



HRPP

Human Resources Policies and Procedures

Myanmar

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HRPP

HUMAN RESOURCES
POLICIES AND
PROCEDURES

Myanmar

PREFACE

The BRAC human resource policies and procedures manual (HRPP) is a codification of rules, regulations, rights and guidelines, which relate to employment and working conditions at BRAC. These policies and procedures reflect our core values of integrity, innovation, inclusiveness, and effectiveness, which underpin our vision of a world free from all forms of exploitation and discrimination, where everyone has the opportunity to realise their potential. Our mission is to empower people and communities in situations of poverty, illiteracy, disease and social injustice.

Each BRAC employee has a role to play in achieving BRAC’s vision and mission through his or her efficiency, empathy and dedication to serving the poor, marginalised and vulnerable individuals in BRAC operating countries. By emulating and practicing BRAC values, our aim is to create a congenial work environment where both men and women can work in harmony.

BRAC takes pride in developing a high-quality professional workforce that will represent the BRAC brand and its values wherever they are posted. The HRPP will aid us to ensure that we adhere to those values.

I believe the HRPP manual will play a pivotal role in ensuring a smooth and effective delivery of BRAC programmes in Myanmar and provide a source of reference for all staff in all aspects of their employment. In 2013 and again in 2016, BRAC was voted the number one NGO in the world by the Swiss-based Global Journal. As BRAC staff, I think each and every one of us has the duty to uphold this position and BRAC’s image across the globe.

The human resources division plays a key role in supporting BRAC’s strategy through effective people management and ensuring staff welfare.

The BRAC Myanmar HRPP is effective from 1 April 2016.



Faruque Ahmed
Executive Director
BRAC International

INTRODUCTION

Overview of BRAC

Since 2014 BRAC has been committed to support the development of Myanmar through specialised programmes in Microfinance. BRAC not only offers a pro-rural and pro-poor service, but also brings in a holistic development model. This is delivered through its microfinance plus approach.

With over 125,000 employees reaching an estimated 138 million people, BRAC is the world's largest non-governmental organisation.

BRAC is a development success story, spreading antipoverty solutions born in Bangladesh to 10 other developing countries in Asia and Africa, making it a global leader in providing opportunities for the world’s poor. Originally the Bangladesh Rehabilitation Assistance Committee and later the Bangladesh Rural Advancement Committee, it is now formally known simply as BRAC.

Introduction to the Human Resources Policies and Procedures manual (HRPP)

With a holistic approach that uses a wide array of tools including microfinance, education, healthcare, legal services and more, BRAC invests in communities’ own human and material resources, catalysing lasting change and creating an ecosystem in which the poor have the chance to seize control of their own lives. Of the world’s top development and humanitarian relief organisations, BRAC is one of the few based in the global South.

This manual is a working guide for all BRAC employees, and is designed to assist in relation to the policies governing their conduct, behaviour and expectations. The chapters of this document covers all categories related to BRAC staff, providing a uniform approach to the understanding and interpretation of all policies.

This manual should be used as a reference and general guide rather than cast in stone. The terms and conditions of service shall be administered and interpreted by the country management team with support from the head office where necessary. The human resources department shall provide support in accordance with the laws of Myanmar.

Human resources-related subjects or issues, which are not directly addressed in this manual, should be referred to the human resources department. The HRPP manual will be updated from time to time, depending on changing laws, environment and strategies. BRAC reserves the right to change, modify or supersede any of these policies and procedures with or without notice at any time through means of circulars or other correspondence.

BRAC Myanmar recognises that its development objectives would not be possible without the dedication and commitment of its staff. Employees are hereby encouraged to familiarise themselves with the contents of this document and seek clarification if necessary. Let it be noted that the content of this manual does not form any part of the contracts of employment or service signed by an employee. BRAC reserves the right to review or withdraw any contracts as deemed fit, but not in any derogating manner that undermines the rights and privileges of employees guaranteed in subsisting labour laws and relevant policies.

The human resources department is the custodian of this manual. BRAC expects a collective sense of ownership of this document, and puts a demand on all heads of units or departments to ensure irrevocable compliance with the policies herein contained.

All heads of units or departments shall ensure compliance with this policy document.

Applicability: All employees

This manual was developed in 2015

Definition of terms used in the human resources policies

- **BRAC** refers to the organisational entity, which includes BRAC Bangladesh and BRAC International
- **BRAC International** denotes the headquarters of BRAC operations outside Bangladesh (all entities of BRAC registered in different countries including Myanmar)
- **Organisation** refers to BRAC, which includes BRAC Bangladesh and BRAC International
- **Authority** refers to decision takers decided by the BRAC International senior management
- **BRAC Myanmar** denotes all entities of BRAC registered in Myanmar, which includes the following;
 - 1. BRAC Myanmar, and
 - 2. BRAC Myanmar Microfinance Company Limited

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CHAPTER ONE

CONDITIONS OF EMPLOYMENT

1.1. Classification of staff

Staff are defined in two broad categories, namely full-time and part-time staff.

1. Full-time staff

- a. Local staff (regular or contractual)
- b. Seconded staff (regular staff seconded from BRAC Bangladesh)
- c. Contractual expatriate staff (staff contracted from countries other than Myanmar)

Note: All of the above may contain staff at supervisory or below supervisory level “Supervisor” is defined for the purpose of this document (other than chapter 5) as a person who has staff reporting to him/her and is in a position to take decisions regarding his/her subordinates.

2. Part-time staff (will be covered only by the explicit terms of their contract).

- a. Local or expatriate staff
- b. Interns

1.2. Definition of staff

1.2.1. Full-time staff

Staff recruited for a specific period of time on full time basis with at least eight (08) working hours per day shall be treated as full-time staff. The salary and other benefits of full-time staff shall be provided according to the terms and conditions stated in their employment contract.

Regular staff are employees who are employed in respect of permanent (long term sanctioned) position.

Contractual staff are employed for a pre-arranged period of time on clearly defined terms; and all contract employees shall disengage from the Organisation at the end of the specified contract period unless the contract is expressly renewed or extended. The Organisation is under no obligation to extend or continue the employment contract after the expiration of the agreed period. Conversion of a contract employment to permanent employment shall be subject to the provisions of the Organisation’s recruitment policies.

1.2.2. Part-time staff

Part-time contractual staff shall be recruited as per the needs of the Organisation as and when required. The salary of part-time staff shall be determined as per their individual employment contracts.

A part-time staff may be employed on a temporary basis or on a contract basis; with both conditions transformable into permanent and/or continuous basis depending on the needs of the Organisation.

Temporary staff are employed for a stated period to perform specific assignments; with duration not beyond six (06) months, renewable only by the employer. The Organisation shall be under no obligation to convert temporary employees into permanent employment.

1.3. Working hours

- 1. The normal working hours per week shall consist of forty (40) hours (including half an hour’s lunch break) spread over five (05) days from Monday through Friday.
- 2. The Authority (Country Headquarters) shall fix the working hours according to necessity; the authority can change or extend the duty hours depending on nature of work. If necessary, the office may remain open on weekends except National Holidays, upon consultation and approval from the respective Authority.
- 3. Staff are required to acquire prior authorisation for working overtime.

1.4. Attendance record

- 1. All staff must record their attendance in the relevant office attendance register. A delay of more than fifteen (15) minutes shall be considered as late attendance.
- 2. BRAC reserves the right to deduct salary based on the number of hours worked. For every three (03) days late attendance in a month, one (01) day’s salary shall be deducted.
- 3. If any employee wishes to leave the office during working hours for any official purpose, s/he must mention it in the movement register. If any employee wishes to leave the office for any personal reasons, written authorisation from his/her supervisor shall be required. Conducting personal affairs during working hours without written authorisation from one’s supervisor, or being party to the knowledge of a colleague doing so without reporting shall be cause for penalisation (refer to Section 5.6 – Show Cause Procedure).

1.5. Recruitment of staff

- 1. The respective Department In-charge or Programme In-charge shall identify the immediate recruitment needs and finalise the staff requisition in consultation with Human Resource Department (HRD)/ responsible person and complete the Staff Requisition Form **(Annexure-02/13)**.
- 2. The Staff Requisition Form must contain the required information along with Job Description **(Annexure-03/13)** which shall be sent to the HRD/ responsible person for initiating the recruitment process.

1.6. Duration of service

The duration of service of all staff shall be fixed by the Authority and shall be specified in the contract/appointment letter. No extension or renewal of employment or contract shall be valid unless expressed by written certification.

1.7. Probation

- 1. Staff recruited shall be subject to the satisfactory completion of a probation period of three (03) months. During this period, a short appraisal shall be conducted between the staff and the supervisor.
- 2. In the event that the staff member’s performance proves unclear or unsatisfactory, BRAC Myanmar may, at the recommendation of the staff’s relevant supervisor, extend the probation period for a further three (03) months up to a maximum of nine (09) months. Consent for the extension of the probation period shall be presumed by the conduct of the staff member if it is practically impossible or difficult to obtain written consent.
- 3. Probation period for any staff member cannot be extended for more than nine (09) months.
- 4. If within the permitted nine (09) months’ probation period, a staff member’s performance is found to be unclear or unsatisfactory, his/her services may be terminated without assigning any reason.
- 5. Upon successful completion of the Probation Period, the staff member shall be notified.
- 6. Fifteen (15) days notice in writing must be given by the staff member to terminate the employment contract during the probation period. BRAC Myanmar reserves the right to terminate by paying fifteen (15) days basic pay in lieu of any notice of termination.

(The relevant period of three (03) or up to nine (09) months shall be referred to in this HRPP as the “probation period”).

1.8. Contract renewal

- 1. Employment contracts may be renewed on the basis of satisfactory performance of the staff, availability of funds and requirements of the Organisation.
- 2. The contract renewal process will commence two (02) months before the expiry of the current contract.
- 3. The contract will normally be renewed one (01) month before the expiry of the current contract.
- 4. Contract renewals shall be approved on the Contract Renewal Form (Annexure- 8/13) as per the Table of Authority.
- 5. Where a contract is not renewed or extended prior to its time of expiration as specified in the contract; it shall be deemed determined by effluxion of time unless renewed/extended by express written agreement or employer’s stipulation. BRAC Myanmar shall not be bound to a contract that has not been renewed/extended expressly in writing by reason of BRAC Myanmar’s representation by words or conduct.

1.9. Performance management system

- 1. The performance of each staff who have successfully completed his/her probation period shall be assessed at least annually as per BRAC policies. Details guidelines have in PMS Handbook.
- 2. The Supervisor shall submit the Staff Performance Assessment Form on time to HRD. Updated forms shall be collected from respective HR department.
- 3. On the basis of performance, a staff may be rewarded or promoted to a more senior position with increased responsibility, subject to availability of positions and funds and in keeping with Organisational policy. Reward and promotion will be governed by the Organisation’s performance management policies in practice.
- 4. Performance appraisal shall be applicable to probation employees, and dictate his/her continuation or termination.
- 5. If the performance of a full-time staff is outstanding, he/she may be considered for a monetary/ non-monetary reward at the discretion of management.

1.9.1 Addressing poor performance

If an employee is not performing at the level appropriate for his/her position then s/he will be informed and helped to overcome the poor performance through performance improvement plan that includes training, coaching, mentoring and close supervision. However, if there is no improvement, then continued poor performance may attract disciplinary action and may lead to termination of the employee. The whole procedure will be handled in a sensitive, objective and fair manner.

1.10. Re-designation

The designation of any staff may be changed as appropriate to his/her responsibilities subject to approval as per the table of authority, and the Organisation’s needs.

1.11. Transfer

Employment with the Organisation is transferable. The Organisation may transfer any staff to any working area or any programme within Myanmar at the Organisation’s expense, as per need. The transferred staff is obliged to join at the new posting place in the interests of the Organisation.

1.11.1 Process of transfer

The following rules shall be applicable for transfer -

- 1. Transfer shall be implemented according to the Table of Authority.
- 2. The Authority may transfer staff any time on the basis of programme/ Organisation requirements after completing the following transfer process.

3. The approved Transfer Proposal **(Annexure-09/13)** must be sent to HRD/ responsible person for issuing a transfer order, who in turn shall send a transfer order to the relevant offices for processing. During the time of transfer, the relevant Authority shall prepare four copies of the Joining after Transfer (JAT) form **(Annexure-11/13)** for the existing office, for accounts of new office, for transferred staff and for HRD in the country headquarters.

1.11.2 Handing over of charge

The transferred staff shall handover all charges to his/her replacement by filling in the prescribed Charge Handover form **(Annexure-10/13)**. The transferring staff shall then take his/ her JAT form from the previous workplace to his/ her supervisor in the new workplace, who shall in turn pass the JAT form on to the HRD/ responsible person.

1.11.3 Joining of transferred staff

Transfers shall be effective once charge has been hand over to the transferred staff's replacement. The joining date of the transferred staff shall be mentioned in the JAT form and must be approved by the relevant Authority. If any staff fails to join on time or on the date specified, approval from their second supervisor shall be required. If there is no logical reason for such delay, the authority reserves the right to take disciplinary action against the relevant staff.

1.11.4 Transfer costs

When a full-time staff is required to be transferred to any place other than his/her normal place of residence for more than three (03) months, he/she is entitled to full transportation cost which shall be calculated based on the current public transport rate. BRAC will reimburse the cost for the transfer of the staff member, which, prior to the transfer, shall be subject to the prior approval of Human Resources.

Transfers of under three (03) months shall be dealt with in Chapter 3 – Service Benefits

1.12. Deputation

1. Staff may at any time be deputised (for up to six (06) months) to a different position or role and the new circumstances of their role (e.g. location, complexity etc.) should be taken into account.
2. A return to the original post or location may be agreed in advance in writing between BRAC Myanmar and the relevant member of Staff.
3. Staff being deputised will be provided with a deputation letter, stipulating the project and position which they shall be fulfilling.
4. Staff may be requested to return to their original position, and given reasonable time for relocation.
5. For the purposes of services, benefits and accruals, the staff member shall be treated as having worked in their original role for the period of deputation.

CHAPTER TWO

RECRUITMENT AND TRAINING

2.1. Equal opportunities and diversity

- 1. BRAC does not accept negative discrimination on any grounds. All BRAC staff must ensure that a fair and sympathetic work environment exists for all staff, regardless of age, marital status, religion, disability, sexuality, gender, racial or ethnic background. This policy of equal opportunity and diversity shall apply to recruitment, remuneration, training, staff development, promotion, discipline, and all other aspects of employment. The policy will also be applied to the treatment of volunteers, interns, current or prospective clients, suppliers, beneficiaries and all others from outside BRAC, with whom BRAC or its staff must cooperate.
- 2. Any staff member who breaches the clause no. 1 under 2.1 will be subject to BRAC's disciplinary procedure, described in (Chapter 5). In serious cases such behaviour will be deemed to constitute serious misconduct and, as such, may result in summary dismissal.
- 3. Positive discrimination, such as favouring the recruitment of women, ethnic minorities, disadvantaged or vulnerable people will not be considered a breach of the equal opportunities and diversity policy.

2.2. Recruitment procedure

All recruitment shall adhere to the following policy and procedures:

- 1. All recruitments shall be made as per the Table of Authority (Annexure-01/13).
- 2. Three (03) months' notice should be given to the HRD if there is an intention to recruit.
- 3. The respective Department and Programme wishing to recruit shall prepare the Staff Requisition Form (Annexure-02/13), identifying the recruitment needs in consultation with human resources.
- 4. The Staff Requisition Form (Annexure-02/13) should include a Job Description.
- 5. Once the requisition is approved, human resources may advertise vacancies as follows:
 - a) BRAC Myanmar may directly headhunt through its networks, or advertise in the normal fashion above.
 - b) If technical training is not required for the relevant vacancy, BRAC Myanmar shall ideally advertise internally among internal staff to apply before looking externally.
 - c) For advertisement the Country Representative must agree in advance, and, depending on location, may use the following channels: newspapers and periodicals, local government and education institutions, campus recruitment, radio announcement and / or through advertising in BRAC's branch and area offices and other media such as social networks or online job portals.
- 6. Although BRAC Myanmar has a policy of equal opportunities with respect to former staff: (a) Dismissed or Terminated Staff members are not eligible to apply for any new position in BRAC; (b) Staff who resigned or whose position or role has been terminated through no fault of their own are eligible to re-apply to BRAC Myanmar for a relevant position, in accordance with the recruitment process set out in this Chapter.

2.3. Recruitment committee

The recruitment process shall be conducted by a 'recruitment committee'. The recruitment committee shall comprise at least three (03) representatives: one (01) from the HRD, one (01) from the relevant Programme and one (01) from a third Programme. At least one (01) member of the recruitment committee should be female (if applicable).

The relevant educational qualifications, experience and other qualifications for screening applicants shall be determined by the recruitment guidelines issued by the HRD. The entire recruitment process shall be coordinated through the HRD/ responsible person.

2.3.1. Terms of reference of the recruitment committee

The recruitment committee shall be responsible for performing the following tasks, ensuring the interviewee's right to a confidential interview:

- 1. **Written test/interview/other:** Short listed candidates may be invited to take a written test or appear for an interview or presentation or other relevant processes for further evaluation and assessment by the Recruitment Committee.
- 2. **Selection:** The Recruitment Committee shall select appropriate candidates based on the requirements of the position, their qualification, aptitude and experience in accordance with BRAC's Equal Opportunities Policy.
- 3. **CVs and minutes of the meeting:** Ensure that the hard copies of CVs and recommendations are retained in a secure place with limited access by the HRD for a period of minimum six (06) months which should cover the next Audit Review.

After selection by the recruitment committee a formal offer letter may be issued and reference check/background check shall be completed before joining of a new staff.

2.4. Appointment

A formal appointment/contract letter shall be issued to the selected candidate with details of the employment terms including name and address of the employer and the employee, title of the position, the type of employment, the probation period, location of the employment, salary and calculation, benefits, deductions, working hour, day off, holiday and earned leave, overtime, tenure of service and termination notice.

The following documents shall be provided by the staff at the time of joining and shall be included in staff's personal file:

- a) Two (02) copies of Passport size photo
- b) CV
- c) Copy of Academic Certificates
- d) Copy of National Registration Card
- e) Household Registration copy
- f) Copy of National ID card
- g) Guarantee bond/ Signed Guarantee Form (Annexure-21/13)
- h) Reference letters from two (02) referees
- i) Experience Certificate (if applicable)
- j) Clearance from latest employer (if applicable)

2.5. Deployment and placement

Selected candidates shall be placed as per requirement of the Organisation.

2.6. Orientation of new staff

All new staff shall receive orientation on the Organisation’s mission and vision, goals and objectives, policies and procedures, programmes, etc. New staff will receive orientation from the HRD/Training Department and their concerned supervisor.

2.7. Joining of new staff

In accordance with the joining letter, new staff shall join at their respective workplace on their given start date at the time specified by the HRD. If any staff cannot join on the due date and time, the new joining date shall be approved by the relevant Authority.

The following documents shall be included in a staff’ member’s personal file –

a) Before joining

- Job Application
- Written test script (if applicable)
- Document from interview board members
- Joining and Deployment Form (Annexure-07/13) duly signed by the respective Authority

b) After joining

The HRD/ responsible person of joining office must send the following documents to the HRD, Country Headquarters within two weeks of joining:

- Personal Information Form (Annexure-04/13)
- Counter-signed appointment/ contract letter
- Nominee Form (Annexure-06/13). Staff should mention the name of the nominee/ nominees in the Nominee Form so that his/her receivables can be settled in case of death of the staff. Staff can change the nominee/nominees name at any time if s/he wishes.
- Signed Job Description (Annexure-03/13)
- Signed Note of Declaration (Annexure-05/13) regarding HRPP and Code of Conduct
- Guarantee bond/ Signed Guarantee Form (Annexure-21/13)
- Signed Rule and Discipline in Myanmar Language

2.8. Training and higher study

2.8.1. Training

Training is an integral part of all development programmes of BRAC International operating countries. As part of capacity building of its staff, programme participants and other stakeholders, BRAC aims to support learning and development of staff through a variety of initiatives (i.e., mentoring, technical and managerial training, project work, hands on field exposure, etc.) and is looking to expand these initiatives and offer more opportunities to staff internally and externally.

Staff may receive some training in technical and non-technical areas and some available courses are listed below which may change from time to time. Managers and staff are encouraged to share learning and provide training opportunities to staff.

Some possible Training courses for staff

1. BRAC Orientation
2. Organisational Culture and Values (OCV)
3. Inclusion and Diversity Workshop
4. Multi-cultural Team Building
5. Managerial Competency Development Training/ Management Skills Training
6. Gender Sensitisation Training
7. Performance Assessment System Training
8. Child Protection Training
9. Financial Management for Non-financial staff
10. Training of Trainers (TOT)
11. Presentation and Communication Training
12. BRAC Approach to Comprehensive Development
13. Development Approaches and Strategies
14. Development Management Course
15. Project Management Course
16. Enterprise Resource Planning (ERP) Training
17. Information Communication and Technology (ICT) Training
18. Leadership and People Management Training

2.8.2. Higher study and scholarship

BRAC provides opportunities for higher studies and scholarships through tie ups with universities and sponsors from time to time.

Staff who have worked with BRAC for more than two (02) years continuously are eligible to apply for study leave up to a maximum of thirty six (36) months on providing valid documentation of admission and proof after joining the educational institute. Approval for this will be given by the Executive Director and recommended by respective Authority and the HRD. The period of study will be treated as leave without pay and applicants will be required to sign a bond in certain cases. Resignation or dismissal owing to gross misconduct or fails to complete such higher study, training and/or the scholarship will lead to the staff member being required to refund all the money spent on the training and/or the scholarship by BRAC or other party on behalf of BRAC.

CHAPTER THREE

SERVICE BENEFITS

3.1. Salary

Salary and other staff benefits shall be as follows:

1. Salary of the staff shall be paid in accordance with their employment contract or appointment letter.
2. The salary shall be fixed according to the salary structure or by the appropriate Authority in consultation with Programme personnel, Country Representative, Finance and Accounts Department and the HRD.
3. All staff shall be paid their salary within the last two (02)/three (03) working days of the month except in case of bank closure or unavoidable circumstances.
4. At the time of providing salary payments, BRAC Myanmar reserves the right to make necessary deductions at source wherever applicable, including the income tax (if applicable), over payment adjustment (if any) unadjusted advances, leave without pay and any other subscription or charity etc. These amounts will be deducted and deposited with the respective authority/department and the remaining amount will be given to the staff. The HRD/Responsible Person shall ensure registration of relevant employees with the statutory establishments (Income Tax), and also ensure compliance with overall corporate governance requirements.
5. Full time staff shall be eligible for an annual salary review based on performance, fund availability and Organisational policies.

3.2. Advances against salary

Advances against salary may be provided if a staff is outside of the office for official work duties and is therefore unable to receive his/her salary on due date. Evidence shall be provided in writing and signed off by the respective supervisor.

3.3. Special occasion bonus

All full-time staff (excluding contractual expatriate and seconded staff) will be entitled to special occasion bonus equivalent to one month's basic salary/ half of the consolidated salary each year/ or as determined by the Organisation from time to time. Staff working for less than one year shall receive the bonus pro rata on the basis of full working months.

Contractual expatriate staff will be governed by their respective contracts and the Seconded staff will be governed by BRAC Bangladesh HRPP.

3.4. Medical benefits and insurance

Financial benefits shall be provided to all employees in the case of accident, death and other permanent injuries or disabilities suffered during his/her hours of work duty in the workplace or while engaged in work related duty as stated below.

3.4.1. Medical emergency benefits

If any staff is injured or has a medical emergency or accident during office hours or while on work duty, the Organisation will assist with transportation and medical treatment at a hospital/medical centre. In the case of emergency or in exceptional cases, private or other treatment is required, if the staff is not registered under an Organisation-managed medical insurance scheme at the time. Thus the management will make considerations on a case by case basis, which is subject to relevant documentation and certification by BRAC authorised medical practitioner.

3.4.2. Rules for availing medical benefits

1. A staff or any representative of the staff shall inform the respective Focal Person as soon as any injury or accident occurs. The Focal Person shall update the authorised insurance company in regard to the injury or accident of the staff. It is the responsibility of the staff to submit the required documents (for details staff shall communicate with the Focal Person) as per the policy of the insurance company, the focal person may submit the documents on behalf of the staff.
2. If a staff remains absent for fifteen (15) days or more from his/her workplace without leave or prior permission, s/he shall not be entitled to receive any benefit under this provision if faced with any accident during that period. Exceptions to this can be put in case of kidnapping or other injury where intimating office was impossible subject to maximum of three (03) months.

3.5. Travelling

The following travel policy is applicable for all staff.

3.5.1. Travelling authorisation

Staff must ensure the relevant supervisor's approval before travelling, on his/ her Domestic Travel Authorisation Form **(Annexure-13/13)**:

1. The travelling authorisation shall be approved as per the Table of Authority.
2. All such expenses claims may be paid upon the approval of the concerned Authority and verification by the Finance Department.
3. Any personal expenditure during official work travel shall not be reimbursed by BRAC and any delay for personal reasons shall be treated as leave.
4. If an employee reschedules his/her travel itinerary for personal reasons and spends additional time and funds, the difference in the approved fare rates and the changed fare cost shall be borne by respective staff.
5. For attending any international workshop, seminar, meeting or exposure visit or others staff shall fill in the International Travelling Authorisation Form **(Annexure-14/13)** along with supporting documents (example-Invitation Letter, Letter of Sponsorship) as per table of authority and submit to the HRD for approval before travel.

3.5.2. Travelling allowance

1. Staff are entitled to a travelling allowance for official work travel at a fixed rate. All expenses such as travelling fare, accommodation, food and any other cost incurred during travel are included in this allowance.
2. If there is no fixed allowance for any location, the travel allowance shall be reimbursed in accordance with the actual expenditure, on the valid production of bills and receipts.
3. No additional allowance shall be provided for travel within the country if BRAC Myanmar provides food, accommodation and transport facilities.
4. Staff shall be given an additional amount for carrying official goods while travelling, based on actual cost evidenced by bill/ voucher.

3.5.3. Travelling within working area

The staff shall use a personal/official vehicle according to his/her entitlement. Transport arrangements must be made in accordance with Security Instructions.

3.6. Food allowance

1. **Guest meal charge:** Breakfast, lunch and dinner charges are reimbursable up to a specific amount for guests permitted in advance by the relevant Authority.
2. **Daily food allowance:** In case of travelling for official purpose outside the working area, full-time staff shall receive a Food Allowance for that day for breakfast, lunch and dinner (refer your local HRD/Responsible Person for current rates).
3. **Lunch allowance:** All Local Staff will receive a Lunch Allowance (refer HRD/Responsible Person for current rates) for the working days.

Contractual expatriate staff will be governed by their respective contracts. Seconded staff will be governed by relevant chapter of BRAC Bangladesh HRPP.

For the avoidance of doubt, if any member of staff is on leave or absent for any reason or receive any allowance that covers lunch or food cost, s/he shall not be entitled to get lunch allowance for that day. During travelling staff are not entitled to daily lunch or food allowance as it is inbuilt in fixed rate.

3.7. Overtime allowance

Only drivers, security guards, watchmen and any other subordinates, excluding the managers at all levels are eligible for overtime allowance and are required to acquire prior authorisation from Country Representative for working overtime. The overtime allowance will be applicable if the staff work in excess of eight (08) hours per day or forty (40) hours (including half an hour lunch break) work per week (with limited exceptions). Total overtime hours will be not more than sixty (60) hours per year.

For additional work on working days per hour, overtime allowance is payable at two times the hourly rate for that time and same amount on holidays. Calculation of hourly rate will be as follows – Monthly Gross Salary/30/8 x 2

3.8. Telephone facilities

Telephone/Mobile Phones maybe provided to Full-time staff as per the Table of Authority.

- 1. The Country Representative may authorise the provision of a mobile phone to certain Staff members at his or her discretion.
- 2. If an office mobile set or SIM card provided by BRAC to any Staff member is lost, the relevant Staff member shall be liable to account to BRAC for the full cost of a new phone and /or SIM (as relevant).
- 3. The Responsible Person will maintain a register of SIM card or mobile phone received and maintenance.
- 4. SIM/mobile phone set must be returned to the Accounts Department /Responsible Person at the time of job separation. It shall be the responsibility of the concerned supervisor to ensure its return.
- 5. Use of the telephone shall be restricted to official work.

3.9. Transport facilities

- 1. BRAC shall provide vehicles to the respective Unit Heads/ Programme Managers and above staff on the basis of availability. For this advance approval on the Vehicle Requisition Form **(Annexure-12/13)** must be collected.
- 2. Transport may be provided for local official travel (if applicable), if transport is not provided by the office, BRAC Myanmar shall bear the fixed expenses or actual travel cost.
- 3. Every staff shall carry their official ID during domestic and international travel and their driving licenses if they are expected to drive.
- 4. Branch level staff are not entitled to transport cost for normal operation within the branch location.
- 5. Office will not pay any extra travelling bill for transport between office and home.
- 6. All employees are obliged to exercise judicious use of vehicles at all times, and are similarly required to be accountable for utilisation of transport expenses within and out of Myanmar.

CHAPTER FOUR

LEAVE

4.1. Types of leave

There are three types of leave:

- Annual leave – All staff are encouraged to take their full annual leave within the calendar year.
- Casual leave
- Special leave

All seconded and contractual expatriate staff shall take leave as per BRAC Bangladesh HRPP and individual contract respectively.

4.1.1. Annual leave

It shall be the responsibility of Staff to apply for annual leave using the leave Application Form (Annexure-15/13). Leave shall be granted on dates agreed with and convenient for the Organisation.

1. Staff are entitled to take fourteen (14) continuous days annual leave with pay after completion of twelve (12) months of service.
2. Staff shall not earn any leave during a period of leave without pay.
3. At the time of separation, staff shall get leave salary against the leave balance (not more than thirty (30) days).

4.1.2. Casual leave

Staff are entitled to six (06) days of casual leave each year with full payment which shall be used maximum for three (03) days at one time. This leave cannot be combined with any other kind of leave. If staff does not take the casual leave which is entitled to within the year, it shall lapse.

4.1.3. Special leave

Full time staff may enjoy the following types of special leave upon receiving the approval from the appropriate Authority:

1. Sick leave

- a) All staff who have completed six (06) months or more of continuous service with BRAC, and who is incapable of undertaking work because of accident/ hospitalisation are entitled to take sick leave with pay up to maximum of thirty (30) days in a year.
- b) If a staff who has not been in service for at least six (06) months, shall be entitled to sick leave without pay.
- c) For the above, the supervisors must be kept informed by the relevant staff within 48 hours of falling sick in writing and through relatives subsequently on a weekly basis on the development of their sickness. Failing which their absent will not be categorised under sick leave.

- d) If any staff need to take leave for sickness for more than two (02) days at a time then staff must provide supporting documents from a registered medical practitioner recognised by BRAC.
- e) If any staff does not take the entitled sick leave within the year, it shall lapse.

2. Maternity leave

Child birth

- a) Full time female staff who have completed twelve (12) months of continuous service in the Organisation, shall be entitled to maternity leave for fourteen (14) weeks with full pay.
- b) The maternity leave should be availed within a period of six (06) weeks before delivery and at least eight (08) weeks after delivery provided that the probable date of delivery and the actual date on which delivery takes place shall be certified by the medical practitioner.
- c) Employees must apply for maternity leave at least three (03) months before availing leave.
- d) Approved maternity leave application should be submitted to HRD/ Responsible Person at least seven (07) days in advance.

Miscarriage

In case of miscarriage a female staff shall be eligible to take maximum six (06) weeks as maternity leave with pay.

For maternity leave the following will be applicable:

- The maternity leave may be extended up to sixty (60) days to an employee (in the event of sickness arising out of pregnancy or confinement affecting either the baby or the mother) with approval as per Table of Authority. Maximum thirty (30) days can be adjusted by outstanding sick leave balance and the rest of the days shall be without pay.
- If anyone resigns during maternity leave, the leave with/without pay shall be cancelled. The starting date of leave shall be considered as the effective date of resignation and they shall be required to reimburse BRAC with any maternity benefits already paid.

3. Paternity leave

Full-time male staff shall be entitled to enjoy paternity leave with pay.

Male staff are eligible to take leave for fifteen (15) days with full pay within three (03) months after the birth of his child or immediately following his wife or partner’s miscarriage in a year, subject to the provision of birth certificate with name of father and marriage certificate with name of pregnant spouse/proof of marriage. In case of partner relevant document of legal partner shall be submitted.

For all special leave the following shall be followed:

- Staff must provide supporting documents from a registered medical practitioner with diagnosis and number of days of prescribed rest from an authorised reputed medical centre, recognised by BRAC.
- Failure to present medical certification and diagnostic reports from a registered medical practitioner which is satisfactory to BRAC will result in the absence being treated as an unauthorised absence and may result in discipline up to and including termination.

4.2. Public holiday

1. Local and Government holiday(s) shall be considered as public holiday with full pay.
2. If any public holiday falls on any weekly day of rest or any other holiday, an alternative holiday shall not be allowed, but that weekly day of rest on which the public holiday incidentally falls shall be regarded as a public holiday. If a staff works full day on public holidays due to work requirements then s/he shall be paid two times the hourly rate with the approval of the Country Representative.

4.3. Leave procedure

Annual leave shall be accrued on a pro-rated basis starting from the date of joining. The following rules shall be applicable for all types of leave:

1. Staff shall fill in Leave Application Form **(Annexure-15/13)** to apply for leave ensuring the concerned supervisor's signature prior to departing for leave. Only upon approval from the concerned Authority the relevant staff may take their leave.
2. If necessary, the relevant Authority reserves the right to cancel, or reduce the leave applied for.
3. Staff shall hand over charge to a substitute before going on leave.
4. In case of Supervisor and immediate subordinate need to take leave at a time then proper arrangement must be made to continue the work of the employee on leave.

4.4. Leave register

1. The leave register should be maintained in the office from where the staff draw their salary.
2. There shall be a separate page in the leave register for every single staff.

4.5. Record maintenance

Leave applications must be maintained by the local HRD/ Responsible Person.

4.6. Encashment of leave

If guards, cleaners, cooks, drivers, and office assistants do not avail their annual leave, they are entitled to encash leave after 31 December of the concerned year.

At the time of separation, staff shall get leave salary against the leave balance (not more than thirty (30) days).

During the encashment of leave, the daily salary shall be calculated as 1/20 of monthly gross salary. Availing annual leave is mandatory every year and staff are encouraged to do this from a work life balance and audit perspective.

4.7. Carry forward of annual leave

For all other staff, leave for up to a maximum of seven (07) days can be carried forward each year into the following calendar year and added to the staffs accumulated leave balance. The rest of the unavailed balance of the year will lapse.

Example: January to December 2013 – if carried forward, leave is for seven (07) days;

January to December 2014 – if carried forward, leave is for six (06) days;
then in January 2015, accumulated balance will be thirteen (13) days

January 2015 to December 2015 – unavailed leave of ten (10) days, carried forward leave of seven (07) days, lapsed leave of three (03) days

January 2016 – accumulated leave balance will be seven (07) + six (06) + seven (07) = twenty (20) days

Leave up to a maximum of seven (07) days each year can be carried forward to the following year and leave in excess of thirty (30) days shall be lapsed.

Availing annual leave is mandatory every year and staff members are encouraged to do this from a work life balance and audit perspective.

4.8. Salary calculation process for leave without pay

Leave without pay shall be deducted from the monthly salary of the staff. During the deduction the daily salary shall be calculated as 1/ total number of days of that month (28/29/30/31) of monthly gross salary.

CHAPTER FIVE

DISCIPLINE AND TERMINATION

All staff members are subject to the following disciplinary and termination procedure.

5.1. Definitions

The terms used in this chapter shall have the following meanings:

Supervisors shall include any person recruited at or above the level of programme manager or equivalent in the Table of Authority.

Senior Management shall include the country representative (CR), anchor, director, chief people officer (CPO), and executive director;

Serious Misconduct shall include an act or omission committed by any member of staff (paid or unpaid) which results in:

- A punishable offence in accordance with the local criminal law or penal code; habitual breach of any law applicable to the establishment
- Physical violence or harassment towards any person
- Any sexual violation
- Any act of financial misappropriation or embezzlement; theft, fraud, or dishonesty in connection with the employer's business or property
- The health or safety of themselves or others being seriously jeopardised
- BRAC's reputation being placed materially at risk
- A serious breach of trust with any person for whom BRAC is responsible (whether staff member or beneficiary), habitual negligence or neglect of work; making false or misleading statements
- Subject to the provisions of applicable law, knowingly concealing contagious or infectious diseases
- Inability to work due to being under the influence of illegal drugs or alcohol; inefficient, dilatory, careless or wasteful working; and malingering;
- Any act of gross insubordination, wilful insubordination or disobedience, whether alone or in combination with others, to any lawful and reasonable order of a superior; disregard or disobedience of rules or orders; riotous or disorderly behaviour during working hours at the establishment or any act subversive of discipline;
- The deliberate material damage to BRAC's property and wilful damage to or loss of employer's goods or property
- A serious infringement of the Code of Conduct or any rules, regulations, policies of BRAC, from time to time in place

- Unauthorised use of time cards; habitual late attendance; habitual absence without leave or absence without leave for more than fifteen days
- Consumption of intoxicating liquor on the office premises except on occasions approved by management
- Possession of Cannabis Sativa or similar drugs on the office premises
- Fighting or any verbal abuse during working hours
- Taking or giving bribes or any illegal gratification;
- Striking work or inciting others to strike in contravention of the provisions of any law, or rule having the force of law;

Termination Event shall include an event in which the relevant staff member:

- Has been given three (03) Show Cause notices in accordance with the procedure set out in [5.6];
- Can no longer be employed because the allocated project has come to an end for any reason or the funds can no longer accommodate said staff member;
- Has been punished under civil law;
- Has failed to cooperate with internal or external legitimate proceedings or investigations;
- Has committed a material breach of BRAC's Code of Conduct or other governing documents from time to time in place
- Proven poor performance or incompetence

5.2. Complaint process and investigation

1. In the event of any complaint or allegation against a member of staff, the complainant must provide details of the complaint in writing to a Supervisor, Senior Management or to the following email address: **voice.myanmar@brac.net** which will be checked at regular intervals at Country Head quarter.
2. Upon receiving a complaint, the relevant Supervisor must inform the Country Representative, together with whom they will decide whether the matter is to be investigated and, if so, by whom (the **"Investigating Team"**). The "Investigating Team" shall be comprised of a balanced mix of men and women members.
3. If any complaint is lodged against the Country Representative, the complaint must be made directly to the Regional Director at Head office, who shall assume the Country Representative's responsibilities in this Chapter [5].

4. Where a decision is taken not to take any further action, the complainant and the HRD will be informed.
5. For acts of Serious Misconduct, the complaint must also be directed for consideration of Senior Management. In certain cases of Serious Misconduct, such as a breach of BRAC International's Sexual Harassment or Child Protection Policy, these policies' procedures and guidelines must be followed. In some cases, the complaint may be referred to an outside body (e.g. police) for independent investigation (e.g. financial irregularities).
6. During any investigation, Senior Management may temporarily suspend the relevant staff member in accordance with [5.4].
7. The Investigating Team may collect, or request to collect, evidence by visiting the location specified by the complainant, verifying and evaluating the documents and surroundings and interviewing relevant staff. All those linked with the incident are required to cooperate in the investigation.
8. The investigating shall be done within four (04) weeks and report of the Investigating Team shall be submitted to the relevant Supervisor. The relevant Supervisor will, after appropriate consultation with the CR, decide what action (if any) should be taken.
9. The outcome must be reported to the HRD, the complainant and, in the case of Serious Misconduct, to all Senior Management.
10. The HRD will ensure that a written record is kept of the complaint, the investigation and decisions taken and that procedure is followed accordingly.
11. The person against whom the allegation is lodged may defend him/herself in writing within seven (07) calendar days of having received the decision in accordance with [5.5].
12. After the appeal period has ended, the HRD and the relevant Supervisor will initiate the necessary measures in order to implement the decision in accordance with [5.8].
13. Staff will be reinstated with honour if an allegation is unsubstantiated pursuant to internal or independent investigation.
14. Senior Management will have the final say over all disciplinary decisions.
15. A register will be maintained of all employment issues complaints at Branch level/Respective Office and any cases that go on to court in the form and substance of that will be included in the register.

5.3. Sanctions/penalties

Depending on the gravity of the offence or misconduct, Supervisor may, with approval of the Country Representative:

1. Follow the "Show Cause" procedure set out in [5.6] below
2. Withhold promotion for a discretionary period of time (maximum one year).

- 3. Make a discretionary deduction from the salary of the relevant Staff member
- 4. Require the offending party to reimburse BRAC in the case of financial loss
- 5. Hand over the offending party to government authorities for prosecution
- 6. Terminate employment of relevant Staff member in accordance with [5.7.1] below
- 7. Summarily dismiss the relevant Staff member in accordance with [5.7.2] below.

5.4. Suspension

During any investigation, Senior Management may, at their discretion, suspend the employment of a member of staff for a period not exceeding four (04) weeks against whom there is an Investigation in progress pending a final decision. In this situation the concerned staff member:

- Will be informed in writing of the decision to suspend, a copy of the suspension notice to be filed with the local HRD by the appropriate staff member.
- Must cooperate in handing over his/her responsibilities to the appointed staff immediately upon their suspension.
- Will receive only 50 per cent of their basic salary as a stipend allowance during this period, unless and until their name has been cleared, at which point s/he may be reimbursed for 50 per cent basic salary that he or she lost during this period.
- May only leave the country/residence with the approval of the Country Representative, or the Regional Director if s/he is an Expatriate Staff.
- Must inform the Country Representative of his or her whereabouts in case of leaving the normal residence if s/he is a Local Staff.

5.5. Appeal

The Staff member concerned may appeal against any disciplinary decision in writing to Senior Management within seven (07) calendar days of being notify of any decision. In the event of an Appeal, depending on the facts and guided by the HRD, Senior Management may require further investigation, reduction in punishment, release from the disciplinary decision, or proceed with the original Investigating Team’s recommendation . Factors such as length of service, honesty, integrity and past record may be considered (excluding child abuse and sexual harassment) in making a final decision.

5.6. Show Cause procedure

Supervisors may use corrective measures to motivate and improve the conduct and performance of staff. Any breaches of propriety or BRAC policy, including a failure to perform ones duty to a satisfactory standard, shall be dealt with in the following three - point process:

- 1. **Advisory ‘Show Cause’ Letter:**
The first letter must detail the cause for complaint which must not be frivolous or vexatious. It is advised that this first letter should contain some guidelines to which the recipient must adhere.
- 2. **Warning Letter:** The second letter is an official warning, setting out that the complaint specified in 1 above remains unresolved or has been repeated and that repeated action or inaction will result in termination of employment.
- 3. **Final Letter:** This third letter sets out the details of the persistent complaint and the wish of Management to terminate the recipient’s employment, subject to the relevant appeal period set out in [5.5].

The three (03) letters must be provided for serious misconduct within a twelve (12) months period in order to validate a termination event.

The respective staff member will have seven (07) calendar days to respond or rectify the situation after each letter is sent. A copy of each letter and any responses should be sent to the HRD for preserving in personal file of the concerned staff.

5.7. Job separation

- 1. Job separation refers to staff member’s ending their services with BRAC. Job Separation of BRAC Myanmar may be by Resignation, Termination, Summary Dismissal or Redundancy.
- 2. The Country Representative will have the responsibility along with respective teams to follow the correct disciplinary procedure with regard to job separation especially for Termination and Summary Dismissal where approval from the Head Office as per Table of Authority is required. The required supporting documents must be attached with the specific recommendation.

5.7.1. Termination

- 1. Subject to [5.7.2], BRAC [in accordance with the Table of Authority (**Annexure-01/13**)] may terminate the employment of a member of Staff at any time with the specified notice or salary in lieu mentioned in the individual contract in the case of a Termination Event.
- 2. Provided that the procedure set forth in this clause [5.6] has been strictly applied, BRAC may terminate the employment of a member of staff without notice or further payment in keeping with the process below and Table of Authority.
- 3. The Supervisors must forward the specific Recommendations for termination due to whatsoever reason and such termination must be counter-signed by the HRD upon their approval that the relevant procedure has been complied with.
- 4. Provided the procedure has been followed, a letter of termination must be provided to the concerned staff member and the Release from Duty.
- 5. The relevant Supervisor shall take over all of the removed staff member’s responsibilities in the interim before s/he is replaced.

5.7.2. Summary dismissal

A member of staff may be immediately summarily dismissed without entitlement to any financial or termination benefits if during or outside working hours s/he commits an act of Serious Misconduct (refer 5.1).

5.7.3. Resignation

- 1. A member of staff may resign from his /her position in BRAC by giving relevant notice as per individual's contract letter in writing using the Resignation Form **(Annexure-17/13)**. Failure to give adequate notice will result in salary being deducted from the resigning staff member's accrued benefits (final payment).
- 2. Subject to [5.7.3(4)], once the resignation is received in accordance with this [5.7.3], Management must provide the relevant staff member with an Acceptance of Resignation letter dated the final date of the relevant staff member's service with BRAC.
- 3. During the intervening period between Resignation and Last Working Day, the member of staff resigning must work with full commitment to BRAC.
- 4. If there is an allegation or investigation in progress against the relevant member of staff, the Authority may at their discretion refuse to accept his/her resignation until proceedings have come to an end. In this scenario, the relevant staff member must be informed in writing of the reason(s) why his/her resignation has not been accepted.

5.7.4 Redundancy

The Organisation may require declaring redundancy of staff due to the following reasons:

- 1. If the Organisation has decided to restructure its operation or reduce the size of operation due to loss of Project/Programme or change in the method of operation which results in reduction of staff or owing to technology advances and or needs; or a new policy of BRAC;
- 2. If implementation of a project which needs highly skilled professional and the existing staff cannot meet the qualification criteria;
- 3. If donor funding is not available due to reasons beyond Organisation's control and Organisation needs to reduce staff;

In the above circumstances Organisation can declare redundancy of the staff following the procedure outlined below.

- a. Before declaring any employee redundant in a given post the Organisation shall undertake to explore the possibility of using his/her service in alternative employment if possible.
- b. When a situation involving redundancy occurs or is considered likely to occur in the Organisation, the employer shall give termination notice to concerned staff at least one (01) month prior to the effective date;

- c. A staff /employee declared redundant and who has no disciplinary antecedents shall be placed on a recall list for twenty (20) weeks following his/her discharge.
- d. In the event of a staff/employee being redundant s/he shall receive severance pay as follows:

Length of service	Severance pay
Six (06) months to less than one (01) year	half of the one (01) month basic salary
One (01) year to less than two (02) years	one (01) month's basic salary
Two (02) years to less than three (03) years	one (01) and a half month's basic salary
Three (03) years to less than four (04) years	three (03) month's basic salary
Four (04) years to less than six (06) years	four (04) month's basic salary
Six (06) years to less than eight (08) years	five (05) month's basic salary
Eight (06) years to less than ten (10) years	six (06) month's basic salary
Ten (10) years to less than twenty (20) years	eight (08) month's basic salary
Twenty (20) years to less than twenty five (25) years	ten (10) month's basic salary
Twenty five (25) years and above	thirteen (13) month's basic salary
If employee resigns or is formally warned by three (03) show cause notices in accordance with the procedure set out in 5.6, the severance pay shall not be applicable.	

5.8. Release from duty

In case of job separation by whatever means and provided the Appeal period in [5.5] has ended without effect, the following procedure shall take place:

- 1. The HRD/Responsible Person shall send all related papers together with the completed Release Order **(Annexure-19/13)** and Final Settlement **(Annexure-20/13)** to the Country Human Resource Department.
- 2. The Country Human Resource Department shall review these documents, and send copies to the Accounts Department.
- 3. Once clearance is provided, the Accounts Department shall forward those papers to the concerned Department Head.
- 4. Human Resource Department and Accounts Department shall sign the Final Settlement form **(Annexure-20/13)** and Release Order **(Annexure-19/13)**, which shall be provided to the relevant Staff member.
- 5. Where possible, staff members should be paid their salary and all benefits after adjustment of the appropriate deductions. On the day of final payment they will provide BRAC with their counter-signature on the completed Release Order **(Annexure-19/13)**,

- 6. Discretionary references may be provided on request to the Human Resource Department.
- 7. Any guards, cooks, cleaners, drivers or equivalent staff who work in a field office do not need to come to the Country Headquarters for final settlement. Their final payment shall be locally processed but all the relevant papers must be forwarded to the Human Resource Department for preservation.
- 8. For Final payment in Bangladesh, the Seconded staff will collect additional Release Order three (03) copies from the relevant departments in Bangladesh and submit the required documents as per BRAC Bangladesh HRPP to HRD, BRAC International. Finally, Accounts Department in Bangladesh will make the final payment to the staff for the Bangladesh part.

5.9. Whistleblower and grievance

- 1. Staff or members of the public have a right and a duty to raise concerns. This may include personal grievances or complaints/information which they may have about breaches of propriety, BRAC’s policies or the law by any member of BRAC’s staff. No individual who expresses their views in good faith and in line with this guidance will be penalised for doing so. A frivolous or vexatious complaint or one raised in order to harass or falsely discredit another person will be dealt under BRAC’s disciplinary procedure.
- 2. Anonymous complaints or allegations should be made in writing to Management. In circumstances where this is not possible or appropriate, the person complaining may send an email to the Voice International Team at **voice.myanmar@brac.net**.
- 3. Anonymity may prevent a fair and effective investigation of a complaint. Therefore, a person raising a complaint is encouraged to put his/her name to the allegation. However, anonymous complaints may be reported and may be investigated or acted upon, as the person receiving the complaint sees fit, having regard to the seriousness of the issue raised, the credibility of the complaint, the prospects of being able to investigate the matter, and fairness to any individual mentioned in the complaint.
- 4. Complaints raised will follow the procedure set out in Chapter 5 above.

CHAPTER SIX

SERVICE RELATED FILES AND OTHERS

6.1. Staff personal file

- 1. The Human Resource Department shall maintain a confidential personal file for each staff member as soft copy and hard copy for six (06) months which should cover the next Audit Review. Hard copies must be preserved in a secure place with limited access by the HRD.
- 2. Such personal file shall include copies of the Joining related documents (refer to 2.7) and others related to staff such as Contract Letter, Performance Appraisal, Salary Enhancement/ Promotion, Other Special Benefit, Medical Benefits, Designation Change, Leave,Transfer/ Deputation/Joining After Transfer, Training/Higher Study/Scholarship/International Travel, Disciplinary Action, Final Payment and any other job or personal information collected throughout the duration of their term.
- 3. Personal files must be updated immediately as soon as any changes happen.
- 4. Personal files must be kept secured from public access.
- 5. Staff must sign a Note of Declaration **(Annexure-05/13)**.
- 6. Other than Human Resource Department, the Head of Programmes/Departments, Country Representative, and Senior Management may request to see Staff Personal Files for important decision-making. If any other person wishes to see the Personal File of a Staff, s/he must receive consent from the Country Representative.

6.2. Staff report

Every month Human Resource Department shall collect staff personal information and update Head Office with the prevailing staff position.

CHAPTER SEVEN

CODE OF CONDUCT

7.1. Definitions

For the purposes of this chapter, the following terms shall have the following meanings:

- **“Confidential Information”** shall include any proprietary information, technical data, trade secrets or know-how, including, but not limited to, research, product plans, products, services, customers, customer lists, markets, software, developments, inventions, processes, formulas, technology, designs, drawings, engineering, hardware configuration information, marketing, finances or other business information disclosed by any BRAC entity, donor or client, either directly or indirectly in writing, orally or by drawings or inspection of parts or equipment.
- **“Governing Documents of BRAC”** shall include national laws (as relevant); BRAC’s governing regulations, policies, statutes, guidelines and bye-laws, in place from time to time.
- **“Personal Relationships”** shall include parents, children, siblings and spouses.
- **“Third Parties”** shall include all agents, partners, suppliers, contractors and consultants of BRAC and their respective management, staff, interns and volunteers.
- **“You”** shall include all BRAC Management, Staff, interns, volunteers and Third Parties.

7.2. Code of conduct

BRAC is committed to high ethical and professional standards. Together with Governing Documents of BRAC in place from time to time, this Code of Conduct prescribes the acceptable standards of behaviour and conduct during your service with BRAC. In the case of a conflict between a term in any of the Governing Documents of BRAC, the more onerous term will prevail against you.

BRAC expects you to adhere to this Code of Conduct at all times. In the case of serious non-compliance with this Code of Conduct, you may have your contract with BRAC summarily terminated.

This Code of Conduct may be amended unilaterally by Head Office from time to time.

You must:

1. **Abide by the chain of command provided in the Table of Authority [Annexure-01/13]**
2. **Perform your work efficiently and effectively**
 - Commit your working hours to your official work duties;
 - Be prompt for your duties: if lateness or absence is unavoidable for any reason, you should obtain written permission from the appropriate Authority in advance (where possible).

3. Adhere to BRAC’s Conflict of Interest Policy

- Each new staff is required to declare any Personal Relationships that they have with all staff of BRAC, Third Parties, lenders and donors, prior to joining BRAC. This declaration shall initially take place in their Personal Information Form. The HRD will, together with the HR Compliance Committee, decide whether such Personal Relationship poses a potential conflict of interest and could be conducive to preferential treatment whether financial or not. If a conflict is material, employment will be reconsidered or relocated.
- If such a Personal Relationship arises during the term of service with BRAC, the relevant staff must then disclose the conflict of interest to a member of the HR Compliance Committee.
- In general, no staff shall be recruited into a direct position of Authority or subordination to any person with which they have a Personal Relationship. However, if the conflicted party is nevertheless believed to be the most qualified candidate, the HR representative must provide a written explanation to HRD, BRAC International, who shall have the final decision over their employment.
- Management decisions must adhere strictly to BRAC’s Conflict of Interest Policy.
- Third Parties will be expected to maintain and abide by their own conflict of interest policy.

4. Adhere to BRAC International’s Data Protection Policy

BRAC is committed to complying with the internationally recognised data protection protocol. You must ensure that all personal data collected is processed fairly and lawfully, that all statutory requirements are complied with, and that the rights of those whose data is held are protected.

5. Protect and ensure proper use of BRAC’s assets and resources

- Handle BRAC’s financial, physical and other resources with care, at all times ensuring their proper use.
- Not wilfully remove, destroy, or modify any official records from any of BRAC’s offices or premises without the permission of the appropriate authority.
- Adhere to **BRAC’s ICT Policy**, including, but not limited to ensuring that you do not use BRAC’s computers or other equipment to view, download, create or distribute inappropriate material that are unrelated to your official work, including pornography.

6. Protect confidentiality of BRAC

You are likely to acquire Confidential Information relating to BRAC or its donors, officers, board members or Group during the course of their employment. You shall not, during or after the end of your service with BRAC, use Confidential Information for any purpose other than the performance of your services. Confidential Information shall remain the sole property of BRAC and you will treat it with strictest confidence and not disclose to any person, firm or network of any sort, unless required to by your services to BRAC or by law. For the avoidance of doubt, you must not publish or permit to be published, any information relating to BRAC in any document, article, book, audio, without written permission from your BRAC supervisors or BRAC International.

7. Protect the trademarks and copyright of BRAC

- You acknowledge that all ownership, trademarks, copyright or other intellectual property, contributed to or developed by you during your service with BRAC, including any materials, documents, audio, video, programmes and systems are solely owned, trademarked and copyrighted by BRAC, unless otherwise agreed in writing by BRAC International.
- You will, and will ensure that your subordinates use BRAC's trademarks, copyright and other intellectual property for strictly authorised purposes only.

8. Protect BRAC's reputation and Brand

- **Adhere to BRAC's Brand Guidelines**
- **Ensure client satisfaction:** Serve your customers, clients and colleagues with fairness, transparency, promptness, clarity, respect and courtesy with a view of ensuring client satisfaction and enhancing BRAC's reputation.
- **Adhere to the Dress Code:** Ensure dress is appropriate for the situation in which you are working, that you present a professional image and one that reflects sensitivity to the perceptions of members of the public. Clothing may reflect your ethnicity, but should not be provocative or cause offence to those with whom you have contact. If you are unclear on what dress is appropriate for the situation, you should discuss this with the relevant Country Representative.
- **Avoid Political Engagement:** You should avoid involvement in national political activities or leadership in community activities that might compromise BRAC's objectives in the field, without written permission from the appropriate Authority. This includes, without limitation, engaging in any political activities, canvassing political support for candidates, participating in public political debates, attending political party meetings, influencing programme participants political beliefs or displaying any political party symbol.

9. Ensure health and safety and environment

- You must ensure that all activities are carried out with the highest regard for the health and safety of staff, beneficiaries, visitors and the general public and the adherence to health and safety procedures in place from time to time, including BRAC's Health and Safety Policy.
- You must support the relevant Country's annual risk assessments and other efforts to minimise the incidence of all workplace risks in accordance with BRAC's Risk Management Policy.
- You must adhere to BRAC's Environmental Policy and all applicable laws, rules and regulations.

10. Avoid smoking, alcohol and substance abuse

- For the health and safety of Staff and members of the public, all BRAC vehicles, buildings, residences, offices or premises are designated as non-smoking, alcohol free areas, unless signposted in designated areas.
- Any use or promotion of illegal drugs during or after working hours is absolutely forbidden.
- When in an official BRAC residence, you must abide by the relevant Residence Rules.

11. Adhere to BRAC International's Anti-Bribery and Corruption Policy

All forms of bribery and corruption, whether direct or indirect, terrorism, money-laundering or any other immoral activities are strictly prohibited.

12. Ensure adherence to BRAC's policy of Equal Opportunity and Diversity

- One of the BRAC's core values is the promotion of inclusivity and valuing diversity. BRAC does not accept unfair discrimination on any grounds. You must seek to ensure that BRAC's work environment is supportive to all staff, clients, suppliers and beneficiaries and all others from outside BRAC with which BRAC or its Staff do business, regardless of gender, race, ethnic background, culture, (dis)ability, political ideology, sexual orientation, age, religion, socio-economic status or any other factor.
- This policy of equal opportunities and diversity shall apply internally to recruitment, remuneration, training, Staff development, promotion, discipline, and all other aspects of service with BRAC. The policy will also be applied to the treatment of current or prospective clients, Third Parties or beneficiaries and all others from outside BRAC with whom BRAC does business.
- Discrimination that favours the recruitment or preferential/negative treatment of any staff based on any factor other than merit shall be considered a breach of this equal opportunities policy.
- Positive discrimination, such as favouring the recruitment of women, ethnic minorities, disadvantaged or vulnerable people will not be considered to breach this policy of equal opportunities and diversity.
- You must adhere to BRAC's **Gender Policy**.

13. Not take part in any form of harassment

You will observe the human right of all people to live lives free from harassment regardless of gender, race, ethnic background, culture, (dis)ability, political ideology, sexual orientation, age, religion, socio-economic status or any other factor. You will avoid participating in the harassment of any person in any form, including but not limited to:

- Sexual harassment: you must adhere to BRAC's Sexual Harassment Elimination Policy
- Physical assault or intimidation towards any person by any means;
- Mental assault or intimidation towards any person by any means, including in person or through electronic (example by mobile phone, SMS, email, social network) communication;
- Causing offence to any person, including directing offensive names, words, cartoons, pictures, e-mails, statements or pranks at any person;
- Making a wrongful, frivolous or vexatious allegation against anyone;
- Interfering in any staff, client or beneficiary's personal matters; and
- Preventing a colleague from performing their work.

14. Adhere at all times to BRAC International's Child Protection Policy

15. Cooperate with BRAC in its knowledge and management of internal, criminal or civil proceedings

You must:

- **Immediately** notify BRAC management of any convictions, charges or potential proceedings against you, BRAC or another BRAC representative that you are aware of, whether arising prior to or during your service with BRAC. Failure to disclose this may result in summary termination of your contract;
- **Immediately** notify BRAC management of any current or pre-existing breach of BRAC's Governing Documents by you or another BRAC representative that you become aware of;
- **Fully** cooperate in any internal/external investigations into civil/criminal matters relating to BRAC.
- You have the right to raise concerns confidentially, which you may have about breaches of BRAC's Governing Documents, by emailing your concern to **voice.myanmar@brac.net**. Please see the **Whistle-blower Policy** for further information.

16. Commit to the Governing Documents of BRAC

Staff are responsible for making yourselves familiar with and adhering to the Governing Documents of BRAC, as issued and amended from time to time.

7.3. Human resources compliance committee

- Each country in which BRAC works shall set up a Human Resources Compliance Committee ("HRCC") to monitor and advise upon all issues of compliance/ noncompliance relating to BRAC's Human Resources Policies and Procedures by all Staff and Third Parties.
- The HRCC shall convene at least once annually, and shall report to BRAC International HRD with its findings.
- The HRCC shall also convene on an ad hoc basis during the course of the year as and when unusual or disputed issues arise. Any cases of serious noncompliance will be reported back to BRAC International HRD.
- The HRCC shall consist of at least 3 (three) members, which shall include:
 - The Country Representative,
 - One (01) Country Human Resource Representative,
 - At least one (01) national staff from BRAC's NGO programmes.

At least one (01) member of the HRCC should be female.

7.4. Breach of this code of conduct

- Any staff who breaches this Code of Conduct will be subject to BRAC's disciplinary procedure in Chapter 5. In serious cases such behaviour will be deemed to constitute gross misconduct and, as such, may result in summary dismissal.
- Any Third Party who BRAC does business with who breaches this Code of Conduct may be subject to the summary termination of their contract with BRAC.

Summary of BRAC International's ("BI") policies under Code of Conduct

Code of Conduct and Disciplinary Procedure	<ul style="list-style-type: none">• The code of conduct lists certain obligations, including adherence to BI's policies.• Orientation of all staff should include awareness-raising of their duties under the code of conduct and each of these policies.• Disciplinary procedures are set out in chapter 5.• It is recommended that adherence to HRPP is a condition of employment in employment contracts and that each employee has read and understood the HRPP and code of conduct.
Conflict of Interest	<ul style="list-style-type: none">• As BI grows, it is increasingly important that there is a positive obligation upon decision makers to disclose any direct or indirect benefit they are receiving by virtue of any business or personal relationship outside of BI. This can include direct or indirect benefit to individuals in position of authority like recruitment; preferential contracts; setting favourable compensation levels.• Each staff member is required to fill in a form attached to their Personal Information form, prior to employment, setting out their close family relationships with other BI staff members.• All directors and officers of 61 entities with delegated board powers must disclose any potential conflicts at the beginning of each board meeting. Such conflicts must be agreed/rejected by a majority decision of the board (not including the relevant person) and recorded as the first item in the relevant board minutes (wording set out in Conflict of Interest policy).• If any person fails to disclose his/her interest, the conflicted party must explain such failure to board and the board may take disciplinary action.• There should be periodic reviews to check whether compensation arrangements are properly recorded and are reasonable.• Finally, all contracts must be checked by head office, to ensure there are no Organisational conflicts.
Data Protection	<p>Staff are under a positive obligation to protect personal information and records collected during their work with BI. This policy requires that:</p> <ul style="list-style-type: none">• Personal files be kept in locked filing cabinets• Where possible, data should be securely stored with password protection, encryption or coding• A breach of data protection is a potential criminal liability• Where sensitive personal data collected (eg, race, politics, religion, health, criminal activities, equal opportunity, sickness records), BI must receive explicit consent from employee.

Information Communication and Technology (ICT)	<ul style="list-style-type: none">• Employees are responsible for exercising good judgment regarding the reasonableness of personal use. Individual departments may create guidelines concerning personal use of internet/intranet/extranet systems only. However, each department's ICT policy on internet/intranet/extranet system will be the subset and constructed based on main ICT policy/guidelines. ICT policy/guidelines will always get precedence over any department's ICT policies designed for internet/intranet/extranet. Other departments may not have any other ICT policies and are expected to follow main ICT policy/guidelines for all other ICT activities and services. In the absence of department's specific internet/intranet/extranet policies, employees should be guided by ICT policies on personal use, and if there is any uncertainty, employees should consult with ICT department.• The user interface for information contained on internet/intranet/extranet-related systems should be classified as either confidential or not confidential, as defined by corporate confidentiality guidelines. Examples of confidential information include, but are not limited to, corporate strategies, competitors' sensitive data, trade secrets, product/service specifications, customer lists, HR and research data. Employees should take all necessary steps to prevent unauthorised access to this information.
Health and Safety Policy	<ul style="list-style-type: none">• Country representative and directors to take responsibility for health and safety planning of employees• BI offices to meet requirements under at least local regulations and aim to provide at minimum a safe working environment• First aid boxes in offices, mosquito nets in residences, motorcycle helmets should be used as appropriate• BI countries to dedicate time to risk assessments and specific security manuals and contingency plans• BI will provide self Insurance – one (01) per cent salary contribution to cover death or permanent disability• This policy must be printed and posted in country headquarters in accordance with local laws
Environment Policy	BI countries shall ensure basic requirements are met under local laws.

Anti-bribery and Corruption	<p>This is required by law and also by donors. BI's policy requires:</p> <ul style="list-style-type: none">• Zero tolerance approach• Giving or receiving bribes, facilitation payments, advantages or significant gifts to/from government officials, beneficiaries, donors and suppliers is strictly prohibited• The origin of money or services must not be concealed• No work with terrorists or those on international terrorist lists• No work with agents, partners, consultants, subcontractors which are reasonably believed to be corrupt• Gifts amounting to a maximum of USD 25 can be acceptable. Each office shall keep a register of all gifts• Always err on side of caution - under international law this is increasingly important - often donors request that we abide by UK/US anti-bribery laws
Equal Opportunities Policy	<ul style="list-style-type: none">• This policy requires that BI is an equal opportunities employer, same applies for hiring of consultants, staff and contractors• No negative discrimination on any grounds: marital status, religion, disability, sexuality, gender, racial or ethnic background (age excluded)• Favoursing of employment of women, certain races or disadvantaged groups are considered positive discrimination• All contracts and advertisement to have wording to this effect that BI is an equal opportunities employer
Gender Equality	<ul style="list-style-type: none">• Broad policy setting BI's pledge to ensure gender equality, including aiming 50 per cent female staff ratio taking into account context/where sufficient educated/trained women• Interview panels to have women where possible• Special needs of men and women to be taken into account
Sexual Harassment Elimination Policy	<ul style="list-style-type: none">• This policy works to educate staff members on what sexual harassment entails, BI's zero tolerance policy, provide a code of conduct for behaviour and set out a procedure by which sexual harassment will be addressed• Staff may report to supervisor, FIR, CR or country head quarter directly by email to voice.myanmar@brac.net• A special team of human resources compliance committee (HRCC) will be appointed in each country to monitor incidents. They will in turn report directly to chief people officer and executive director

Child Protection Policy	<p>This policy reflects international requirements (UN Rights of Child) for child protection and sets out BI's zero tolerance to child abuse. It further outlines:</p> <ul style="list-style-type: none"> • HRCC team in each country will monitor child protection issues and link with countries' national facilities for prevention of child abuse • All staff working with children will be trained in child protection • Written permission from parents (use thumbprints where necessary) that can use photos, information and case studies of children for BI - for practical reasons, this would best be obtained at the beginning of enlisting the children to school • Recruitment of staff particularly those who will be working directly with children will include a vetting system to eliminate potential child abusers. Community references will be requested and applicants will be asked to disclose previous convictions and their previous work with children • If any complaints, go to child protection team or contact HRD • For details refer to BRAC child protection code of conduct especially annexes: Categories of Child Abuse; Signs of Abuse
Whistleblower Policy	<ul style="list-style-type: none"> • People will not be penalised for expressing their views about breaches of whistleblower policy propriety, policies or law in good faith - provided their views are not frivolous or vexatious • Complaints may be made to CR, HRD, ED or to voice.myanmar@brac.net • Anonymity will be protected as far as possible, but encouraged to put name to claim, since will help investigation
Risk Management Policy	This policy sets out all of the risk management procedures including Risk Management Guidelines, Country Risk Management Committee Terms of Reference, Risk Register, Risk Monitoring Annual Report and Flow Chart of Risk Register Completion
Residence Rules	These rules set out certain standards which all residents in BI properties must abide by to ensure the safety of all residents and encourage an atmosphere of equality and respect among residents.
Investment Management Policy	Summarises the principles of sound, safe investment management.
Open Information Policy	BI reserves the right to omit publication of certain information required to be published for DFID projects on the basis of: a) protecting international relations; b) safety and policy security of BI staff members and beneficiaries; c) personal information of staff or beneficiaries; d) commercially sensitive information; e) information exempt by law or policy.
Governance and Management Policy	Sets out in broad terms the management structure of BI, including the structure of BV and the local Boards' roles.

GENERAL SECURITY INSTRUCTIONS FOR BRAC INTERNATIONAL STAFF

Personal security is an individual responsibility and behavior plays an important role in personal safety and security. Currently BRAC International operates in countries outside Bangladesh. Most of those countries have social insecurity and some of the countries have post conflict insecurity situations with ineffective law enforcement mechanisms. Given the situations BRAC International issues general updated security instructions mandatory for all BRAC International Staff.

Security at residential accommodations:

1. Keep low profile but maintain good relation with neighbors.
2. Keeping valuables at residence to be avoided.
3. Surrounding of the residence to be kept illuminated during night where possible.
4. Be suspicious about unnoticed disconnection of land telephone line.
5. Always keep a medical kit box at the residence.
6. Identify the nearest police station, fire station and hospital.

Security at office:

1. Avoid isolation: rent offices close to other Organisations in a better security environment.
2. Security wall with strong gate is essential for an office, engage security guards if necessary.
3. Do not keep huge cash or valuables in the office, it attracts criminals.
4. Surrounding of the office to be kept illuminated during night where possible.
5. Maintain a front desk and a waiting room for the visitors where possible.
6. Maintain official relation with local authorities.

Security at public places:

1. Do not carry excessive money or show it in public. Keep mobile phone for communication.
2. Any unusual situation to be reported to police immediately, take shelter at police if necessary.

Travel security:

1. Take advice from local security coordination or appropriate office before planning a long distance travel through insecure areas.
2. In case of hired vehicle be sure about the reliability of the owner and driver. Avoid unknown road and do not give lift to an unknown person.
3. While travelling by a public or official transport through insecure area always take at least a colleague alongside. Do not travel alone and do not argue on any matter with local people during travel and be watchful of co-passengers.
4. Always wear a helmet while riding a motor-bike and ensure any co-passengers on the bike also wear a helmet.
5. During a robbery incident, saving your life must be given first priority
6. Avoid movement too early in the morning and after sun set, plan your travel accordingly.

7. While travelling by Car/Jeep take spare wheels, pulling equipment, extra fuel and first aid box.
8. Keep car speed within limit, doors locked and valuables out of sight. Open car window 10 to 12 cm particularly when stopped at check points etc. Keep respective office updated regarding location even if there is no danger.

Managing a kidnap situation:

1. Always remain vigilant to avoid a kidnap situation.
2. Find alternative routes to travel, do not accept lifts offered by strangers. Make sure someone knows where you're going and who you're meeting.
3. If you are kidnapped- be polite to your captor, do what you have to do to stay alive, avoid struggling if you are restrained, cooperate and empathize with your captors but only within reason.
4. Do not attempt to remove a blindfold. If the captor does not want you to see him/her, s/he may intend to release you and does not want you to be able to identify him/her.
5. Be observant. Notice the details of the room, the sounds of activity in the building and determine the layout of the building by studying what is visible to you.
6. Attempt to establish a rapport with your abductor; s/he will generally be more hesitant to harm you.
7. Be a good listener. Avoid insulting your abductor or talking about potentially sensitive subjects.

Special instructions for BRAC expatriate staff:

1. BRAC hired accommodations should have security wall and strong gate not far from the office.
2. Keep security guard where needed on 24/7 basis, antecedent of the guards should be verified.
3. Attending female staff at residence is discouraged.
4. Visit markets, parks and other public places during day as far as possible. Do not go alone.
5. Respect local culture and avoid loitering around the areas.
6. In an insecure area take a Local staff' while riding a motor bike and try to follow a different route while coming back.
7. Share security situation with Local staff but do not comment on political issues.
8. During hostile and emergency situation keep personal belongings and travel documents in an easy-to-carry small bag.

Emergency phones:

1. Office. Residence, Embassy. Land lord etc.
2. Police station, Fire station, Bank, Security Coordination Office, UNDSS, Military liaison Office, Ambulance etc.
3. Bus. Train, Air lines, Hotel etc.
4. BRAC, Dhaka: +880 2 9881265
5. Security related person

BRAC Value-Based Behaviours



- › Is honest in all dealings
- › Is reliable and trustworthy
- › Assumes complete accountability for actions

Acceptable

- › Is honest and transparent in all actions
- › Expresses honest opinion and encourages others to do so
- › Treats everyone with respect and courtesy
- › Assumes accountability for actions and voices concern in the face of wrongdoing
- › Follows the BRAC CODE of CONDUCT

Not Acceptable

- › Knowingly misreports/misrepresents information
- › Does not speak up and discourages others to be honest and speak out
- › Insults or harasses others in their presence or absence
- › Violates the BRAC CODE of CONDUCT



- › Treats everyone fairly without discrimination
- › Is open and responsive to diverse perspectives
- › Thinks 'One BRAC'

Acceptable

- › Treats everyone fairly irrespective of race, religion, gender, nationality, ethnicity, age, sex, physical or mental ability, socioeconomic status or geography
- › Treats colleagues fairly irrespective of their organisational position, level, location or programme
- › Actively listens and considers different perspectives
- › Takes decisions keeping BRAC's broader objectives in mind
- › Prioritises the marginalised and disadvantaged in our interventions

Not Acceptable

- › Makes statements, decisions or acts towards others in a manner that is discriminatory on the basis of race, religion, gender, nationality, ethnicity, age, physical or mental ability, socioeconomic status or geography
- › Abuses power and uses their position to disrupt the work environment
- › Lacks respect when speaking to others by being judgemental, interrupting and ignoring them
- › Demonstrates favoritism
- › Prioritises self/programme interests over BRAC's broader objectives



- › Thinks creatively for solutions while learning from setbacks and mistakes
- › Is courageous to try something new
- › Adapts well to changes in work environment

Acceptable

- › Shows creativity by pursuing options that maybe risky, new or untried
- › Displays willingness to learn and implement new methods, procedures and systems
- › Exhibits openness to new ideas
- › Accepts failure as an opportunity to learn

Not Acceptable

- › Shows resistance to change or adapting to new ideas
- › Shows resistance towards taking risks or trying new initiatives
- › Gets discouraged easily or discourages others in the face of small failures or setbacks



- › Creates impact through achievement of agreed objectives
- › Solves problems constructively
- › Is driven by achieving results

Acceptable

- › Takes appropriate and timely action to overcome issues, problems and obstacles to success
- › Takes initiative and ownership in achieving results
- › Communicates relevant information regularly and effectively with all stakeholders
- › Works as a team player and helps develop colleagues and subordinates to achieve common objectives

Not Acceptable

- › Lacks ownership in completion of tasks and needs regular follow-up
- › Has a negative attitude that hampers effective work environment
- › Does not communicate effectively and does not share relevant information
- › Shows little sign of cooperating within the team or working in partnership to achieve common objectives

ANNEXURE



BRAC INTERNATIONAL
TABLE OF AUTHORITY

Staff from different levels will exercise their authority as per the **Table of Authority**. This Table of Authority will be applicable for different countries where BRAC International operates for all categories of staff.

Subject/Level		Proposed By		Recommended By		Approved By	
1. Staff Recruitment Within Budget							
Recruitment (Local Staff)	Below Programme Manager	Respective Programme/ Department in charge	Country Human Resources, Country Head of Accounts		Country Representative		
	Programme Manager and above	Country Representative, Country Head of Accounts, Country Human Resources	Director Finance, Respective Anchor, Chief People Officer		Executive Director		
Recruitment (Locally engaged and contractual expatriate staff)			Director Finance, Respective Anchor, Chief People Officer		Executive Director		
Recruitment of non-budgeted staff on an urgent basis has to be approved by Executive Director (ED) and recommended by Chief Financial Officer (CFO)							
2. Contract Renewal Within Budget							
Below Programme Manager (Local Staff)		Respective Supervisor	Country Human Resources, Country Head of Accounts, Respective Programme in charge		Country Representative		
Programme Manager and above (Local Staff) and all International Staff			Country Human Resources, Country Head of Accounts, Country Representative, HRD BRAC International		Regional Director		
3. Performance Appraisal							
Submission of staff's yearly assessment (Local Staff)	Below Regional Manager and equivalent position	First supervisor shall assess; second supervisor shall verify and Programme in charge shall authorise					
	Regional Manager and above	First supervisor shall assess; second supervisor shall verify; Programme in charge shall certify and Country Representative shall authorise					
Submission of staff's yearly assessment (International staff)	All staff	First supervisor shall assess; second supervisor shall verify; Programme in charge shall certify and Country Representative and Respective Anchor shall authorise					

Subject/Level		Proposed By	Recommended By	Approved By
4. Promotion/Upgrading				
Local Staff	Below Programme Manager	Respective Programme Manager	Country Human Resources, Country Head of Accounts, Respective Programme in charge	Country Representative
Programme Manager and above (Local Staff)		Country Representative	Respective Anchor, Chief People Officer, Chief Financial Officer/ Director Finance	Executive Director
All locally engaged contractual and expatriate staff				
5. Change of Designation				
Below Programme Manager		Respective Supervisor	Country Human Resources, Respective Programme in charge/Department Head	Country Representative
Programme Manager and above		Respective Supervisor	Country Representative, Respective Anchor, Chief People Officer	Executive Director
6. Staff Transfer (All Staff)				
Transfer within area		Respective Supervisor	Country Human Resources	Second Supervisor
Transfer within region				Respective Regional Manager/Equivalent Supervisor
Transfer within programme/project/division				Respective Programme Head
Transfer from Country Headquarters to field under same programme or project or Inter-department/ programme/Field to Country Headquarters (Local Staff)		Respective Programme in charge		Country Representative
Inter Department/Programme/between Field and Country Headquarters within country (for International staff only)		Country Representative	Respective Anchor, CPO BRAC International	Executive Director, BRAC International
Transfer between countries of BRAC International		Earlier Country Representative	New Country Representative and CPO BRAC International	Executive Director, BRAC International
Transfer from a Country of BRAC International to HO, BRAC International		Earlier Country Representative	CPO BRAC International	Executive Director, BRAC International
Transfer from BRAC International HO to a Country of BRAC International		Respective Anchor		

Subject/Level		Proposed By	Recommended By	Approved By
Transfer from a Country of BRAC International to BRAC Bangladesh		Earlier Country Representative	CPO HRD and CPO BRAC International	Executive Director, BRAC International
Transfer from BRAC Bangladesh to a Country of BRAC International		Respective Anchor		Executive Director, BRAC and Executive Director, BRAC International
The transfer of Programme Manager and above inside the country shall be approved by Country Representative with prior recommendation of Respective Anchor and Chief People Officer				
7. Travel (All Staff)				
Travelling within country		Staff		First Supervisor
Travelling expenses within country			Checked by respective Accounts Department	
Travelling for unusual way of communication with special responsibility within country				Respective Programme/ Department in charge
Travelling expenses for unusual way of communication with special responsibility within country			Checked by respective Accounts Department	
Travelling outside the country (including meeting/seminar/ workshop/training/higher study/others)		Staff/Respective Supervisor	Country HRD, Country Representative, Country Head of Accounts, HRD BRAC International	Respective Regional Director
Travelling expenses outside the country			Country Head of Accounts	Country Representative
Car requisition (depending on availability) for Programme Manager/Department in charge		Staff	Respective Supervisor	Country Representative
Car requisition (depending on availability) for other staff				Respective Programme/ Department in charge
8. Training and Higher Study (All Staff)				
Training/Higher Study (inside the country)		Respective Supervisor	Respective Programme Manager, Country Human Resources, Country Head of Accounts	Country Representative
9. Mobile/Telephone (All Staff)				
Purchasing mobile/telephone & monthly allocation of mobile/ telephone bill		Respective Staff	First Supervisor/Second Supervisor, Respective Programme Manager	Country Representative

Subject/Level		Proposed By	Recommended By	Approved By	
10. Leave (All Staff)					
Annual Leave	Up to 1 month	Respective Staff	Responsible Person for Human Resources	First Supervisor/ Programme or Department in charge	
	More than 1 month		Respective Supervisor, Country Human Resources	Country Representative	
Leave without pay	Up to 7 days		Responsible Person for Human Resources	Respective Supervisor	
	Up to 1 month		Respective Supervisor, Country Human Resources	Respective Programme in charge	
	Up to 3 months		Respective Supervisor, Respective Programme in charge, Country Human Resources	Country Representative	
	More than 3 months		Country Representative, Respective Anchor, Chief People Officer	Executive Director	
				First Supervisor, Country Human Resource	Second Supervisor
Maternity/Paternity/Other Special Leave			Respective Supervisor, Programme/Department in-charge, Country Human Resource	Country Representative	
Extended Maternity leave (without pay)					
Medical/Sick leave (up to 30 days)					
Medical/Sick leave (above 30 days)			Country Representative, Country Human Resource	Respective Anchor, Chief People Officer	
11. Lump Sum Grant for Medical Treatment (All Staff)					
Note: Country Head of Accounts shall provide a yearly statement to Executive Director and Chief Financial Officer					
Treatment expenses up to USD 200 in a year		Respective staff	Country Head of Accounts, Country Human Resource	Country Representative	
Treatment expenses above USD 200 in a year		Respective staff	Country Representative, Chief People Officer, Director Finance	Executive Director	

Subject/Level		Proposed By		Recommended By		Approved By	
12. Resignation							
Local Staff	Below Programme Manager and equivalent position	Respective Staff		Respective Supervisor, Programme/Department in charge, Country Human Resource	Country Representative		
	Programme Manager/ equivalent & above			Country Representative, Respective Anchor, Chief People Officer		Executive Director	
Locally engaged contractual and expatriate staff							
13. Termination							
Local Staff	Below Programme Manager and equivalent position	Respective Supervisor		Respective Programme in charge, Country Human Resource	Country Representative		
	Programme Manager and above			Respective Anchor, Chief People Officer		Executive Director	
Locally engaged contractual and expatriate staff							
14. Budget Approval							
Project/programme budget where external resources are required			Country Representative	Respective Anchor, Director Finance	Executive Director, Chief Financial Officer		
15. Purchasing Goods for Programme as per Budget							
Requisition for purchasing of budgeted capital items			Respective Programme in charge	Purchase Committee, Country Head of Accounts	Country Representative		
Approval for expenses and comparative expenditure statement - capital items excluding vehicles			Purchase Committee	Country Head of Accounts	Country Representative		
Requisition for purchase of recurrent expenses (ie, programme materials/ supplies/stationeries/utilities)	Any budgeted amount	Respective Local Head/ Section/Unit Head/ Respective Programme Manager/Head			Respective Head/ Programme in charge		
Approval for expenses and comparative expenditure statement-recurrent expenses (programme materials/ supplies/stationeries/utilities)	Any budgeted amount	Respective Local Head/ Section/Unit Head/ Respective Programme Manager/Head		Respective Programme Manager, Country Head of Accounts	Country Representative		
Approval of motor vehicle/ software		Respective Programme Manager/Department Head		Country Representative, Respective Anchor, Director Finance	Executive Director		

Subject/Level		Proposed By	Recommended By	Approved By
16. Cash Requisition				
Up to USD 10,000 equivalent to local currency		Local Supervisor	Respective Regional & Country Head of Accounts, Manager/Department in charge	Respective Programme Manager
More than USD 10,000 equivalent to local currency		Local Supervisor	Respective Programme in charge, Country Head of Accounts	Country Representative
17. Advance Against Office Rent				
Up to one (01) year		Respective Manager	Respective Programme/ Department in charge, Head of Accounts	Country Representative
More than one (01) year		Respective Programme/ Department in charge	Country Representative	Director Finance/Chief Financial Officer
18. Programme Commodity writing off (In a year)				
Amount up to USD 200		Programme/ Department in charge	Country Head of Accounts	Country Representative
Above USD 200		Respective Programme/ Department in charge	Country Representative, Country Head of Accounts, Country Head of Audit	Executive Director
19. Microcredit Loan or Writing Off Advance				
Writing off loan due to death of Loanee	Any amount	Programme Manager Microfinance, Country IT In charge	Country Representative, Country Head of Accounts, Country Head of Audit	Director Microfinance, Director Finance, Director Audit
Writing off bad debts of loan		Country Representative, Country IT In charge	Director Finance, Director Microfinance, Director Audit	Executive Director, Chief Financial Officer
Writing off cash or other assets		Country Representative	Director Finance, Director Audit	
An approval of governing body is required at the end of the year for all kinds of writing off				
20. Legal action against other party				
Legal action*		Respective Programme/ Department in charge, Country Head of Accounts	Country Representative, Director Legal, Director Finance	Executive Director

Subject/Level	Proposed By		Recommended By	Approved By
Approval of expenditure for legal actions and other proceeding*	Respective Programme/ Department in charge, Country Head of Accounts, Country Head of Audit		Country Representative, Director Finance, Director Legal	Executive Director
Legal action against borrower/house owner and staff & its approval of expenditure*	Respective First & Second Supervisor		Respective Programme in charge, Country Head of Accounts	Country Representative
*HR to be included as recommender in case of action regarding staff (ex staff)				
21. Sale of Fixed Assets (as per Cost Price)				
Movable fixed assets (ie, furniture, equipment, etc.)		Programme in charge	Sales Committee, Country Head of Accounts	Country Representative
Immovable fixed assets (i.e. land, building, etc.)		Country Representative	Director Finance	Executive Director, Chief Financial Officer
Motor vehicles	For any amount	Sales Committee, Head of Accounts, Head of Audit	Country Representative, Director Finance	Executive Director, Chief Financial Officer
An approval from the governing body should be taken for selling off immovable fixed assets				
22. Opening/Closing Bank Accounts or Signatory Change (Approval of Governing Body is obligatory for any of these decisions)				
Field Office/Branch Office	Area Manager/Regional Manager	Country Representative	Country Representative	Director Finance
Country Headquarters	Country Head of Accounts	Country Representative		
23. Approval of Voucher				
Respective Office	Submitted by Staff	Respective Accounts Officer	Officer assigned by Respective Supervisor	Country Representative
Country Headquarters				
24. Daily Cash Certificate				
Field Office	Respective Accounts In charge		Respective Office in charge	
Country Headquarters	Respective Accounts Officer	Accounts In charge	Country Head of Accounts	
25. Borrowing from Bank and Other Organisation		Country Representative	Director Finance	Executive Director, Chief Financial Officer

Subject/Level	Proposed By	Recommended By	Approved By
26. Salary Structure	Committee	Chief People Officer, Country Representative, Director Finance	Executive Director, Chief Financial Officer
27. Human Resources Policies & Procedures and Table of Authority	Country Human Resources/Country Representative	Chief People Officer, Director Finance	Executive Director, Chief Financial Officer
An approval from the governing body should be taken for any changes in Human Resources Policies & Procedures and Table of Authority.			

Notes:

This is applicable to all country staff including expatriates.

- I. In the case of staff members that are a part of both BRAC Bangladesh and BRAC International, the final approving authority will be executive director, BRAC Bangladesh and executive director, BRAC International. The recommender will depend on the specific context and be the most senior person in that respective area.
- BRAC International head office staff will be fully governed by Bangladesh HRPP and Table of Authority and seconded staff will be partly (as mentioned in HRPP) governed by respective country HRPP and BRAC International Table of Authority.
- II. ‘Respective anchor’ in this case means the relevant head of programme or support function at BRAC International.
- III. It is assumed that a recommender or approver has checked the context with his/her relevant team members before signing (eg, country representative would check with country head of accounts and/or human resources in case of recommending/approving expenses, training etc.).
- IV. In case of delegation of authority within a department (eg, Director Finance wishes to delegate his signing authority to head of finance BRAC International), a formal communication put on record for a given time period per reference/copy can be attached to the form.
- V. Where there is reference to human resources/country human resources or respective anchor (no specific designation mentioned), the senior-most person in the function/programme/department in the country or head office is applicable. Where there is reference to x/y (ie, Director Finance/CFO), the senior-most person may be approached first but approval of either party is acceptable.
- VI. In case of absence of a recommender or approver the case goes to the next highest authority (eg, in the absence of chief people officer, the form goes to executive director).
- VII. In any section where specific staff category (eg, national, expatriate) is not alluded to, it implies that all categories of staff are covered. In case of any conflict with the Bangladesh HRPP, executive director of BRAC International will decide.



STAFF REQUISITION FORM

Number:

Job Description		
Job Title:	No of Positions:	
Job Location:	Programme/Dept:	
Salary as per budget (KYATS/USD):	Source of Budget:	Level:
Educational Qualification:	Experience (in years):	
Required Date:		
Staff Category: Full-time <input type="checkbox"/> Part-time <input type="checkbox"/> Others <input type="checkbox"/>		
Cause of Requisition:		

Main Job/Responsibilities
1.
2.
3.
4.
5.

Required Skills/Capacity
1.
2.
3.
4.

Proposed by:	Recommended by:	Comments of Accounts Department (on budget):	Comments of HR Department:
Signature:	Signature:		
Name:	Name:	Signature:	Signature:
PIN:	PIN:		
Designation:	Designation:		
Recommended by:	Programme Anchor	Chief People Officer	Director Finance
Approved By:			
Signature:		Designation:	Date:



JOB DESCRIPTION

Department	
Job Title	
Location	
Reporting to:	
Level/Grade	

ORGANISATION RELATIONSHIPS:	
Number of person Supervised (including the name of the positions):	
Supervision received by: (Name of the position)	

PURPOSE:

MAJOR RESPONSIBILITIES:

MAJOR CHALLENGES:	

KEY PERFORMANCE INDICATORS (KPIs)	

DECISION MAKING:	
Decision taken independently:	
Decision referred to the Supervisor:	

RELATIONSHIP TO OTHER ROLES:	
Within the Programme or Department (position names):	
Outside the Programme or Department (Programme and position names):	

WHO DOES PERFORMANCE REVIEWS FOR THIS ROLE?

ANY OTHER ADDITIONAL RESPONSIBILITIES?

BUDGET under this POSITION: [Budget holds/provided to spend for the project or programme or the signing authority of the position (If any)]

NUMBER OF REPORTEES:	
Direct:	
Indirect:	

EXPERIENCE (Including sector/industry):

KNOWLEDGE , SKILLS & COMPETENCIES:	

SPECIFIC EDUCATIONAL QUALIFICATION:	
Degree	Concentration / Major

PROFESSIONAL DEGREE / CERTIFICATION	

Job holder’s Name PIN.....	
Signature	



PERSONAL INFORMATION FORM

Photograph

Instruction:

- A. Write your name clearly.
- B. All the information: Spelling of name, date of birth; educational qualifications, etc. should be written as mentioned in the educational certificate.

1. Roll Number:

2. Name of the Position:

3. Name [in block letters]:

4. Mother's Name [in block letters]:

5. Father's Name [in block letters]:

6. Spouse's Name [in block letters]:

7. Date of Birth:

8. Place of Birth:

9. Hometown:

10. Age (on the joining date):

11. Marital Status:

12. Number of Children: ☐ Son ☐ Daughter ☐

13. Sex:

14. Citizenship/Nationality:

15. Blood Group:

16. Passport/National ID/Voter ID :

17. Email ID:

18. Cell Phone No:

19. Present Address:.....

.....

20. Permanent Address:

.....

21. Academic Qualification (Mention the subject name in case of honours/graduation and masters. Start from latest degree):

Name of the Exam	Year of Passing	Name of School/ College/University	City	Major Subject/ Group	Result

22. Professional Skills and Training:

Name of Training	Institution/Organisation	Duration	Year
Skills:			

23. Previous Employment Record in Chronological Order (Last three):

Name of the Organisation	Designation	Duration (in years)	Last Salary	Contact Person's Phone and email

24. Do you have any close relatives working at BRAC? Yes ☐ No ☐
If yes, please mention name, relation, designation, programme/department, country
.....
.....

25. Mention the name of referees who are not related to you but know you very well.

A. Name:

Occupation and Designation:

Address:

Cell Phone No: email ID:

B. Name:

Occupation and Designation:

Address:

Cell Phone No: email ID:

I, hereby declare that all information stated in this form is true and complete to the best of my knowledge.
Signature of the Applicant: Date:

Should be filled up by the office:

Information and certificates verified by (Signature): Date:

Name:

PIN: Designation:

Comments (if any):



NOTE OF DECLARATION

I, the undersigned, hereby declare that I have read the **HRPP** and **code of conduct** of the organisation and will abide by the set policies and procedures.

Signature of Staff:
Name:
Designation:
PIN:
Date:



NOMINEE FORM

Photograph of
Nominee 1

Photograph of
Nominee 2

Photograph of
Nominee 3

I, PIN, hereby declare that the entire amount of money I am entitled to receive shall be distributed to the following person/s according to the mentioned percentage:

Name of Elected Person/s	Guardian	Permanent Address	Relationship	Age	Distribution in Percentage (%)	Contact Details
(1)	(2)*	(3)	(4)	(5)	(6)	
1.						
2.						
3.						

Signature of Staff:

Signature of Witness:

Name:

Name:

Permanent Address:

Permanent Address:

.....

.....

.....

.....

.....

.....

Date:

Date:

- Note:**
1.

*(No. 2 column) If elected person/s is/are a minor/s; the name of the guardian shall be mentioned.
2.

No. 6 column shall outline how the full 100% of receivable amount shall be distributed.
3.

This form must be completed by the staff.



JOINING AND DEPLOYMENT FORM

Date:

Name (in block letters):
PIN:Roll No:
Venue of Orientation:
Designation:Programme/Dept:Blood Group:
Mother's Name (in block letters):
Father's Name (in block letters):
Present Address:
.....
Permanent Address:
.....
Address and phone number of close relatives (with whom the organisation can communicate in case of an emergency)

1. 2.
.....

Joining Date (as per deployment):
Date (actual):Time:

Contract Type: Full-time ☐ Local (regular/contractual) ☐ Expatriate (regular/contractual) ☐
Part-time ☐ Local ☐ Expatriate ☐ Intern ☐ Consultant ☐

Contract Duration (if applicable): From: To:
Joining Branch: Area: Region/District:

Salary Structure	Amount (KYATS/USD)
Basic Salary	
Project Housing Allowance	
Conveyance/Travelling Allowance	
Medical Allowance	
Others (if any)	
Consolidated (if applicable)	
Total Salary	

Signature of Staff:

Signature of First Supervisor : Designation:

PIN.....Area/Branch: Region/District:

Signature of Second Supervisor:

Note: Please fill up two copies; one for area/branch office, one for HRD country headquarters.



CONTRACT RENEWAL FORM

Name of Programme:

Name of Area:

#	Name of employee	PIN	Designation	Present Salary (with currency name)	Present duty station	Joining Date in Country	Current Contract Ending date	Proposed Contract Ending date	Justification for Renewal	Last appraisal rating	1st Supervisor	
											Sign	Name
												PIN

To be filled up as per Table of Authority			
Recommendation (2nd supervisor):	Recommendation (3rd supervisor):	Comments of Country Head of Accounts (on budget):	Comments of Country Human Resources
Name: PIN: Designation: Programme/Department:	Name: PIN: Designation: Programme/Department:	Signature: Comments: Date:	Signature: Name: PIN Comments:
Recommendation: (When applicable)			
Country Representative		HRD BRAC International	
Signature: Date:		Signature: Name :	PIN:
Approval:			
Signature:	Designation:		Date:

***NOTE: 1. if contract renewal is for local staff (below PM), then the approval shall be given by Country Representative"
2. if contract renewal is for International staff or local PM and above staff, then the approval shall be given by Regional Director

TRANSFER PROPOSAL

Date:

Transfer ID (If applicable):
Transfer Order Number:

The following staff are proposed for transfer from current to new working station.

Sl. No.	Name	PIN	Level/ Grade	Last Date of Transfer	Current		New				Remarks/ Reason for Transfer	
					Designation, Programme/ Department	Branch/ Area, Region	Designation, Programme/ Department	Programme Code	Branch/ Area, Region	Country Head- quarters		Region/ District
1.												
2.												
3.												
4.												
5.												
6.												
7.												
8.												

Proposed by:		Received by:		Recommended by:		Approved by:	
(Existing Programme/Department)		(New Programme/Department)		Signature: Date:		Signature: Name: PIN: Designation: Programme: Date:	
Signature: Name: PIN: Designation: Programme: Date:		Signature: Name: PIN: Designation: Programme: Date:		Human Resources Department Signature: Name: PIN: Designation: Programme: Date:		Signature: Name: PIN: Designation: Programme: Date:	

NB: If staff applied for transfer it should be mentioned in remarks column. Project code must be mentioned and approval of transfer will be as per Table of Authority.



CHARGE HANDOVER FORM
(In case of Transfer or Separation)

- Charge Handed Over By:
- Designation:PIN:Salary / Level:
- Area:Region:Programme/Dept:
- Date of Joining BRAC: Date of Joining Current Working Station:
- Last Date in Current Working Station:
- Incomplete Job (if any):
- Number of items, files and documents to be handed over eg, motorcycle, papers of land, property and other papers or files in total (if required list shall be attached):
- Accounts-related Information
 - Balance in Bank Accounts KYATS:Date:
Balance in Bank Accounts USD:Date:
 - Total Cash in Hand KYATS:Date:
Total Cash in Hand USD:Date:
 - Detail Information on Cheque Book:
 - Cheque Number From:to(With Signature)
 - Cheque Number From:to (Without Signature)
- Date of Charge Handover:

10. Charge Handover By: Signature: PIN: Date:	Charge Taken Over By: Signature: PIN: Name: Designation: Date:
11. Witness-01 Signature: Name: PIN: Designation: Date:	Witness-02 Signature: PIN: Name: Designation: Date:

- Copy to:
- Respective programme/department head
 - Office copy
 - Person copy



JOINING AFTER TRANSFER

Filled in by Staff

Name:Designation: PIN:

Salary Level: Date of Joining BRAC:

Date of Transfer (As of Transfer Order):

Details of Transfer	
Before Transfer	After Transfer
Working Station:	Working Station:
Programme:	Programme:
Designation:	Designation:
Date of Leaving: Time:	Date of Joining: Time:

Address of Staff

Permanent Address:
.....Cell Phone:

Filled in by Respective Accounts/HR Department

Salary Details		
Salary Structure	Salary Before Transfer (KYATS/USD/BDT)	Salary After Transfer (KYATS/USD/BDT)
Basic Salary		
Project Housing Allowance		
Conveyance Allowance		
Medical Allowance		
Others (If Any)		
Consolidated		
Total Salary		

Filled in by Present Working Station

Date of salary payment by current working station:

Liabilities/Comments (if any):
.....

Leave Balance: Up to last working dayin present working station.....Days

Details of Maternity/Paternity Leave/Other special leave (please specify):

1. From..... To..... Total..... Days
2. From..... To..... Total..... Days

Office Accommodation

Office Accommodation has been used by staff before transfer: Yes ☐ No ☐ (Use tick mark)

Transfer – Staff transfered by his/her own accord. Yes ☐ No ☐ (Use tick mark)

Transfer Details in the Last One Year				
Date of Transfer	Earlier Working Station and Programme	Transferred Working Station and Programme	Transferred more than two times in a year? (Use tick mark in appropriate field)	
			Yes	No

Transfer Leave:

Approved Date: From To

Official Clearance/Comments (if any):

Transport Department:Logistic Department:
Human Resources Department:Telephone Department:

..... Signature of Account/HR Dept: Name:Date: Designation:PIN: Signature of Respective Supervisor: Name:Date: Designation:PIN:
--	--

Filled in by Transferred Office

Name of Working Station:Branch/Area:Region: Province/State:Date of Joining:Time: Staff will use office accommodation in transferred area. Yes <input type="checkbox"/> No <input type="checkbox"/> (Use tick mark)	
..... Signature of Joining Staff Date: Signature of Supervisor Name:Date: Designation:PIN:

Annexure:

(The following papers should be attached with Joining After Transfer form)
- Charge Handover form
- Staff Assessment form from immediate supervisor for the current assessment year

Copy to: 1. Human resource department 2. Accounts department 3. Present working area 4. Transferred working area

NB: One copy of the Joining After Transfer form with appropriate information to be sent to human resource department by the transferred office within seven days. In case of country headquarters, one copy should sent to the accounts department.

Staff must collect ID Number of Transfer (if applicable)



VEHICLE REQUISITION FORM

Please allocate a vehicle in favor of me from the date:Day:
From: am/pm to date:Day:To:am/pm
For official purpose.
Type of Vehicle: No. of Passenger(s): Billing Account Name:
This vehicle shall run in the following route/s:

Date	Starting Point	Destination Point	Purpose

Name of Driver:Signature:
PIN:Name of User:
Vehicle Number:PIN:
Signature of Transport Dept:Designation:
.....Programme/Dept:
.....Date:

Approved By
Name:
PIN:
Designation:
Date:



DOMESTIC TRAVEL AUTHORISATION

Name: PIN:
Designation: Location:
Programme/Dept: Destination:
Start Date of Travel: Time:
Purpose of Travel:
Tentative Return Date:

Signature of Applicant: Date:	Signature of Authority: Name: PIN: Designation: Date:
Fill up after returning from travel: Actual date of return: Time: Reasons for changing the date of return:	
Signature of Authority: Date:	

NB: Signature of authority shall be required only if the actual date of return is changed.



INTERNATIONAL TRAVEL AUTHORISATION FORM

Personal Details

Name:		PIN:	Level/Salary:	
Designation:	Programme:		Duty Station:	
Passport No:	Expiry Date:		Marital Status:	
Emergency Contact Information: Name: Contact No: Address:			Medical condition(if any):	

Details of Traveling Programme

Purpose/Justification of the Visit:				
Venue	Address		City:	
			Country:	
Duration of Visit	From:	To:	Total Days:	
Official Visit	From:	To:	Total Days:	
Leave Taken (if any)	From:	To:	Total Days:	
Details of Expenses	Total Amount:	By BRAC:	By Sponsor:	Personal (if applicable)
Date of Departure from Duty Station:		Date of Arrival at Duty Station:		Date of Joining at Duty:

Place of Stay Overseas

Address:	Telephone: email:	Fax:
----------	----------------------	------

Details of Organiser/s

Name:		
Address:	Telephone: email:	Fax:

Details of Sponsor/s

Name:				
Address:		Telephone: email:		Fax:
Signature of Staff	Signature of Supervisor	Signature of Country HRD	Signature of Head of Accounts	
Date:	Date:	Date:	Date:	

Recommendation

Country Representative	HRD BRAC International
Signature: PIN:	Signature: PIN:

Approval

Signature:	Designation:	Date:
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Note: Please attach supporting papers. For example, letter of invitation/sponsorship, ticket, etc.
Developed on April 25, 2016



LEAVE APPLICATION FORM

To: Date:

Name of the Applicant: PIN:

I request the approval of leave: From..... To

Total: Day/s

Cause of Leave:

Type of Leave (please specify):.....

Address on Time of Leave

.....
Signature of the Applicant

.....
Designation:

.....
Working Station:

.....
Programme/Dept:

.....
Telephone/Cell Phone No:

Filled up by HRD/Responsible Person

Up To (Date):

Leave Balance: Day/sDays Leave (With pay/without pay) is approved.

.....
Signature

.....
Signature of Supervisor

Joining (if enjoyed leave is changed)

Date of joining as per approved leave: Actual date of joining:

Reason for the change of leave enjoyment:

.....

.....
Signature of Joining Staff and Date

.....
Signature of Supervisor and Date

NB: Signature of respective supervisor is required if joining date is changed.
Please attach necessary documents as per HRPP.



MATERNITY/PATERNITY LEAVE APPLICATION

To:

Name of Applicant: PIN:

Designation:Joining Date (as full time staff):

Programme/Department:Branch:

Area:Region:

I request the approval of leave from.....to

Total: days with/without pay.

Tentative date of joining according to approval:

Tentative date of child delivery:

Number of children:

Details of Maternity/Paternity Leave, if s/he availed before:

1. From To Totaldays with pay/without pay

2. From To Totaldays with pay/without pay

Signature: Date:

Address (during leave):
.....
.....
.....
.....

Approval Authority:	
Signature:	PIN:
Name:	Designation:
Date:	

Please attach necessary documents as per HRPP.

EXTENDED LEAVE

(This portion must be filled up in case of leave extension for special reason. Please attach necessary documents as per HRPP.)

I request the approval of leave extension from to.....

Total:working days

.....
Signature of Applicant

Up to: date

Leave Balance: day/s day/s with/without pay leave is approved

.....
Signature of Accounts/HR Dept

.....
Signature

Name:

PIN:

Designation:

Date:

Joining Report

Joining date as per leave approval:Joining date (actual).....

Reason for changing enjoyed leave (if applicable):

.....

.....
Signature of Staff

.....
Signature of Respective Supervisor

Date:

- Note:** 1. Before availing leave, staff shall submit a copy of the leave approval to the respective accounts/HR department.
2. After joining from leave, the original copy of the Leave Application must be filled in properly and shall be submitted to the accounts/HR department with signature of supervisor.



RESIGNATION FORM



To:
.....

Subject: Resignation

Dear Sir/Madam,
I, the undersigned, would like to submit my resignation. My information is provided below:
Name:PIN: Designation:
Mother's Name: Father's Name:
Name of Spouse: Cell Phone No:
Salary/Level:Programme/Dept:
Branch: Area:
Region: District:
Date of Joining BRAC: Date of Joining Current Working Station:
Reason for Resignation:
Submission Date of Resignation Letter:Tentative Last Working Day:
Therefore, I am requesting you to consider all the mentioned information and accept my resignation.

Signature: Date:

Recommended By	
Supervisor: (Comments)..... Signature: Date: Name: PIN:	
Respective Authority: Signature:Date: Name: PIN: Designation:	Respective Authority: Signature:Date: Name: PIN: Designation:
HRD: Signature:Date: Name: PIN: Designation:	Approved By: Signature:Date: Name: PIN: Designation:



EXIT INTERVIEW FORM

Instructions: The exit interview should be completed during the employee's last fortnight of employment. An exit interview should be performed by a representative of human resources or a suitable person delegated by HR, **with every employee who resigns** from his/her position. The following form must be filled out after the interview which should last at least 15 minutes.

The purpose of this exit interview is to improve organisational HR practices. Notes from this interview shall be kept confidential.

Name: PIN:Salary/Level:
Designation: Programme/Dept:
Branch, Area: Region/County Headquarters:
BRAC Joining Date:.....

Information of New Organisation

Name: Designation:

- Please specify the main reason of your resignation:
.....
.....
- Are there any reasons for which you felt compelled to resign?
.....
.....
 - What was the most satisfactory aspect of your job?
.....
.....
 - What was the least satisfactory aspect of your job?
.....
.....
 - Did the job responsibilities match with your expectations? Yes ☐ No ☐
 - Did you get sufficient training to perform your responsibilities? Yes ☐ No ☐
 - Did you get appropriate feedback on your performance? Yes ☐ No ☐
 - Were you satisfied with the performance evaluation system/process? Yes ☐ No ☐
If no, please specify:
 - Do you think the organisation helped you achieve your career objectives? Yes ☐ No ☐
 - How was the working environment in BRAC?

Very Good ☐ Good ☐ Satisfactory ☐ Not Good ☐

Please specify:
.....

10. Were the working conditions, hours, equipment and facilities fair and adequate? Yes ☐ No ☐

If no, please specify:

11. Did you get appropriate guidelines and directions from your supervisor? Yes ☐ No ☐

12. How was the professional relationship between you and your supervisor?
.....
.....

13. Please mention your general perception about BRAC (strength/s and weakness/es):
.....
.....
.....
.....
.....
.....

14. Is there anything the organisation could have done differently that would have influenced you to stay longer with BRAC?
.....

15. Did you find any colleague’s behavior discriminating, harassing or disturbing for your working environment? Yes ☐ No ☐

If yes, please specify:
.....
.....

16. What changes in your current job/organisation would make you happy?
.....
.....

17. Will you recommend your relatives or friends to work in BRAC? Yes ☐ No ☐

18. In your new job, are you offered something, which is not being provided by BRAC? Yes ☐ No ☐

If yes, please specify:
.....

19. Would you like to make any other comments?
.....
.....
.....
.....
.....
.....

.....
Signature of Employee and Date

.....
Signature of HRD/Responsible Person
PIN:
Designation:
Date:



2 copies of
Passport size
photograph

RELEASE ORDER

Name:.....PIN: Designation:
Programme/Dept:Location:
Joining date BRAC: Joining date current programme/dept:
Last working date:..... Separation Type: Effective Date:
Address of Staff:
..... Cell Phone No:
Details of Liabilities (if any, please attach the supporting documents):

Description	Amount (KYATS/USD)
Total	

Staff can be recruited again in future: Yes ☐ No ☐
.....

Signature of Supervisor: PIN:Name:
Designation: Date:

Latest Monthly Salary (with currency name): Gross: Basic:
Salary Paid Up To (date):
Leave Balance: Up To (date)days
ID Card Returned: ☐ Yes ☐ No

Signature of Employee:Date:

.....
Signature of HRD
Name:
PIN:
Date:

.....
Signature of Head of Accounts
Name:
PIN:
Date:

.....
Signature of Country Representative
Name:
PIN:
Date:



FINAL SETTLEMENT

Name: PIN: Level/Grade:Designation:
Programme/Dept:Working Station:

A. Human Resources Department

Particulars	Day	Month	Year
Effective Date (Transfer/Resignation/Termination/End of Contract/ Others)			
Joining Date in Country			
Joining Date in Current Working Station			
Submission Date of Resignation			
Latest Monthly Gross Salary			
Salary Paid Up To			

Signature: Name: PIN: Date:

B. Accounts Department

Particulars	KYATS/USD	
Salary Due: From: To:		
Leave Salary: Up to (Date) Days		
Food/Lunch Allowance: (Date) From: To:		
Termination Benefit:		
Advance Salary Paid: From: To:		
Notice Pay:		
Liabilities:		
Loan Outstanding (if any):		
Others:		
Net Paid from Office:		
Net Payable to the Staff:		
Net Receivable from the Staff:		

.....
Signature of Country Head of Accounts
PIN:
Date:

.....
Signature of Country Representative
PIN:
Date:



GUARANTEE FORM

Photograph
of Guarantor

If in any case, financial irregularities would be taken place in the workplace, I guarantee to take the responsibility on behalf of him/her.

Signature of Guarantee:

Signature of Staff:

Name:

Name:

Relationship:

PIN:

Permanent Address:

Permanent Address:

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Date:

Date:.....

