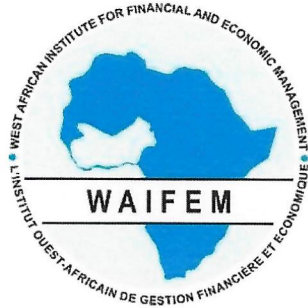




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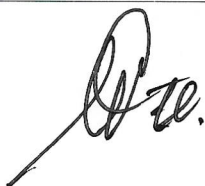


**ENVIRONMENTAL AND SOCIAL POLICIES, RULES, AND PROCEDURES
LABOUR POLICY,
GRIEVANCE PROCEDURE,
SEXUAL HARASSMENT POLICY, AND
WHISTLEBLOWER POLICY AND PROCEDURES**

10.

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**WEST AFRICAN INSTITUTE FOR FINANCIAL AND ECONOMIC MANAGEMENT
(WAIFEM)**

ENVIRONMENTAL AND SOCIAL POLICIES, RULES, AND PROCEDURES

1. POLICY STATEMENT

The West African Institute for Financial and Economic Management (WAIFEM) is committed to promoting sustainable development and upholding environmental and social responsibilities in its operations. This policy provides a framework to integrate environmental sustainability and social equity into WAIFEM's organizational practices, ensuring compliance with applicable laws, regulations, and international best practices.

2. SCOPE

This policy applies to all WAIFEM staff, consultants, contractors, and other stakeholders involved in the organization's operations, programs, and projects.

ENVIRONMENTAL POLICY

2.1 Objectives

1. Minimize the environmental footprint of WAIFEM's operations.
2. Promote the efficient use of resources and reduction of waste.
3. Ensure compliance with environmental laws and regulations.
4. Foster awareness of environmental issues among employees and stakeholders.

2.2 Procedures

- **Resource Efficiency:**
 - Implement energy-saving measures, including the use of energy-efficient appliances and lighting.
 - Encourage paperless communication and printing only when necessary.
 - Promote water conservation practices across all facilities.
- **Waste Management:**
 - Establish a recycling program for paper, plastics, and e-waste.
 - Safely dispose of hazardous materials in compliance with legal standards.



- **Green Procurement:**

- Purchase environmentally friendly products and services whenever feasible.
- Work with suppliers who uphold sustainable practices.

- **Travel and Transport:**

- Encourage virtual meetings to reduce carbon emissions from travel.
- Promote the use of fuel-efficient vehicles for official duties.

- **Facility Management:**

- Maintain green spaces within WAIFEM premises.
- Ensure that construction and maintenance projects meet environmental standards.

SOCIAL POLICY

3.1 Objectives

1. Promote equity, diversity, and inclusion within WAIFEM.
2. Respect and uphold the rights of all individuals in the communities impacted by WAIFEM's programs.
3. Ensure the health, safety, and well-being of WAIFEM staff and stakeholders.

3.2 Procedures

- **Diversity and Inclusion:**

- Maintain a workplace that values diverse backgrounds, experiences, and perspectives.
- Ensure hiring and promotion practices are free from discrimination.

- **Community Engagement:**

- Engage local communities in the planning and implementation of WAIFEM's programs.
- Provide training and capacity-building initiatives to empower local populations.

- **Employee Welfare:**

- Provide fair compensation, benefits, and opportunities for professional growth.
- Ensure a safe and healthy working environment for all employees.
- Promote work-life balance through flexible work policies.

- **Human Rights:**

- Ensure that all projects and programs adhere to principles of human rights, including freedom of expression, non-discrimination, and protection against exploitation.

IMPLEMENTATION FRAMEWORK

4.1 Roles and Responsibilities

- **Board of Governors:**

- Provide oversight and ensure alignment of policies with WAIFEM's strategic objectives.

- **Management:**

- Develop, implement, and monitor environmental and social policies.
- Allocate resources for policy execution.

- **Staff:**

- Adhere to the policies and actively contribute to their implementation.
- Report violations and suggest improvements.

4.2 Training and Capacity Building

- Regular training for staff on environmental and social sustainability.
- Awareness campaigns to promote understanding and adherence to the policies.

4.3 Monitoring and Reporting

- Conduct periodic audits to assess environmental and social performance.
- Develop an annual Environmental and Social Impact Report to evaluate progress and challenges.

Policy Review and Updates

This policy shall be reviewed every three years or as necessary to incorporate new regulations, technologies, or organizational priorities.

Approved _____
_____ Director General

Ms.

**WEST AFRICAN INSTITUTE FOR FINANCIAL AND ECONOMIC MANAGEMENT
(WAIFEM)**

LABOUR POLICY

INTRODUCTION

The West African Institute for Financial and Economic Management (WAIFEM) is committed to fostering an inclusive, professional, and supportive workplace environment that reflects its mandate of promoting capacity building in financial and economic management in the West African sub-region. This Labour Policy outlines WAIFEM's principles, objectives, and guidelines for managing its workforce in alignment with international labour standards, regional and national labour laws, and organizational goals. Through adherence to these principles and practices, WAIFEM aims to attract, retain, and develop a diverse and talented workforce that drives its mission of capacity building in West Africa.

1. OBJECTIVES

The key objectives of this Labour Policy are to:

1. Ensure a fair, safe, and inclusive work environment.
2. Promote equal opportunity and non-discrimination in all employment practices.
3. Provide clear guidelines for recruitment, remuneration, and performance management.
4. Foster professional growth and development for all employees.
5. Protect employees' rights and promote their well-being.
6. Ensure compliance with regional labour laws and international best practices.

2. SCOPE

This policy applies to:

- All permanent, temporary, and contract employees of WAIFEM.
- External consultants and contractors engaged by WAIFEM for specific projects.

3. GUIDING PRINCIPLES

1. ***Equality and Non-Discrimination:*** WAIFEM does not discriminate on the basis of gender, age, religion, ethnicity, nationality, disability, or any other protected characteristic.



2. **Merit-Based Recruitment:** Hiring decisions are based on qualifications, experience, and alignment with the organization's objectives.
3. **Professionalism:** Employees are expected to demonstrate integrity, competence, and commitment to WAIFEM's values.
4. **Compliance:** All employment practices adhere to regional labour laws, including ILO standards.

4. EMPLOYMENT PRACTICES

4.1 Recruitment and Selection

- Transparent and merit-based hiring process.
- Advertisement of job vacancies through multiple platforms to ensure wide reach.
- Clear job descriptions and qualification criteria for all positions.

4.2 Compensation and Benefits

- Competitive salary structure aligned with industry standards.
- Comprehensive benefits package, including health insurance, pension contributions, and leave entitlements.
- Regular review of compensation policies to ensure fairness and market competitiveness.

4.3 Work Hours and Leave

- Standard working hours: 40 hours per week.
- Overtime compensation as per organizational guidelines.
- Leave entitlements include annual, sick, maternity/paternity, and special leave (as applicable).

4.4 Performance Management

- Annual performance appraisals to evaluate employee contributions.
- Clear performance objectives and measurable indicators.
- Opportunities for feedback and professional development.

4.5 Learning and Development

- Support for training programs, workshops, and professional certifications.
- Internal mentorship opportunities to foster career growth.
- Access to regional and international seminars relevant to WAIFEM's mandate.



5. WORKPLACE ENVIRONMENT

5.1 Health and Safety

- Maintenance of a safe and healthy work environment.
- Regular risk assessments and workplace safety training.
- Access to first aid and emergency response resources.

5.2 Anti-Harassment Policy

- Zero tolerance for workplace harassment, bullying, or discrimination.
- Clear reporting mechanisms and a confidential grievance process.
- Disciplinary action for violations of the anti-harassment policy.

5.3 Work-Life Balance

- Flexible work arrangements, where feasible.
- Policies to support employees' mental health and well-being.
- Encouragement of a culture of mutual respect and collaboration.

6. EMPLOYEE RELATIONS

6.1 Grievance Redressal

- Establishment of a grievance committee to address employee concerns.
- Transparent and impartial grievance resolution process.
- Protection of employees from retaliation for raising legitimate concerns.

6.2 Disciplinary Procedures

- Clear guidelines for addressing misconduct or underperformance.
- Progressive disciplinary measures, including verbal warnings, written warnings, and termination (if necessary).
- Right to appeal disciplinary decisions.

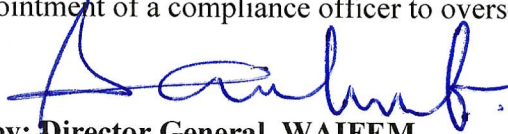
6.3 Employee Engagement

- Regular staff meetings to encourage open communication.
- Opportunities for employees to provide feedback on policies and practices.
- Initiatives to recognize and reward exceptional performance.

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7. COMPLIANCE AND REVIEW

- Regular audits to ensure compliance with labour laws and policies.
- Periodic review and update of the Labour Policy to reflect laws and changes in organizational needs.
- Appointment of a compliance officer to oversee adherence to this policy.



Approved by: Director General, WAIFEM

Date: December 9, 2022



**WEST AFRICAN INSTITUTE FOR FINANCIAL AND ECONOMIC MANAGEMENT
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GRIEVANCE PROCEDURE POLICY

1. PURPOSE

This grievance procedure policy aims to provide a transparent, fair, and consistent framework for addressing and resolving grievances raised by staff members of WAIFEM. This policy ensures that grievances are handled promptly, impartially, and confidentially, promoting a positive work environment.

2. SCOPE

This policy applies to all employees of WAIFEM, including permanent, contract, and temporary staff, who wish to raise concerns about their employment, workplace conditions, or interpersonal conflicts.

3. DEFINITIONS

- **Grievance:** A formal complaint or concern raised by an employee about workplace issues such as unfair treatment, workplace harassment, discrimination, or breach of policy.
- **Complainant:** The employee raising the grievance.
- **Respondent:** The individual(s) or department against whom the grievance is raised.

4. GUIDING PRINCIPLES

- **Confidentiality:** All grievance matters will be treated with the highest level of confidentiality.
- **Fairness:** All parties involved will be treated impartially and respectfully.
- **Timeliness:** Grievances will be addressed and resolved promptly.
- **Non-retaliation:** Employees raising grievances will not face retaliation or victimization.
- **Transparency:** The process will be clear and accessible to all employees.

5. PROCEDURE

Step 1: Informal Resolution

1. Where appropriate, employees are encouraged to resolve grievances informally by discussing the issue directly with the person(s) involved.



2. Where the issue cannot be resolved directly, the employee may seek assistance from their supervisor or the Human Resources (HR) department for informal mediation.

Step 2: Formal Grievance Submission

1. If the grievance remains unresolved, the employee may submit a formal written grievance to the HR department.
2. The written grievance must include:
 - A clear description of the issue.
 - Relevant dates, times, and locations.
 - Names of individuals involved.
 - Any supporting documentation or evidence.
3. The HR department will acknowledge receipt of the grievance within three (3) working days.

Step 3: Investigation

1. The HR department will assign an impartial investigator or grievance committee to review the complaint.
2. The investigation may include:
 - Interviews with the complainant, respondent, and witnesses.
 - Review of relevant documentation.
3. The investigation will be completed within fifteen (15) working days, where possible.

Step 4: Resolution and Outcome

1. Upon conclusion of the investigation, the investigator or committee will provide a report with findings and recommendations.
2. The HR department will write the outcome to the complainant and respondent.
3. Appropriate action will be taken to resolve the grievance, which may include:
 - Corrective action.
 - Disciplinary measures.
 - Policy or procedural changes.

Step 5: Appeal

1. Suppose the complainant is dissatisfied with the outcome. In that case, they may submit a written appeal to the Director-General within ten (10) working days of receiving the decision.
2. The Director General will review the appeal and may conduct further investigation, if necessary.
3. A final decision will be provided within ten (10) working days of receiving the appeal.



6. ROLES AND RESPONSIBILITIES

- **Employees:** Raise grievances in good faith and cooperate during investigations.
- **Supervisors/Managers:** Support informal resolution efforts and ensure fairness.
- **HR Department:** Facilitate the grievance process, ensure compliance with policy, and provide support.
- **Director General:** Oversee the final appeal process and ensure organizational accountability.

7. CONFIDENTIALITY AND RECORDS

The HR department will maintain All grievance records securely and confidentially for at least five (5) years.

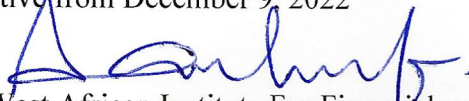
8. REVIEW OF POLICY

This policy will be reviewed periodically to ensure its effectiveness and alignment with organizational objectives and best practices.

9. EFFECTIVE DATE

This policy is effective from December 9, 2022

Approved by:



Director General, West African Institute For Financial and Economic Management (WAIFEM)

December 9, 2022

**WEST AFRICAN INSTITUTE FOR FINANCIAL AND ECONOMIC MANAGEMENT
(WAIFEM)**

SEXUAL HARASSMENT POLICY

1. POLICY STATEMENT

The West African Institute for Financial and Economic Management (WAIFEM) is committed to creating and maintaining a workplace environment where all employees, resource persons, and other stakeholders are treated with dignity, respect, and fairness. Sexual harassment is a violation of human rights and will not be tolerated. This policy outlines WAIFEM's rules, procedures, and mechanisms for addressing and preventing sexual harassment within the institution.

2. SCOPE

This policy applies to all WAIFEM staff, resource persons, interns, consultants, and any other individuals engaged with WAIFEM, regardless of their employment status or location of work.

3. DEFINITION OF SEXUAL HARASSMENT

Sexual harassment includes unwelcome sexual advances, requests for sexual favours, or other verbal, non-verbal, or physical conduct of a sexual nature when:

- Such conduct is made explicitly or implicitly a condition of employment or participation in WAIFEM activities.
- Such conduct interferes with an individual's work performance or creates an intimidating, hostile, or offensive work environment.
- Such conduct is used as a basis for employment decisions affecting the individual.

Examples of sexual harassment include but are not limited to:

- Unwelcome sexual remarks, jokes, or comments.
- Inappropriate touching, gestures, or physical advances.
- Display of sexually explicit materials.
- Sending sexually suggestive emails, texts, or messages.
- Retaliation against individuals for reporting harassment.



4. RESPONSIBILITIES

- **Management and Leadership:** Ensure the policy is implemented, communicated, and enforced. Managers and supervisors must model respectful behaviour and act promptly on complaints.
- **Staff and Resource Persons:** Understand, respect, and comply with this policy. Report observed or experienced harassment promptly.
- **Human Resources Department:** Conduct training sessions, receive complaints, ensure confidentiality, and manage investigations.

5. REPORTING MECHANISM

1. Confidential Reporting:

- Any person who experiences or witnesses sexual harassment should report it promptly to the Human Resources Department or a designated reporting officer.
- Reports can be submitted in writing, via email, or through a confidential hotline.

2. Support Channels:

- Complainants will be offered access to counselling and support services where necessary.
- Protection against retaliation will be guaranteed for anyone who files a report or assists in an investigation.

3. Anonymous Reporting:

- Anonymous reports will be reviewed and investigated to the extent possible, but lack of specific information may limit the response.

6. INVESTIGATION PROCEDURES

1. Acknowledgement:

- Upon receiving a complaint, the HR Department will acknowledge it within two (2) working days.

2. Investigation:

- An impartial investigation team will be established to review the complaint.
- All parties involved will be interviewed, and evidence will be collected in a confidential and unbiased manner.

3. Resolution Timeline:

- Investigations will be concluded within 30 days unless extensions are justified and communicated to all parties.



4. *Outcome:*

- Appropriate disciplinary actions, ranging from a formal warning to termination of employment or contracts, will be enforced if the complaint is substantiated.

7. DISCIPLINARY ACTIONS

- Disciplinary actions for perpetrators may include:
 - Written warning
 - Suspension
 - Termination of employment or engagement
- False complaints made with malicious intent will be subject to disciplinary action.

8. PREVENTION AND AWARENESS

1. *Training:*

- Annual mandatory training sessions on sexual harassment prevention will be conducted for all employees and resource persons.

2. *Awareness Campaigns:*

- Posters, handouts, and digital content on the zero-tolerance policy will be shared regularly.

3. *Policy Distribution:*

- This policy will be included in staff handbooks and resource persons' onboarding materials.

9. MONITORING AND EVALUATION

The HR Department will:

- Regularly review and update the policy.
- Conduct periodic surveys to assess the workplace environment.
- Maintain detailed records of all complaints and resolutions.

10. CONFIDENTIALITY AND PROTECTION

- All complaints will be handled with strict confidentiality to protect the dignity of all parties involved.
- Retaliation against individuals who report harassment or participate in investigations is prohibited and will result in disciplinary action.



11. POLICY REVIEW

This policy will be reviewed every three years or as required by legal, social, or organizational standards changes.

CONTACT INFORMATION

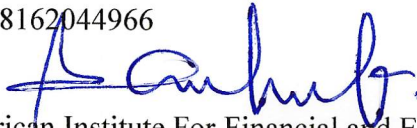
For reporting and inquiries, please get in touch with Human Resources Department

Email: hr@waifem-cbp.org

Phone number: +2349132068259

Confidential Hotline: +2348162044966

Approved by:



Director-General, West African Institute For Financial and Economic Management (WAIFEM)

Date: December 9, 2022



**WEST AFRICAN INSTITUTE FOR FINANCIAL AND ECONOMIC MANAGEMENT
(WAIFEM)**

WHISTLEBLOWER POLICY AND PROCEDURES

1. PURPOSE

The West African Institute for Financial and Economic Management (WAIFEM) is committed to maintaining the highest transparency, accountability, and ethical behaviour standards. This whistleblower policy provides a safe and confidential mechanism for employees, contractors, and other stakeholders to report concerns about unethical behaviour, fraud, misconduct, or violations of WAIFEM's policies without fear of retaliation.

This Whistleblower Policy is intended to encourage and enable employees and others to raise serious internal concerns so that WAIFEM can address and correct inappropriate conduct and actions. It demonstrates WAIFEM's commitment to ethical practices and its support for individuals who raise legitimate concerns.

2. SCOPE

This policy applies to:

- All employees of WAIFEM, including full-time, part-time, and temporary staff.
- Contractors, consultants, and volunteers working on behalf of WAIFEM.
- External parties interacting with WAIFEM.

3. REPORTING MISCONDUCT

Misconduct includes, but is not limited to:

- Fraud, embezzlement, or corruption.
- Breaches of confidentiality.
- Harassment or discrimination.
- Breaches of health, safety, or environmental regulations.
- Violations of WAIFEM policies or applicable laws.

4. WHISTLEBLOWER PROTECTIONS

- **Confidentiality:** All reports will be handled confidentially to the extent possible, consistent with the need to conduct an adequate investigation.



- **Non-Retaliation:** Retaliation against a whistleblower who makes a report in good faith is strictly prohibited. Retaliation includes dismissal, harassment, or discrimination.
- **Anonymity:** Reports can be made anonymously, if preferred. However, providing contact details may facilitate more effective investigation and resolution.

5. REPORTING MECHANISMS

WAIFEM provides multiple channels to report concerns:

- **Whistleblower Hotline:** (+2348078634157)
- **Email:** (whistleblower@waifem-cbp.org)
- **Online Reporting Portal:**
- **Written Report:** Addressed to the Head of Internal Audit, marked "Confidential."
- **In-Person Reporting:** Directly to the Internal Audit Head.

6. REPORTING PROCESS

1. **Submission of Report:** The whistleblower submits their concerns through one of the reporting mechanisms.
2. **Acknowledgement:** WAIFEM will acknowledge receipt of the report within five business days unless the report is anonymous.
3. **Preliminary Assessment:** The report will undergo an initial review to determine credibility and the need for a formal investigation.
4. **Investigation:** If warranted, the Internal Audit Department or an appointed third party will conduct an impartial investigation.
5. **Resolution:** Findings will be documented, and appropriate corrective action will be taken. The whistleblower will be informed of the outcome, if their identity is known.
6. **Follow-up:** Continuous monitoring of implemented actions to ensure resolution.

7. FALSE REPORTING

Deliberately providing false or malicious information is a serious offence and may lead to disciplinary action, including termination.

8. ROLES AND RESPONSIBILITIES

- **Whistleblower:** Report concerns honestly and in good faith.

- **Finance and Administration Director:** Oversee the implementation and administration of the policy.
- **Internal Audit Department:** Conduct investigations and recommend corrective actions.
- **Management:** Act on investigation findings and prevent retaliation.

9. REVIEW AND AMENDMENTS

This policy will be reviewed annually to ensure its effectiveness and compliance with applicable laws and best practices.

Approved by:



Director General, West African Institute For Financial and Economic Management (WAIFEM)
December 9, 2022

