ANNEX 6 Training Needs Assessment Template

Completed by each line manager with their team after the appraisal cycle; consolidated by HR into the annual training plan (Section 14).

Staff member / role	Skill or knowledge gap (from appraisal, supervision, or new duties)	Priority (H/M/L)	Proposed solution (internal / mentoring / external)	Est. cost

Organisational needs (capabilities KTN will need next year that no current training covers):	
Mandatory training due this year (child protection, PSEA, security, finance) and who is due:	

Prepared by (manager) / date	
Consolidated by (HR) / date	
Approved (Executive Director) / date	

ANNEX 7 Leave Request Form

Name		Post / team	
Leave type	Annual ☐ Sick ☐ Maternity ☐ Paternity ☐ Compassionate ☐ Study ☐ Emergency ☐	Days	
From		To (inclusive)	
Contact while away		Medical certificate attached (sick > 2 days)	Yes ☐ No ☐ N/A ☐
Handover of duties and any case responsibilities to (name)		Handover confirmed by manager	Yes ☐
Employee signature / date		Manager approval / date	
HR record: balance before		Balance after	

ANNEX 8 Grievance / Complaint Reporting Form

Use for formal grievances (Section 19) and reports of harassment or related conduct (Section 12). It may be completed by the person affected or by HR on their behalf, including from a verbal report. Submit to HR — or to the Executive Director if the matter concerns HR, or to the Board Chairperson if it concerns the Executive Director. Receipt will be acknowledged within two working days.

Your name (may be left blank for anonymous reports)	
Date and place of the events	
What happened (facts, in your own words; attach pages if needed)	
Who was involved / who witnessed it	
Have you tried informal resolution? (not required for harassment)	
What outcome would put this right, in your view?	
Signature / date (optional if anonymous)	
For HR: received by / date / reference no.	

Retaliation against anyone who reports in good faith is gross misconduct (Section 12.1).

ANNEX 9 Disciplinary Process Flowchart

The path of every disciplinary matter under Section 20. Safeguarding and PSEA allegations additionally follow the reporting duties of those policies from the first step.

1. **CONCERN REPORTED**
   To line manager or HR — same day for safeguarding matters

2. **PRELIMINARY REVIEW · within 3 working days**
   Would the facts, if true, be misconduct? Interim measures: protective suspension on full pay where needed

3. **INVESTIGATION · ordinarily within 15 working days**
   Impartial investigator · documents and statements from all sides

4 **WRITTEN CHARGE**

Specific allegations, evidence, possible outcomes · hearing date ≥ 3 working days ahead

5 **HEARING**

Panel of ≥ 2 uninvolved persons · staff member attends, accompanied by a colleague, hears and answers the evidence

6 **DECISION · within 5 working days of hearing**

Minor → warning · Serious → final warning / suspension / demotion / dismissal with notice · Gross → summary dismissal · Criminal conduct reported to police

7 **APPEAL · within 5 working days**

To Executive Director or Board · confirm, reduce or overturn · final internally; statutory rights to a labour officer remain

ANNEX 10 Staff Exit Checklist

Name: __________________________ Last working day: ______________ Mode of exit: ______________

#	Item (Section 23)	Cleared by	Date
1	Written handover of duties, files and pending matters to a named colleague — incl. all case responsibilities for children		
2	KTN assets returned: equipment, phone, documents, keys, ID card		
3	Vehicle and fuel card returned / cleared (if applicable)		
4	System and email access deactivated; records transferred to organisational storage		
5	Financial clearance: advances retired, liabilities settled		
6	Exit interview offered / conducted		
7	Final dues computed: salary to last day, accrued leave, severance where applicable, lawful deductions		
8	Certificate of Service issued		
9	Personnel file completed and archived (retention per Section 22.1)		

Departing staff signature / date	

HR signature / date	
Executive Director sign-off / date	

ANNEX 11 Conflict of Interest Declaration Form

Completed on joining, annually each January, and immediately when a new interest arises (Section 21). "Interest" includes financial interests, businesses, board roles, public offices, and family, romantic or close personal relationships connected to KTN's staff, suppliers, partners or beneficiaries.

Name		Role	
I declare the following interests (write NONE if none)			
Relationships with KTN staff, suppliers, partners or beneficiaries			
Outside employment, business or public office			
Gifts or hospitality received above the Section 21.2 threshold in the past year			

I confirm this declaration is complete and true, and I undertake to declare any new interest as soon as it arises. I understand that concealing a conflict of interest is misconduct under Section 20.

Signature / date	
Received by HR (or Board Chairperson) / date	
Management decision recorded in conflicts register — ref.	

ANNEX 12 Staff Personnel File Checklist

Affixed inside every personnel file. HR audits all files against it annually (Section 26).

#	Document	On file
1	Application, CV and copies of verified certificates and ID	

#	Document	On file
2	Recruitment record: shortlisting grid, interview sheets, panel declarations (Annexes 2–3)	
3	References (≥ 2) including child-safety question; Certificate of Good Conduct; safeguarding self-declaration	
4	Signed contract and any addenda; job description	
5	Signed Code of Conduct, Child Protection and PSEA acknowledgements (current versions)	
6	Personal data sheet: bank, NSSF, TIN, next of kin, emergency contacts	
7	Induction checklist (Annex 4) and probation assessment	
8	Objectives and appraisals for each cycle (Annex 5); any PIP records	
9	Training records, incl. mandatory safeguarding refreshers	
10	Leave records (Annex 7)	
11	Conflict of interest declarations (Annex 11)	
12	Any disciplinary or grievance outcome records affecting the employee	
13	Salary and increment letters	
14	On exit: handover, exit checklist (Annex 10), Certificate of Service copy, final dues computation	

End of the KTN Human Resource Policy Manual, Version 1.0 — adopted by the Board of Directors, March 2026. Questions of interpretation go to the HR function, then the Executive Director.

HOPE · HEAL · EMPOWER

Who we employ is a child protection decision.

KARAMOJA TUMAINI NETWORK

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Kampala & Napak, Uganda

HUMAN RESOURCE POLICY MANUAL · VERSION 1.0 · MARCH 2026