



Ghana

**ADMINISTRATIVE & HUMAN RESOURCE POLICY**

*SEPTEMBER 2018*



DEFENSA DE NIÑAS Y NIÑOS INTERNACIONAL **DNI**  
DEFENSE DES ENFANTS INTERNATIONALE **DEI**  
DEFENCE FOR CHILDREN INTERNATIONAL **DCI**  
*the worldwide movement for children's rights*

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## ARTICLE

### 1.1 PURPOSE OF THE POLICY

1. This policy contains the administrative procedures of Defense for Children International-Ghana (hereafter referred to as DCI-Ghana, or DCI, for short). The policy describes the policies, practices, regulations and guidelines of DCI-Ghana. It is an intended guide for the operations of the Non-governmental organization. It also contains documentation of policies on quality assurance which is fundamental for the day-to-day and long-term management of the organisation.
2. The purposes of the policy are as follows:
  - a) To create smooth working relationship so that all staff members can effectively use their abilities and knowledge to serve the goals of the organization;
  - b) To protect and safeguard the rights of any member of staff;
  - c) To avoid misunderstanding between management and staff

#### 1.1.1 Policy Layout

There are six sections in the manual which cover all the components of a quality management system. Key policy statements are outlined under each heading. The main sections of the policy are:

1. Background information on DCI-Ghana
2. The vision and mission
3. Staff entry
4. Employment practices
5. Service delivery
6. Important DCI-Ghana documents



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### **1.1.2 Definition of terms:**

For the purposes of this Policy, the following terms are defined:

- a) Job description – guiding document for employee defining work to be implemented, employee's responsibilities and required qualifications.
- b) Discharge allowance – compensation given to employee in cases defined by the manual.
- c) Family member – spouse, child, step-child, parent, step-parent, grandparent, grandchild, step-grandchild and dependents living with the family, and brother or sister.
- d) Management – executive unit included Executive Director, Program Manager and Finance Officer.

## **1.2 BACKGROUND AND IDENTITY**

The development of this Strategic Plan was initiated by staff and Executive members of DCI-Ghana in 2016 and the current version in 2018. It was observed that DCI Ghana has not been able to fully utilise its potentials and occupy the space that it deserves in the child rights advocacy community in Ghana because of lack of strategic direction. As a result, it was agreed that the organisation must urgently look into the possibility of developing a comprehensive but realistic strategic plan that can guide its operations in the next three years. In addition to having a strategic direction, it was believed that a strategic plan could lead to the following:

- Better programme/project development and implementation
- Improved internal monitoring and governance
- Attract external support towards the organisation
- Ensure common understanding among staff, the Board, partners and target groups about the programme direction of the organisation

This Strategic plan was developed by staff, volunteers and partners from Government institutions and the community. The directors of both DCI Sierra Leone and DCI Liberia were also invited to share their experiences in working on child rights and protection projects in their various countries.



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The development of this Strategic plan was made possible through financial support from DCI/ECPAT Netherlands, courtesy of the Girl Power project, which DCI Ghana and the DCI sections mentioned earlier are implementing.

Defence for Children International is an independent non-governmental organization and a global movement for children's rights. It has been promoting and protecting children's rights on a global, regional, national and local level for over 30 years. Defence for Children International is represented through its national sections and associated members in 47 countries worldwide, with an International Secretariat based in Geneva, Switzerland. DCI was one of the drafters of the UNCRC and has a consultative status with the UN ECOSOC.

Defence for Children International Ghana is the national section of DCI in Ghana. It became a DCI section in 1997 during the International General Assembly of DCI held in Dakar. It is officially registered and active in Ghana since 1996. DCI-Ghana's head office is currently in Kumasi with branch offices in Obuasi and Accra.

The organisation has a team of 5 staff and 4 volunteers. Its General Assembly is composed of 25 members with different expertise in the field of human rights, international cooperation, social activism.

Defence for Children Ghana operates in Ghana for and with children carrying out initiatives for the protection and promotion of rights in the following areas:

- Juvenile Justice
- Child Protection with specific programmes on girls and young women
- Sexual Gender Based Violence and other forms of child abuse
- Child Labour and Child Trafficking

### **1.2.1 Aim**

To promote and protect the rights of children as enshrined in the UN Convention on the rights of the child and the Ghanaian laws that concern children.



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### **1.2.2 Objectives**

- To influence the development, enforcement and implementation of policies that protect the rights of children
- To foster sustainable cooperation and solidarity with government, UN and other agencies on children's rights
- To sensitise the public on the rights of the child
- To highlight child rights violations at national and international level in order to promote accountability and access to justice for the victims
- To facilitate the rehabilitation and reintegration of children from prisons, child victims of abuse and other vulnerable children

## **1.3 VISION AND MISSION STATEMENTS**

### **1.3.1 Vision**

A Ghana where children's rights are fully known and respected by all

### **1.3.2 Mission**

DCI Ghana operates to defend the rights of the child by advocating for and disseminating policies that protect the rights of children, building the capacities of child protection institutions and structures at national, district and community levels as well as empowering children for their self-protection and overall development

### **1.3.3 Value**

- We are professional
- We are sensitive to child rights issues
- We treat all child related cases with confidentiality and equality
- We are concerned with the welfare and protection of all children



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### 1.3.4 Responsibilities

- It is the responsibility of the Executive Director to determine the appropriate title of a position based on various factors and in line with the Statutes of DCI-Ghana
- It is the responsibility of the Executive Director to determine the classification and pay grade of a position, except where such authority is specifically re-delegated.
- It is the responsibility of the Executive Director to determine the essential functions and requirements for positions within the organization and ensure that job descriptions are established and maintained in accordance with this policy.

## 1.4 ENTRY

### 1.4.1 Human Resource Philosophy, Values, and Principles

DCI-Ghana makes valuable contributions to the community by defending the rights of children through various projects, such as the Girl Power Project, Girls Advocacy Alliance Project, Child Trafficking Project, etc. DCI-Ghana also strives for the prevention of Child Trafficking and Violence Against Children. The ability to successfully achieve our goals are through the following six principles:





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3. The Terms and Conditions of employment in this policy applies to all staff of DCI-Ghana. All current employees and individuals starting work/relationship with the organization are expected to carefully review and follow the policies and procedures stipulated herein.

#### **1.4.2 Equal Opportunity and prohibition of discrimination**

1. The organization prohibits any kind of discrimination, on the grounds of race, color, ethnic and social origin, nationality, sex, property and social status, living condition, age, disabilities, religious affiliation, marital status, and political or other views.
2. DCI-Ghana provides equal possibility for all employees (applicants) to self-realization, to perform their responsibilities and defends their rights such that no one will be preferential.
3. DCI-Ghana is committed to the inclusion of people who have physical and cognitive disabilities and those who advocate and offer services on behalf of people with disabilities.



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### **1.4.3 Hiring**

DCI-Ghana believes in the capabilities of a highly skilled and competent human capital and therefore strives to recruit high class staff at all levels of position to achieve its vision of becoming a specialty institution. The Human Resource strategy stresses the importance of taking proactive, imaginative actions to encourage top performing staff to work with the organization on both full time and part time basis. The policy is designed to provide a clear and simple process for effective recruitment with considerable flexibility to meet the needs of each, department and unit. It is also to ensure consistent, fair and transparent process through which the best person who meets the job requirements is appointed.

The policy is also to attract and retain the right type of staff and placed at the right position to meet the needs of the organisation.

### **1.4.4 Job description**

1. Job descriptions shall include:

- a) A summary statement (major purpose of position and its role in the organization)
- b) Core functions and essential and marginal job duties
- c) Degree of supervision indicating who assigns work, degree of independence and other guidelines
- d) Requirements (skills, knowledge, ability, physical, and behavioral competencies)
- e) Signatures of the employee, and Executive Director on the Job Description
- f) Date when the job description is approved or updated
- g) Current organization chart
- h) Special requirements (e.g. licenses, certificates, credentials, etc.)
- i) Physical demands.

2. The Executive Director shall review the job descriptions as needed to ensure that it accurately describes the core functions and duties of the position.



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#### 1.4.5 Staff categories

1. Staff positions are assigned to a classification title and pay grade on the basis of the work performed and skill and competency requirements of the position. As the core functions and job duties of a position change, a position may be reclassified.
2. Employees shall be classified into following categories:
  - a) Full-Time Employees - Full-time employees are those working a minimum of 40 hours per week and who has contract period not less than 12 months; who are eligible for holidays, severance pay and other benefits.
  - b) Part-Time Employees - Part time employees are those working for minimum of 20 hours per week.
  - c) Short-Term Employees - Short-term employees are those hired to work for a specific and limited period, usually less than twelve (12) months, on tasks normally carried out by full-time staff. Short-term employees may work full-time or part-time, according to the terms of the contract and job description.
  - d) Casual/Temporary Employees - A person is hired as casual/Temporary employee to provide a service the organization needs on an occasional or recurring basis, but not to the extent that it warrants the hiring of a full-time employee.
  - e) Consultants - consultant is a specialist whose services to the organization are contracted on terms that stipulate a specific and well-defined task to be completed within a specified period of time. Consultants may work full-time or part-time, according to the terms of the contract and job description



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### **1.5 EMPLOYMENT PRACTICES**

1. DCI-Ghana recognizes that people are the most important asset to the organization. As such it makes flexible accounts for employees to adhere to rules and regulations, and the terms in this policy.
2. Failure to adhere to these terms and conditions will normally be understood as a violation of the Employment Contract and the employee shall not claim that s/he has been unaware of the established rules.
3. Employees are to exhibit appropriate behavior at all times. The following are some classified inappropriate conducts. The list however, is in no way inclusive.
  - Unsatisfactory performance
  - Poor Attendance and Timekeeping
  - Breach of confidentiality
  - Misappropriation of DCI Assets
  - Discrimination or Harassment; Sexual Harassment
  - Violation of Local or Administrative Laws and/or Regulations
  - Dishonesty; Altering or falsifying time sheets
  - Theft or unauthorized removal or possession of property belonging to DCI or its staff
  - Inappropriate behavior
  - Inefficient/Unproductive work practices
  - Insubordination



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### **1.5.1 Relationships between the Employees of the Organization**

1. Every employee is expected to maintain good relationships with other employees nevertheless of their sympathy or apathy. Everyone is responsible for considering the characteristics of each other and under no circumstances should tense the general situation.
2. Every employee is responsible for the disputes or misunderstandings (even in case of the absence) caused by his/her own reason (between the employees and clients) that might be a threat to the image of the organization

### **1.5.2 Relationships between the employees and the beneficiaries**

1. Every employee of the organization should remember that the organization was created and exists for helping the beneficiaries. According to that, every employee is expected to be patient, fair and attentive towards the beneficiaries.
2. Employees shall be expected to have cordial and attentive attitude toward the beneficiaries. Employee of the organization is responsible for giving the client any possible help within the frames of the organization principles and guidelines.
3. Willful and/or repeated negligence towards the beneficiaries, impolite or undignified behavior shall result in administrative sanctions.
4. Accepting gifts from beneficiaries is prohibited

### **1.5.3 Accuracy and retention of records**

1. Each DCI-Ghana staff member is responsible for the integrity and accuracy of DCI documents and records and compliance with regulatory and legal requirements. Furthermore, assurance should be made that records are available to support DCI-Ghana's business practices and actions. No one may alter or falsify DCI-Ghana records or documents.
2. Such employees who work with personnel records and files shall keep such information as confidential.



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#### **1.5.4 Office Equipment**

1. The use of office equipment shall be for office business only, it shall be a prohibition for an employee to use office equipment or property for personal benefit.
2. The DCI vehicle is meant to be used for field work and other purposes related to the organization. However, staff can use the DCI vehicle for private use if it is available subject to possession of valid driving license, responsibility for damages and provision of own fuel. At all times, DCI-Ghana's work must be given priority.

#### **1.5.5 Staff's Ethic Responsibilities**

1. Organization's staff is obliged to guard organization's prestige and name; care on it and its development; not to dishonor it with his/her activity or inactivity; operating and carrying the highest dignity while accomplishing the functions or missions assigned by the organization.
2. Organization's staff is obliged to keep and respect the routine, traditions and the accepted norms; honestly and efficiently accomplish his/her assigned duties, and justify the presented confidence.

#### **1.5.6 Emergencies**

Staff members who confront or encounter a dangerous person should not attempt to challenge the individual. Employees should remain calm, make constant eye contact and talk to the individual. If law enforcement can be safely notified of the need for assistance without endangering the safety of the employee or others, such notice should be given. Otherwise, cooperate and follow the instructions given.



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### **1.5.7 Security**

Access to the office will be strictly controlled, and visitors will be permitted access during normal business hours. The office door will remain locked outside office hours. To assist in maintaining office security, the last employee to leave the office should ensure that the entrance is locked. No money or valuable property should be left unattended.

### **1.5.8 Work time and leave**

1. The standard workday is 8 hours per day from Monday to Friday including 1 hour for the break time, or if otherwise indicated in the contract.
2. The exact working hours for each employee are defined by the Executive Director. Employees may be required to work additional hours or non-regular hours without receiving overtime pay or any other form of compensation. If the employee feels that his/her hours and workload are unreasonable, he/she should notify the supervisor.
3. All employees are expected to come to work on time and to remain at work until the normal close time.
4. Full-time and temporary employees that have worked more than 2 months in the organization are entitled to using a vacation – 2 days per month worked. These days can be used monthly after 2 months work, or collect them. If an employee leaves the organization earlier than 2 months, the vacation days will be refunded.

### **1.5.9 Office Cleaning**

The office shall be swept and cleaned each morning before opening. Before closing, the office should be tidied up and any garbage should be disposed of so that it does not sit overnight.



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#### **1.5.10 Reporting concerns in good faith**

1. Anyone reporting a concern must act in good faith and have reasonable grounds for believing the information disclosed is believed to be unsafe, illegal and/or unethical behavior.
2. The act of making allegations that prove to be unsubstantiated, malicious, reckless, or with the foreknowledge that the allegations are false will be viewed as a serious disciplinary offense and may result in discipline, up to and including termination of employment.

### **1.6 SERVICE DELIVERY**

#### **1.6.1 Control of funds**

Each member of DCI-Ghana Staff must monitor the commitment and expenditure of DCI funds during field work and other conferences related to the organization. To that end, reasonable assurances should be made that expenditures or transfers of DCI funds are supported by documentation, made for value for money purposes, and are properly authorized and recorded.

### **1.7 AUTHORITY**

The personnel procedures contained in this policy have been approved by the Executive Council and are hereby established as official policy for DCI-Ghana.

### **1.8 FUTURE AMENDMENT**

*Should it become necessary*, DCI reserves the right to change the content in this policy following the normal operating procedures of the organisation.

***Approved by the Executive Council of Defence for Children International, Ghana on 30<sup>th</sup> September 2018***





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**AMENDMENT LOG**

<b>AMENDMENT NUMBER</b>	<b>AMENDMENT PAGES</b>	<b>DESCRIPTION APPROVED BY</b>	<b>DATE</b>