



Namibia Development Corporation
Constituted under Act 18 of 1993

PART I

**HUMAN RESOURCES STAFFING AND
EMPLOYMENT POLICY**

PART II

**HUMAN RESOURCES POLICY AND
REGULATIONS**

NAMIBIA DEVELOPMENT CORPORATION

CORPORATE CORE VALUES

➤ *Excellence:*

We work by standards true to our potential

➤ *Integrity and transparency:*

Our deeds match our words

➤ *Results driven:*

We value results rather than intentions

➤ *Innovation:*

We seek out new development solutions, unrestrained by the past

NAMIBIA DEVELOPMENT CORPORATION

HUMAN-RESOURCE POLICY AND REGULATIONS

- I All references to “the Act” refer to the Namibia Development Corporation Act, 1993 (Act 18 of 1993).
- II All references made to “the Corporation” refer to the Namibia Development Corporation.
- III These conditions shall be read in conjunction with the Labour Act 2007(Act 11 of 2007) and shall only apply where inconsistent with it.
- IV All procedures must be read in conjunction with the relevant policies.

DEFINITION OF TERMS USED IN THE REGULATIONS

In these Human-Resource Policy Regulations, unless determined otherwise by the context, the following terms shall be deemed to have the meanings listed below:

1. **“Activities”** shall mean any factory or business operated, managed or controlled by the Corporation for and/or on behalf of itself or any other person or persons.
2. **“Approved tariffs”** shall mean the latest tariffs as approved by the Board (tables of such tariffs are kept for perusal at the Human Resources Department).
3. **“Board”** shall mean the Board of Directors appointed under the Namibia Development Corporation Act, Act 18 of 1993 who exercises all of the Corporation’s powers.
4. **“Board or its delegate”** shall mean a person appointed in such capacity by the Government and his/her duly authorised delegate or delegates.
5. **“Calendar Month”** shall mean the period from the first day up to and including the last day of any of the twelve months in the year.
6. **“Consecutive service”** shall mean the period from the date of permanent assumption of duties to the date of termination of service with the Corporation and shall include any period of absence with duly authorised vacation, sick, special, long or unpaid leave.
7. **“Contract personnel”** shall mean persons who are appointed for a specific period and whose service relationship with the Corporation is regulated by a special service contract.
8. **“Corporation”** shall mean the Namibia Development Corporation instituted under Act 1993 (Act 18 of 1993).
9. **“Employee”** shall mean an employee serving the Corporation in a permanent or temporary capacity or on contract, excluding part-time employees and apprentices.
10. **“Family”** shall mean the spouse, children and parents, including any legally adopted children of a personnel member and who are necessarily dependent on him/her.
11. **“Headquarters”** shall mean the city, town or place where an employee’s principal duties are, or will be, executed or which has been allocated as the employee’s headquarters by the Board or its delegate.
12. **“Management”** shall mean the Department Heads appointed by the Board of Directors from time to time.

13. **“Medical Aid Scheme”** shall mean a scheme as approved by the Board under the powers vested in it in terms of the Namibia Development Corporation Act, 1993 (Act 18 of 1993).
14. **“Member of staff”** and **“Staff Member”** shall, unless otherwise determined by the context, pertain to all members of staff and shall mean persons in the Corporations service.
15. **“Month”** shall mean the period from any given date in a month until one day before that date the following month.
16. **“Normal date of retirement”** shall mean the first day of the month following that in which the person concerned has reached the standard retirement age, provided that where the date of birth is the first day of the month, the normal date of retirement shall be the date on which the normal retirement age has been reached.
17. **“Part-time employees”** shall mean any person who
 - does not render service for the Corporation’s full-prescribed office hours;
 - is subject to a mutual notice period for termination of service; and
 - does not qualify for any of the Corporation’s fringe benefits.
18. **“Pension fund”** shall mean the NDC Pension Fund of the Namibia Development Corporation as approved by the Board under the powers vested in it in terms of the Namibia Development Corporation Act, 1993 (Act 18 of 1993).
19. **“Permanent staff”** shall mean persons who are appointed for an unspecified period and who are subject to a mutual notice of termination period as per employment contract.
20. **“Previous conditions of service”** shall mean such Human-Resource regulations or agreements containing the conditions of service for Corporation employees, which are superseded by the current Human-Resource Regulations.
21. **“Property”** shall mean all fixed and movable property and tangible and intangible assets belonging to the Corporation, including all information it has gathered or processed.
22. **“Public holiday”** and **“holiday”** shall mean each of the days specified as public holidays by the Act on Public Holidays.
23. **“Regulations”** shall mean the Human Resources Policy Regulations determined hereby and all amendments thereto.
24. **“Retirement age”** shall mean attainment of the age set out in the Regulations pertaining to the NDC Pension fund.

25. **“Remuneration”** shall mean the total value of all payments in money or in kind made or owing to an employee arising from the employment of the employee, which includes all allowances always payable to the employee.
26. **“Basic salary/wage”** shall mean the remuneration in money including the cash equivalent of payment in kind but does not include allowances.
27. **“Staff members’ possessions”** shall mean a staff member and his/her family’s movable assets, excluding livestock, domestic animals or pets.
28. **“Subsistence and Travel Allowance”** shall mean the payment intended to compensate a member of staff for reasonable expenses which he/she, beside his/her normal living expenses at home, is obliged to pay for accommodation and meals when he/she is absent from his/her headquarters on official duty.
29. **“Temporary employees”** shall mean all persons specifically employed by the Corporation in a temporary capacity and who do not appear on the Corporation’s fixed staff establishment.

ADMINISTRATION OF THE REGULATIONS

1. The regulations shall be administered by the Board or its delegate, who may either delegate such administration partially or in full to other members of staff.
2. The regulations shall apply to all employees in the Corporation’s service.
3. The Management shall reserve the right to amend the regulations at its discretion.
4. In the event of a dispute in the interpretation of the regulations, the interpretation of the Board or its delegate will be final and binding.
5. All financial assistance herein referred to is subject to budgetary provisions and Management approval.

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PART I

**HUMAN RESOURCES STAFFING
AND EMPLOYMENT POLICY**

NAMIBIA DEVELOPMENT CORPORATION

STAFFING AND EMPLOYMENT POLICY	AUTHORISED 
SUBJECT RECRUITMENT & SELECTION	DATE 12 MARCH 2015

CHAPTER ONE

RECRUITMENT & SELECTION POLICY

Purpose

The purpose of the recruitment and selection policy is to ensure sound recruitment, selection and employment procedures throughout the Corporation. This will assist the Corporation in achieving its objective of maintaining a competent, productive, motivated and content workforce. **The Corporation is an equal opportunity employer and will not discriminate on the basis of race, colour, creed or sex.**

Guiding Principles

The guiding principles that will underpin recruitment and selection in the Corporation will reflect the Corporation's desire to:

- ensure that recruitment practices are fair, equitable and transparent;
- provide line Managers with the guidelines that will assist them in managing the recruitment and selection process;
- ensure that all practices be competency based and free of any bias;
- the Corporation is committed to developing the employees' full potential and will first consider internal recruitment before outside candidates will be considered;
- ensure that all prospective employees are allowed fair access to the selection process and in doing so, ensuring that these processes are aligned to the Corporation's affirmative action objectives.

Recruitment and Selection


All recruitment and selection practices will be based strictly on job related criteria and will be consistent, equitable and fair. All applicants will be treated equally.

Recruitment

Recruitment is seen to be the first step in the process of filling a vacant position. Important steps to be covered during recruitment will be:

- need for the position
- need for replacement
- the job specification and description with line Management
- an appropriate advertising strategy
- advertisements.

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The Corporation uses a number of methods to encourage qualified persons to apply for jobs. These include posting notices of job openings on Corporation notice boards to alert personnel, advertising and maintaining relationships with staffing sources, including universities, etc. Depending on the type of position open and the labour market that qualifies, recruiting efforts may be local or expanded.

Hiring of Family Members

There is no restriction that excludes applicants for employment who have a family member working for the Corporation. However, in order to avoid complaints of favouritism, an employee is not allowed to work in the same department as another family member. Where a family member is involved, an employee is expected not to be a party to the decision-making process, which otherwise, could be seen as unfairly influencing judgment.

Hiring from outside vs. from within the Corporation

Preferential treatment shall be given to candidates applying from within the Corporation. The fact that a qualified employee is doing essential work in a position that may be harder to fill than the current open position may be an influencing factor, but when making such decisions, supervisors must be careful in order not to block career advancement merely for immediate convenience and sectoral interest. Vacancies, where possible, will be advertised within the Corporation before placing external advertisements. Internal recruitment shall take precedence over external recruitment. Where retrenchment has occurred, the Corporation shall make all attempts to hire suitably skilled and experienced workers from the ranks of those retrenched by the Corporation if there is a vacancy and should they apply therefore.


Recruitment of foreign skilled labour

Priority shall be given to Namibians. Foreign skilled labourers may only be recruited after it has been established that there are no Namibians capable of occupying the position. Any foreign employee so employed shall be on a short-term renewable contract and has to train a Namibian within a specified time.

Hiring Decisions

The Human Resources Department has the responsibility to review applications, conduct initial interviews, and administer tests when applicable. The Human Resources Department will select a reasonable number of qualified applicants for department interviews. Divisional Heads make the hiring decisions in consultation with the Human Resources Department.

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Selection

Selection is the second step in the process whereby the applicants will be reduced to a suitable shortlist. Important steps to be covered during selection will be:

- a) choosing appropriate selection tools and techniques.
- b) tests/reference checks
- c) keeping relevant organisational considerations in mind
- d) agreement on the final choice
- e) ensuring a suitable induction programme is in place.

The objective of the selection procedure will be to systematically examine the work that has to be done and the results to be achieved to try and find the person who most closely matches the requirements of the job.

Testing/Medical examination

All testing to be done will have to be job relevant, have interim validity, have job based validation (proven with successful incumbents), language validity (applicant must have the literacy level required), have potential evaluation, have different cut-off points for different job levels and coaching will have to be given to candidates unfamiliar with test. Pre-employment medical examination will be undertaken where it is necessary to determine a job applicant's ability to perform a particular job properly and safely and for that purpose alone.

Selection criteria

All academic, professional and/or technical requirements will have to be based on job requirements. Selection criteria shall be objective, related to the inherent requirements of the job and consistently applied to all applicants irrespective of their race or gender. Non-job related qualifications higher than the necessary qualifications such as educational degrees, linguistic abilities or length of service shall not be used to justify selection of a person from an advantaged group over a person from a disadvantaged group.



Consistency

The selection system will be applied uniformly to all applicants within a job category.

Reference checking

Reference checking will be done with the sole purpose of substantiating a candidate's track record.

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Documentation

Complete documentation for all individuals will be kept, whether hired or rejected and will include the rationale behind the decisions.

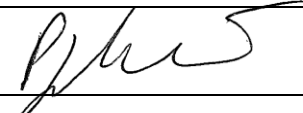
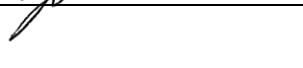
Induction/Orientation

Within a new employee's first few days of employment, the Corporation will normally conduct an orientation program to help familiarise and settling in of the new employee to the organisation's formal and informal culture. One phase of the program, developed and conducted by the Human Resources Department, is designed to educate the new employee about Corporation policies and procedures. The other phase, which is the responsibility of the new employee's supervisor, is to impart knowledge of equipment, techniques, and skills necessary for satisfactory job performance. Where appropriate, the Human Resources Department will develop programs to aid supervisors in this task.

Probation period

A minimum probationary period of three months will apply to all new employees joining the services of the Corporation and may be extended at the discretion of the Supervisor and Divisional Head. Extension of such period should be objectively justifiable based on the incumbent's level of performance.

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SUBJECT AFFIRMATIVE CHANGE STATEMENT	DATE 12 MARCH 2015 

CHAPTER TWO

AFFIRMATIVE CHANGE STATEMENT OF COMMITMENT

To achieve our corporate vision, the Namibia Development Corporation is committed to actively promote the advancement and development of all employees with potential. The Corporation commits itself to create an environment in which people, regardless of race or gender, can work together as a team, share responsibilities and combine their contributions to make the Corporation a world-class organisation.

The Corporation seeks to achieve equality of opportunity together with equality of standards. Being committed to making things equal means that extra effort will be required to provide opportunities for previously disadvantaged employees to develop in order that the Corporation's high performance standards will be met. All these need to be done without neglecting the needs of all employees of the Corporation for job security, training and development and career advancement. All relevant aspects of applicable legislation will be adhered to.

Purpose of the strategy

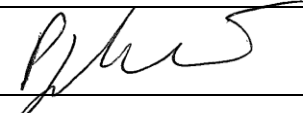
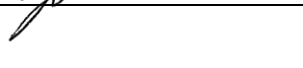
The purpose of the strategy is as follows:

- To provide Management with a strategy, which will cater for the most critical human resources needs in each operation, with particular attention to positions/functions where formerly disadvantaged groups are under-represented.
- To develop an organisational climate that will support as well as challenge employees with potential for advancement.
- To provide appropriate identification of potential within the scope of the statement of commitment.
- To provide systematic organisational integration opportunities to those who have difficulties in adjusting to the values and philosophies of the organisation and demonstrate the required behaviours.
- To monitor the effectiveness of the programme on a regular basis, so as to make the necessary adjustments and to learn from the past actions.

Principles upon which the strategy is based

Although the Corporation accepts that all employees must be developed systematically, we do recognise that EXTRA effort is continuously required to redress past imbalances. Consequently, the

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Corporation views the employment and advancement of previously disadvantaged employees both as part of a total manpower development programme and as a critical priority.

- The Corporation acknowledges that the responsibility for the execution of the strategy must be invested into the hands of a Steering Committee consisting of Senior Managers. The Corporation agrees that a condition for appointment on the Steering Committee must be a deep commitment towards the achievement of the strategy objectives.
- The Corporation accepts that the implementation of the strategy must be by means of a planned, systematic process consisting of the achievement of specific objectives during a specific period under review. The prime objective being to condition the environment.
- The Corporation aims at developing a performance driven workforce and culture.
- The Corporation accepts that it will have to allocate specific financial and other resources to ensure the achievement of the strategy's overall objective.
- The Corporation must ensure that every Executive and Divisional Head is aware that he/she will be formally assessed at least once a year on his/her degree of success in achieving his/her specific Affirmative Change objectives, by way of Key Performance Areas and Standards.
- Ensure that each target is well communicated and monitored regularly.
- It is not the intention of the Corporation to retrench employees to make way for affirmative action appointments.

Selection and Promotion

The selection, employment and promotion of all employees will be based on merit. Both internal and external recruitment shall be based on this principle. Internal promotion will be prioritised.

Remuneration

The remuneration of employees will be based on performance criteria, the demands of the job and the experience and marketability of the incumbent.

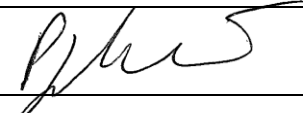
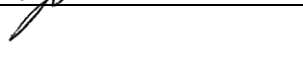
Conditions of service

Conditions of service and employee benefits will be market related and offered to all employees on a non-discriminatory and undifferentiated basis as it applies to different categories of employees.

Training and Development

The Corporation is committed to the training and development of its employees with the aim of improving their work performance. The aim is also to prepare them for advancement to levels of responsibility in line with their ability. Our philosophy is that investment in people is an investment in the future.

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Identification of Potential

- The Corporation will implement a recruitment procedure which will allow it to attract, whenever necessary, previously disadvantaged applicants* who are either immediately qualified or have the potential to become qualified for subsequent integration into the Corporation. (*Previously disadvantaged applicants are those who had been deliberately excluded by past policy practices from entering certain positions.)
- The Corporation will implement an identification process, which will accurately identify and select previously disadvantaged employees with upward mobility potential and map out the individuals strengths and weaknesses.
- The Corporation accepts that in view of their disadvantaged background, some candidates may be unlikely to be ready immediately for the position envisaged but would instead have to be developed accordingly. This development starts with an accurate assessment of their strengths and weaknesses.
- The Corporation believes in the concept of promotion from within and realise therefore that the ideal starting point is by looking “internally” at existing employees. The Corporation realises however, that this may require much time and effort and will necessitate some form of pre-screening.
- The Corporation also realises that some of the existing employees may not have the potential to meet the manpower/succession needs at a higher level of management consequently. The Corporation may then have to look “externally”. The belief is however, that this will be done in a manner that does not prejudice the existing employees and ways to improve existing skills will be carefully examined.

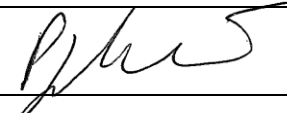
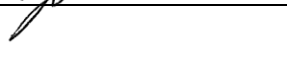
Recruitment requirements

- The Corporation will build a foundation by establishing clear job descriptions for each job within the business. These job descriptions will continuously be updated to ensure accuracy.
- Whenever new jobs are created, job analyses must be performed and clear specifications must be drawn up for each position, including leadership criteria.
- Succession plans will be introduced and the decision will be made as to whether recruitment of potential candidates should be carried out “internally” or “externally”.

Internal candidates

- Advertise all positions internally and ask Divisional Heads to nominate the most promising candidates.
- Pre-screen applicants in order to ensure that they meet the minimum requirements stipulated above.

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- Regularly monitor High Flyer list to identify candidates for development.

External candidates

- Identify the best medium for attracting previously disadvantaged candidates.
- Ensure that no advertisement shows a preference to a particular racial or gender group.
- Ensure that all application forms and other recruitment tools and practices are devoid of racial overtones or references.

Assessment of Candidates

- Train managers who will be involved in the assessment of candidates.
- Investigate, obtain and use a Career Path Appreciation system to determine potential and use assessment centres to assess leadership potential.

Placement of candidates

Present a true picture to new appointees:


- Express clearly to successful candidates what will be their duties, performance standards and limits of authority.
- Confirm who their Mentors will be.

Measurement of success in placing candidates

The following will be used to measure the success in placing candidates:

- strengths and weaknesses of all employees are identified on a continuous basis;
- existing employees are given the opportunity to apply for vacancies first;
- advertisements must project a bias free image.
- valid reasons can be provided as to why formerly disadvantaged applicants should not have been selected for a vacancy.
- all previously disadvantaged employees are paid equitably to other employees on the same level.

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SUBJECT COMPENSATION	DATE 12 MARCH 2015

CHAPTER THREE

COMPENSATION

The purpose of this policy is to provide equitable and fair compensation for employees at every level while conforming to the requirements of the relevant legislation, its rules and regulations, as they apply to our Corporation. The reward strategy will be integrated with human resources and business strategies.

The compensation policy is administered by the Human Resources Department. However, this Policy Statement will provide employees with a general understanding of the practices concerning remuneration and remuneration-related compensation. The reward structure will be a flexible system that can operate flexibly in order to be responsive to change in so far as the Corporation is operating in an unpredictable environment.

Basic Principles

Our reward policies and practices are:

- an integral part of an overall human resources strategy geared to business requirements;
- designed to motivate and reinforce superior performance;
- flexible and individually orientated;
- based on the proposition that pay should be related to individual and team contribution;
- based on our philosophy that employees should share in the success of the Corporation;
- founded on policies of involving employees as far as possible in the development of the process, fully communicating its implications to them and providing them with the opportunity to raise with Management any concerns they may have about how it affects them; and based on market related trends.

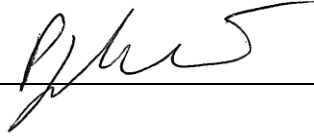
The Management of the Corporation will strive to ensure that the NDC remains competitive and that the continued job security of all the employees is ensured.

Basis upon which Remuneration is determined

Individuals will be fairly paid in relation to:

- the work they do and their performance as measured by the results they achieve in relation to agreed objectives;
- their level of skill and competence and length of service;
- the value placed on comparable jobs within the Corporation;

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- their market value;
- the contribution they make to uphold the values of the Corporation, especially those concerned with quality, customer service and teamwork;
- the success of the business.

Performance Management

- Individuals will be able to agree with their Managers the basis upon which their performance will be managed and measured.
- Individuals will be given objective feedback about their performance and will have enough opportunity to discuss this feedback with their Managers.
- Attention will be focused on areas where maximum added value can be achieved to perform better in specified activities and behaviours.

Communication of Grading or Remuneration Decisions

- Individuals have the right to know how decisions about their grade or pay were made.
- Individuals will be entitled to request a review of any decisions on their grade or pay.

Employee Benefits

- All employees are entitled to the same range of employee benefits but the scale of such benefits may vary in relation to the length of service or the grading given to the job.

Management of Rewards


Managers in consultation with the Human Resources Department and Managing Director will be given the maximum degree of authority to manage the reward system in their divisions in accordance with these guiding principles and within any approved budgets.

Job Evaluation

Job evaluation will determine the relative size or importance of each job and will provide the basic framework for the pay structure and reflect internal relativities from a job perspective.

Remuneration throughout the Corporation will be paid according to a structure based on the job grading based on the Patterson system of job evaluation. Minimum and maximum levels for each grade will be prepared by the Manager: Human Resources and approved by the Board of Directors. The job evaluation system will be maintained for all positions. The Board of Directors will approve the job grade for the Managing Director's position.

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A committee appointed by the Managing Director will grade all positions. The Job Evaluation Committee may include individuals from the regions, office and staff from the different functions/disciplines. The Management will adapt or change the existing system to the needs of the Corporation as required without losing control during the process.

Level of rewards

The Corporation strives to pay wages and remuneration that are reasonably market-related, competitive and fair. To this end, employees are eligible for annual remuneration review based primarily on their job performance and the Corporation's profitability.

Remuneration Increases

Job performance is the primary determinant of remuneration increases. Increases will normally be considered annually in April. The divisional head will review each employee's most recent performance review(s) and in consultation with the Human Resources Manager make a determination of the amount of increase, if any. The Corporation may increase any employee's remuneration as Corporation profitability, department budgets, and other concerns dictate. Employees should not expect to receive an increase each year.

Management and professional compensation

The level of performance of Managers and professionals is critical to the Corporation. The Managing Director will make recommendations regarding their compensation to the Board of Directors. This recommendation will be based on all factors as discussed for other employees.

Professionals who are not in managerial positions will be remunerated on the same basis as others on the same grade. Reward and perquisites will be offered to technical professionals as well. This approach will assist in retaining technical specialists and experts in non-management roles or lower level management roles.


Starting Remuneration Packages

When a new employee is hired, his/her remuneration package is determined by the divisional head in consultation with the Human Resources Manager, according to the established remuneration grade structure.

Remuneration Administration

The Corporation will maintain a comprehensive remuneration administration program, in which remuneration grades are established for every position within the Corporation. There is a remuneration range for each grade, and each employee's remuneration must fall within the range for

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the grade of his/her position. The grade of each position and remuneration ranges are set at the sole discretion of the Corporation.

Rates of Remuneration

All positions have a minimum and a maximum remuneration. The amount between minimum and maximum is called the “remuneration range”. This amount is broken into groups, called “levels”. New employees, as well as employees being promoted into new jobs, are usually placed in the first entry level. However, when a candidate for a position has exceptional qualifications, or under special circumstances such as positions which are difficult to fill, the entry rate of remuneration might be set at a higher level in the remuneration range. No individual holding a graded job can go beyond the maximum of the remuneration range unless he/she is promoted or because of unusual circumstances. The remuneration ranges are sufficiently wide to allow recognition of the fact that people in jobs graded at the same level can perform differently, and should be rewarded in accordance with their performance. To allow room for progression, the ranges of junior clerical level will not be wider than 15% of the minima for the grade. At senior levels, however, where there is more scope for improvements and variations in performance, the ranges can go up to 30% of the midpoint of the range.

Promotion Increases

When an employee is promoted, then, in recognition of the employee’s performance, the employee’s remuneration package will be increased. If the entry level of the new position does not amount to at least a 10 - 15 percent increase, then the employee will be placed in the level that results in that percentage increase in the new position. Where an individual is already overpaid, a further adjustment to his/her remuneration is not warranted. Where an employee is given a new job, although in the same grade as his/her existing position that carries tangibly increased responsibility or greater status, it can be recognised by giving an immediate promotional increase.

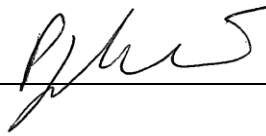
Re-assignment (Non-Promotion)

When circumstances require that an employee be re-assigned, same can be done provided his/her remuneration does not change.

Supervisory remuneration adjustments

Supervisors are eligible to receive compensation whenever it is necessary to ensure that the supervisor is paid more than his or her subordinates. Exception: No adjustment will be made to a supervisor’s rate because of an employee brought in on a temporary basis, for example, an employee on “secondment” from another department who is paid more by his/her department system.

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Severance Pay

The Corporation will compensate employees as per stipulations of the Namibian Labour Act of 2007 wherein the following is stipulated:

An employee is entitled to severance allowance when the employment is terminated unless: the employee was dismissed for misconduct

Upon resignation the severance allowance is calculated by one week's remuneration at the ordinary rate at the time of termination of employment for every completed 12 months employment for the employer.

Upon being retrenched or retiring, employees shall receive compensation for the three-month period of notice, plus one month's remuneration for each year of completed service, up to a maximum of three years.

For an employment period of longer than twelve (12) years the severance allowance is calculated by one week's remuneration at the ordinary rate at the time of termination of employment for every completed 12 months employment for the employer.

Overtime


Business demands may require some employees to work overtime. This can be routine overtime, emergency work and for planned work which can only be done outside the normal working hours or over weekends.

All employees provided for in the Namibian Labour Act of 2007 will be paid at the rate stipulated by legislation. These employees who work on public holidays will be paid their legally required rate for extra hours work.

Employees not provided for in the Namibian Labour Act of 2007 will be compensated for abnormal amounts of extra time worked. They will be paid the legally required overtime rate for all extra authorized hours worked in excess of 40 hours in a week.

Employees in job grades D to F do not qualify for over-time payment.

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General (Standard) Bonus (13th Cheque)

- Employees may, in addition to their monthly remuneration and if they qualify therefore, receive a thirteenth cheque equal to the monthly remuneration payable to them at the anniversary date of employment, together with their remuneration for the twelfth month.

Fringe Benefits

- The Corporation is committed to a regular review of all fringe benefits and it is policy to keep in line with other employers so as to maintain employee morale and facilitate recruitment. Benefits will be non-discriminatory, but the Corporation does not lose sight of the fact that various groups of employees may have different needs requiring specific consideration. Fringe benefits offered will differentiate according to job status (grade).

The following fringe benefits will be offered:

Provision for retirement (Pension Fund)

All employees who are employed by the Corporation on a permanent basis will be eligible to join the selected retirement programme. Contributions and retirement benefits will be dictated by the Retirement Programme chosen. The chosen Retirement Programme will be non-discriminatory. The Retirement Programme chosen will make provision for withdrawal benefits, however withdrawal of benefits is subject to the approval of the Trustees of the Pension Fund, and the Trustees will strictly apply the Pension Fund laws of the Republic of Namibia when considering an application for withdrawal. If the withdrawal request is approved the recipient thereof will bear all the administration costs related to such transaction.

Spouse Insurance


The purpose of spouse group-insurance shall be to enable members to obtain life cover for their spouses, without having to provide proof of insurability, in order to offer financial security if a member's spouse passes away or become unfit for employment. This benefit is non-compulsory to staff members.

Disability

Income Benefits

If at any time prior to normal retirement date a member becomes totally and permanently disabled as a result of accident or disease or illness, to the extent that he/she can no longer pursue his/her own occupation, or in the case of a member whose employment is dependent on his/her being in possession of a valid license, to the extent that he/she cannot engage in any occupation for remuneration or

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profit, a monthly disability income benefit of 75% of the Member's Pensionable Emoluments at the date of disablement (or such other amount as determined by the registered insurer from time to time) shall be payable, subject to the provisions of the Pension Fund.

Group Life Assurance Scheme

The Corporation contributes the entire premium whereby all employees on permanent establishment enjoy death coverage of three times of his/her annual remuneration, subject to the rules of the scheme.

Medical Aid Fund

All employees on permanent establishment of the Corporation may become members of a registered medical scheme.

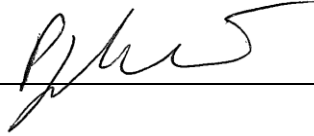
Vehicle Allowance

The Corporation's vehicle policy will attempt to ensure that Managers and professional staff of the Corporation are provided with essential means of transportation to fulfil their official duties. At the same time, this policy will serve as an incentive. Senior Management and Middle Management from grades D1 to F1 will qualify for a vehicle allowance as reviewed and approved by the Board annually. This benefit is regulated by the approved NDC Vehicle Policy.

Subsistence and Travel

Employees who are required to leave their workstation on official business will be entitled to qualify for subsistence and travel allowance as approved by the Board.

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CHAPTER FOUR

EMPLOYEE WELL-BEING

Purpose

The Corporation seeks to retain valuable employees and maintain productivity by identifying personal problems at early stages and motivating the employees to seek help with these problems. Therefore, it is the intent of the Corporation to provide the necessary assistance to employees and their dependents that have, or may develop, psychological and/or social problems as soon as possible to restore or improve their well-being and/or work performance. The Corporation can assist an employee with the identification of local service organizations or community-based specialist resources which offer help with personal problems.

These organizations/specialists have been able to help individuals when they have problems that are beyond their abilities to cope and which affect performance and behaviour on the job. An employee's reputation, job security and opportunities for promotion will not be jeopardized by the use of these service organizations.

These organizations help with personal problems only. Voluntary participation is encouraged and considered as a principle. Employees should discuss job-related problems with their supervisors.

Self-Referral


The Corporation prefers employees to arrange for assistance during non-working hours. Employees who must get assistance during working hours must obtain their supervisor's approval. Supervisors should normally approve such treatment only when it is not readily available after hours.

The employee's participation in any program offered by a local service organization is strictly voluntary. All contacts with local service organizations must be treated in **strictest** confidence. All records kept by service organizations shall be kept for the exclusive use of those organizations. Confidentiality is guaranteed and no information on details of diagnosis and treatment is to be communicated without specific permission of the employee. No employee or manager of the Corporation will have access to those files.

Spectrum of Issues


Alcohol-drugs, domestic, vocational, parent-child, legal, medical, psychological problems.

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The interaction with disciplinary procedure is that such treatment is usually concurrent with suspension of disciplinary action for low job performance. If job performance does not improve or if treatment is refused, then the normal disciplinary procedure will be activated.

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CHAPTER FIVE

ETHICS AND PERSONAL CONDUCT

Purpose

The purpose of this policy is to create a standard of ethical behaviour acceptable to all employees representing the Corporation. The Corporation expects all employees to meet the highest standards of ethical conduct at all times during their employment with the Corporation.


Conflict of Interests: Policy Statement

The Corporation expects all employees to avoid activities that create conflict of interest with their responsibilities to this Corporation or interfere with Corporation operations or with others with whom the Corporation does business. A conflict of interest exists where loyalties are divided.

Conflict of interest includes, but not limited to:

1. Outside employment - such as with a competitor or supplier.
2. Outside business interests - such as those under outside employment.
3. Gifts and entertainment - employees shall not accept gifts from individuals or businesses that do or seek to do business with this Corporation. This also includes travel, living or entertainment expenses.
4. Legal requirements - employees must not do anything in the conduct of business that would violate any local or other relevant law.
5. Fair competition - all employees will conduct themselves in a fair and ethical manner when dealing with customers and suppliers.
6. Speculation - employees must not speculate in materials, supplies or services produced or purchased by this Corporation.
7. Political activities - employees are encouraged to vote. All support of political candidates must be on employees' own time, with no use of Corporation facilities, and the employee must not represent him/herself as acting on behalf of the Corporation.
8. No employee is allowed to, without upfront declaration of interest, participate in, or influence, the purchase of goods or services from any entity in which that employee has a direct or indirect financial interest.
9. Confidential information concerning the Corporation's activities may not be divulged to others without the prior approval of the Managing Director or his/her nominee.
10. No employee shall use confidential information about the Corporation for personal gain.

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11. An employee may not accept any outside employment from firms that are in competition with the Corporation.
12. Employees who misrepresent information to the Corporation regarding the above shall be subject to dismissal.

Confidentiality: Policy Statement

Employees who have access to Corporation records and/or personal information about customers and other employees, including proprietary information, trade secrets and intellectual property to which the Corporation holds rights, must not discuss this information with anyone else without proper authority. Violating this policy can be cause for disciplinary action.

Proprietary information includes anything the Corporation does to design, produce and market its products that competitors cannot or do not do. Any information that would damage the business if it became public knowledge or was disclosed to a competitor is considered a trade secret. This includes, but is not limited to, information on the engineering, manufacturing, sales or financial aspects of our business.

To maintain confidentiality, proprietary information should never be discussed with any person from outside the Corporation or with other employees in a public place where the information may be overheard. If employment is terminated for any reason, the obligation not to disclose proprietary information continues for at least 5 years.

Ownership of Intellectual Property: Policy Statement

All intellectual property, including inventions and copyrights conceived, developed or made by employees during their employment with the Corporation shall be the property of the Corporation.


Outside Employment: Policy Statement

The Corporation believes, as a general matter, that full-time employees should devote all of their working energies to the Corporation, and, accordingly, does not recommend or encourage full-time employees to hold other jobs. Nonetheless, in rare circumstances, outside employment may be acceptable - requests for permission to engage in outside employment will be considered as set forth below.

a) Conflict of Interest

An employee may not accept any outside employment from firms that are in competition with the Corporation.

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b) Impact on Performance Ability

An employee is prohibited from outside employment, which may impair his or her ability to perform contractual duties satisfactorily either mentally or physically.

c) Other

As a general rule, employees should also be aware of, and avoid, situations where there may be an appearance of conflict or decreased ability to perform on the job. These include situations where there would be questions of:

- * Preferential treatment
- * Loss of impartiality.

d) Serving on Boards outside the NDC

Management members are permitted to serve on Boards other than NDC, with approval and acknowledgment of the Managing Director.


Outside employment by full-time employees is not permitted without prior written approval by the employee's Divisional Head, the Human Resources Manager and Managing Director. An employee who seeks permission for outside employment should do so in writing to his/her divisional head, setting forth the name and address of the prospective employer, the nature of the job, expected hours, and other relevant information.

Sexual Harassment: Policy Statement

Sexual harassment of any kind will not be tolerated in this Corporation. Sexual harassment is defined as a continuing pattern of unwelcome sexual advances, requests or sexual favours or physical contact of a sexual nature under any of these conditions:

1. When submission to the conduct involves a condition of the individual's employment, either stated or suggested.
2. The individual's submission or refusal is used, or might be used, as the basis of an employment decision that affects the individual.
3. The conduct unreasonably interferes with the individual's job performance or creates a work environment that is intimidating, hostile or offensive.

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Dress: Policy Statement

Each employee is expected to dress appropriately for the job. Supervisors are responsible for setting appropriate dress standards for their departments. In setting dress standards, supervisors should consider these factors:

1. The nature of the work.
2. Safety considerations, such as necessary precautions when working near machinery.
3. The nature of the employee's public contact, if any, and the normal expectations of outside parties with whom the employee will work.
4. The prevailing practices of other workers in similar jobs.
5. The preferences of top management, including considerations of the type of image the Corporation wishes to project.


When an employee's dress does not comply with established standards, the normal response should be to discuss the matter with the employee. If continued counselling fails to bring the desired response, the supervisor may initiate disciplinary action.

An employee who disagrees with a supervisor's judgment on matters of dress shall have recourse to the dispute resolution system. No disciplinary action shall be taken until that dispute resolution process has been completed.

Personal Conduct: Policy Statement

1. As part of employment responsibilities, all employees are expected to try to maintain a good relationship with co-workers and those having business with the Corporation. If an employee has access to, or is authorized to use Corporation supplies and/or funds, etc., honesty is expected.
2. Employees must not take action nor work in any manner that may cause injury to themselves or their fellow employees.
3. Employees must not do anything to interfere with other employees' abilities to get their own work out.
4. Employees must treat other employees with courtesy and respect. They should behave toward others, as they would prefer that others behave toward them.
5. Fighting is absolutely prohibited, as is roughhousing and horseplay, and is subject to disciplinary action.
6. Abusive language and threatening gestures toward other employees will not be tolerated.
7. Gambling of any kind or bookmaking on Corporation premises is prohibited.

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8. Positioning or showing obscene drawing or photographs, or using sexually-oriented language is considered sexual harassment and will be dealt with under the Corporation's industrial relations policy.
9. Employees are entitled to reimbursement for reasonable expenses only if they are actually incurred. For example, to submit an expense account for meals not eaten, kilometres not travelled, or airline tickets not used is dishonest reporting.

Information and Secrecy: Policy Statement

An employee will observe the utmost secrecy and confidentiality both during and after employment with the Corporation in respect of all matters relating directly and/or indirectly to the transactions, business and/or affairs of the Corporation, its staff members and clients and will not divulge to any unauthorized person any facts or information concerning such transactions, business and/or affairs. Unauthorized access by the employee to information for whatever reason and whether pertaining to the Corporation, its clients and/or staff members will constitute a material breach of the employee's employment contract and render the employee subject to summary dismissal.

The employee will sign a declaration of secrecy on commencement of employment with the Corporation.

Removal of Documents: Policy Statement


An employee will not remove any records, documents or information from the Corporation's premises in any form whatsoever unless duly authorized to do so. The removal of any records, documents or information from the Corporation's premises without the requisite authorization may constitute theft or unauthorized possession of Corporation's property and will in any event constitute a material breach of the employee's employment contract and render the employee subject to summary dismissal. Staff members removing records to perform duties after hours, will have to keep record of what has been removed. Permission will still have to be granted.

The employee hereby indemnifies and holds harmless the Corporation against any claims that may arise as a result of any breach by the employee of the provisions of the above clause.

Media and Public Statements: Policy Statement

The Corporate Services Department and/or the Managing Director of the Corporation will issue or address all statements on behalf of the Corporation and employees will not make any statement(s) intended for public knowledge on behalf of the Corporation unless duly authorized thereto by the Manager: Corporate Services and/or the Managing Director. In the absence of the Manager: Corporate Services and/or the Managing Director the General Managers of the Corporation will be responsible for the issuing of all media statements.

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An employee will not address any outside function and/or seminar on any work and/or Corporation related issue unless duly authorized thereto by the appropriate authority of the Corporation.


Irregularities: Policy Statement

An employee will immediately, on becoming aware of any irregularity committed by any staff member(s), report such irregularity to the manager or, if inappropriate, a more senior employee of the Corporation in writing or by personal communication.

Personal Financial Affairs: Policy Statement

An employee is required at all times to conduct and maintain his/her financial affairs in an orderly and solvent manner and to make full disclosure to the Corporation of any facts and/or circumstances which give rise to the employee incurring any irregular financial obligation(s). By virtue of the nature of the employer's business, an employee who, in the opinion of the Corporation repeatedly incurs excessive financial obligations will be subject to disciplinary action in terms of the Corporation *Disciplinary Code*.

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CHAPTER SIX

INDUSTRIAL RELATIONS

Policy Statement

1. The Corporation subscribes to the free-enterprise system, knowing that it will improve the quality of life of all people in Namibia.
2. It is the policy of the Corporation to protect the security of its employees as far as possible through *inter alia*
 - 2.1. the implementation and maintenance of non-discriminatory, fair and equitable labour practices, especially in the following respects:
 - a) the selection, employment, advancement and promotion of all employees;
 - b) the remuneration of employees;
 - c) physical working conditions and facilities relating thereto;
 - 2.2 subscribing to the principle of equal pay for equal work of equal value executed with equal effectiveness;
 - 2.3 the promotion of all employees where possible
3. The Corporation believes in a healthy two-way communication channel to all employees that will go through the line command, combine the written and spoken word, and will reach all workers.
4. The function of employee representatives/shop stewards is to represent the interests of their constituents under current agreements and legislation. Management, through the recognition of employee rights, does not abdicate its responsibility for managing the Corporation;
 - 4.1 protect employees' right to participate in the operation of the Corporation,
 - 4.2 expect the employees and their representatives/shop stewards to respect the Corporation's rights to decision-making on a day-to-day basis.
5. The Corporation recognises the freedom of association and non-association of any worker to belong to a trade union or not.
6. The Corporation accepts the employees' right to collective bargaining.
7. It is the policy of the Corporation to operate within the existing machinery for collective bargaining.
8. The Corporation recognises the employees' right of lawful withholding of labour because of an industrial dispute as per the Labour Act.
9. The Corporation may sign a recognition agreement with any trade union that meets its requirements. This does not preclude the Corporation from dealings with other unions, whether such unions have majority representation in respect of any interested group or not. This also applies to non-union members.

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10. Although Management is accountable for industrial relations, it believes that the conduct of industrial relations on a day-to-day basis, e.g. grievance and discipline handling, shall be dealt with at supervisory levels of the Corporation.
11. Provision will be made for industrial relations training, which program must include training of Management and supervisors in the application of policies and procedures, as well as training of employee representatives/shop stewards.

Discipline: Policy Statement

Disciplined behaviour is essential for the well-being of the individual and the successful achievement of the Corporation's objectives. It is the policy of the Corporation that discipline is exercised immediately where deviations from existing norms have been identified to ensure that discipline is maintained in a fair and consistent manner. It is the objective of the Corporation to promote the disciplined conduct of all employees in order to ensure the safety and well-being of every individual and the successful achievement of the Corporation's objectives.

Employees' performance and conduct shall be monitored on a day-to-day basis, with feedback provided when necessary. Informal discussions may be used to ensure that employees know and follow rules and standards. In some cases, formal discipline is necessary. Disciplinary action shall be used to correct behaviour and should generally be applied progressively. The levels of discipline include counselling, oral warning, written warning, final written warning, suspension and dismissal.

Disciplinary Procedures

Counselling

When a relatively minor problem first arises, the supervisor should meet with the employee to advise him/her of the problem, and offer a plan for resolving the problem.


Oral Warnings

When a significant problem first arises, the supervisor should meet with the employee to discuss the problem, issue an oral warning, and notify the Human Resources Department of necessary corrective action, if any. The supervisor should document for his/her own files the date of the oral warning and the discussion that took place.

Written Warnings

If the problem persists, or an additional unrelated problem arises, the supervisor should issue a written warning to the employee. The written warning should note the dates of the prior counselling and prior oral warning (if any), describe the problem, state the need to correct the

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problem, warn the employee that continued or additional problems may result in more severe discipline, and spell out corrective action, including a timetable for improvements. The Supervisor should send a copy of the written warning - signed and dated by the supervisor and employee - to the Human Resources Department for insertion in the employee's file.

Final Written Warning

Should the problem persist or an additional unrelated problem arises the supervisor may issue a final written warning to the employee. The supervisor should prepare a final written warning and spell out corrective actions, including a timetable for improvements. After the employee signs and dates the memorandum, the supervisor should give a copy of it to the employee and forward the original to the Human Resources Department for insertion in the employee's personnel file.

Dismissal

Should the problem persist or an additional unrelated problem arises the services of the employee may be terminated.

The right to appeal

The employee has the right to appeal against any decision which involves any entry on his/her disciplinary record and which may thus affect his/her future prospects. Any appeal must be made in writing within five working days of the disciplinary decision being taken.

Grievances: Policy Statement

The Corporation has adopted a grievance procedure to provide employees with a formal avenue for resolving complaints. The grievance procedure is designed to investigate employee problems and ensure that those problems are resolved. The purpose is to ensure fair treatment of employees, deal with employee complaints, and resolve problems. The responsibility and authority for resolving grievances rests with line Management together with the Human Resources Department who will act in an advisory role.


Non-Retaliation

Employees shall be encouraged to use the grievance procedure. No employees shall be prejudiced in any way for filing or invoking a grievance procedure.

Confidentiality

Grievances will be handled confidentially.

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Filing of Grievance

Step One

An employee who wishes to file a grievance should contact his/her supervisor. The supervisor is responsible for investigating the grievance, attempting to resolve it, and communicating a decision to the employee. In situations where the supervisor's actions are at issue, the employee may begin the grievance process at step two with the supervisor's supervisor.


Step Two

If the employee is not satisfied with the result at step one, he/she may proceed to step two, and present the grievance, along with the step one response, to the supervisor's supervisor for review. The supervisor's supervisor will investigate the grievance and issue a decision. The decision should be set forth in writing on the grievance form.

Step Three

If the employee is still not satisfied, he/she may proceed to step three and present the grievance, along with the step one and two response, to the appropriate member of upper management. This member of upper management will review the grievance, conduct any remaining investigation necessary, and issue the final decision on the employee's grievance. The decision of the Managing Director or his/her nominee is binding and final for in-house procedures. If an employee is still not satisfied with the outcome, he/she may seek recourse to the Labour Court.

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CHAPTER SEVEN

PROMOTION

Purpose

The promotion policy of the Corporation is based on the following main principles:

- whenever possible, vacancies shall be filled by the most effective people available from within the Corporation, subject to the right of the Corporation to recruit from outside if there are no suitable internal candidates. Employees will not be held back from promotion by their Manager due to;
- the excellent performance of an employee in his/her present job or absence of a suitable replacement shall not be a valid reason for refusing promotion to a suitable post, provided that the procedure set out below is complied with;
- promotion is not affected by race, creed, sexual orientation or marital status; and
- the process followed will be fair and transparent.

Promotions


The following guidelines will be followed in the promotion selection process.

- Promotions will be based upon merit.
- Evaluations must be job-related.
- Supervisors must consider as many potential candidates as necessary to assure high quality candidates.
- Management retains the right to select or not select candidates from any source it deems appropriate. It must be appreciated that a vigorous Corporation like the NDC will need “fresh blood” from time to time.
- Seniority-based promotions based on objective criteria (ability, merit and capability) will be encouraged.
- All promotions will be recommended by a Promotion Panel comprising of the Human Resources Representative, relevant Divisional/Department Head and two Senior employees.

Procedure

1. When a vacancy arises, the head of the department concerned shall obtain the necessary authority, according to Corporation regulations, and notify the Human Resources Department, which will be responsible for submitting suitable candidates.
2. Except for the circumstances set out in paragraph 5, the Human Resources Department shall advertise supervisory, managerial or specialist posts on the notice boards for at least five days.

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3. The Human Resources Department, with the agreement of the Divisional head, can advertise the vacancy concurrently outside the Corporation.
4. Applications from employees should be sent to the Human Resources Department, which will carry out the following actions:
 - a) notify divisional managers of the divisions in which candidates are presently employed;
 - b) notify the application to the managers of the departments in which the vacancy occurs;
 - c) notify candidates whether or not they are required for interviews;
 - d) notify candidates of the result of the interview.
5. Internal advertising can be dispensed with where Management considers that:
 - a) there is a natural successor (who may have been specially trained to fill the vacancy); or
 - b) because of unusual requirements there is no suitable candidate within the Corporation; or
 - c) the vacancy can be filled by the transfer of an employee of equivalent grade.
6. The Human-Resources Committee has the final decision whether to accept or reject a candidate.

Transfers

Employees may be moved to different departments via transfer or promotion. The regions form part of the promotion route. If the move is not a promotion, then the transfer should not include an increase in salary. Under certain cases, non-promotional transfers may be at a lower pay rate, for example, when the Corporation is reducing labour forces due to adverse business conditions. All transfers should be voluntary, although employees must understand that, in some cases, there may be no other way to remain in the Corporation's employ or to enhance their career prospects within the Corporation.

Where a departmental manager feels that the loss of an employee to another department would vitally affect the efficiency of his/her department, he/she can appeal to the HR Manager against the transfer, provided that:


- a) the employee has served less than 12 months in his/her present occupation and grade; or
- b) the rate of transfer from his/her department of employees of similar grade has exceeded 1% per calendar month over the previous six months.

If the Human Resources Manager is unable to resolve the matter, the appeal should be submitted to an appropriate authority.

Except in the event of a successful appeal against a transfer on the grounds stated in above paragraph, no employee shall be refused a transfer within a reasonable time by his/her departmental manager.

The date of the transfer should be determined between his/her present and future departmental managers. A failure to agree on a suitable date should be referred to the HR Manager for resolution or, if that fails, for reference to an appropriate authority.

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Notwithstanding the position to which the employee has been appointed, the Corporation has the discretion to transfer employees to new positions that may or may not involve relocation. The employee will be reasonably consulted. The Corporation normally provides relocation assistance to present employees who relocate at the Corporation's request, and provides assistance to new employees who relocate under certain circumstances, as set forth below.

Employee Requests for Transfers

When an employee desires to transfer to a new position or location, he/she should submit a written request to his/her divisional head and the Human Resources Department setting forth the requested position, location and reason for the request. The Human Resources Department will determine if there are any vacancies satisfying the request for which the employee is qualified. If so, Human Resources Department will arrange an interview with the employee and the new supervisor or department head. Procedures set forth in the Recruitment and Selection Policy will then apply.

Job Posting - Internal Advertisement

The Human Resources Department will post job openings in appropriate circumstances. In some cases, posting will not be appropriate and the Corporation may fill a position without posting. When a vacancy is posted, any qualified employee may submit a written application for the position to Human Resources Department. The procedures set forth in the Recruitment and Selection Policies will then apply.

Probation Periods

A minimum probationary period of three months will apply to all employees who are newly promoted into new posts. However, depending on the performance of an employee, such probation period may be extended at the discretion of the Divisional Manager.


Alternatives to Promotion

A prerequisite for a promotion to take place is the existence of a vacancy, however other alternatives may also be considered; e.g. job-rotation, job-enlargement or job-enrichment.

Non-performance of employees promoted

All employees who are promoted but who fail to perform will be subject to the rules and regulations governing non-performance of employees.

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CHAPTER EIGHT

HEALTH AND SAFETY POLICY STATEMENT

It is our policy to provide and maintain a work environment conducive to the safety and health of its employees.

The **Corporation** regards the promotion of industrial safety and health within its business as an essential part of its responsibilities. Furthermore, it regards the promotion of health and safety matters as a mutual objective of every manager and employee. It is, therefore, the Corporation's policy to do all that is reasonably practical to prevent personal injury and damage to property and to protect everyone from foreseeable work hazards, including the public insofar as they come into contact with the Corporation or its services.

The Corporation, therefore, has established the following policies and regulations for the protection and well-being of every employee.

All employees are responsible for observing safe working practices and for observing the requirements of this policy and of all applicable laws and regulations. It is also the responsibility of each employee to preserve his/her health and to advise his/her supervisor or manager about any major change in his/her condition.


Employee Health

All new employees are required to submit to a medical examination administered by a registered physician, designated and paid for by the Corporation where required. Additional periodic exams may be required from time to time, also at the Corporation's expense. This will be required when employees are transferred to certain departments or when there is an observable deterioration in an employee's health.

It is the responsibility of the employee to inform his/her supervisor of any health condition or illness, which will affect the safe performance of his/her job.

Employees being transferred or promoted may be required to have a physical examination. Declining performance or increased absenteeism may also justify a medical examination. Medical examination results are Corporation property and will be released to relevant patient or doctors only when required by law. Employees who have an alcohol/drug abuse problem should be encouraged to seek treatment. When work performance is adversely affected, the use of a treatment program does not preclude

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appropriate action by the Corporation. All employees are responsible to co-operate with Management to enable them to carry out their statutory duties with the object of raising and maintaining a high standard of safety and health at work.

Accident Prevention

Safety rules are posted throughout relevant departments, for the protection of all employees.

Supervisors are expected to enforce these rules. Supervisors will reprimand and warn employees who disregard posted safety rules, and, if necessary, will order an employee away from equipment he/she is not operating safely.

All Managers and supervisors should be alert to the need to provide training, education and motivational materials to improve safety within their departments. The Human Resources Department will be responsible for developing and providing necessary programs and training materials. The Corporation will provide safety training to all employees.

On-the-job Accident or Illness


Employees should report all accidents, injuries or illnesses immediately to Corporation supervisors. In case of serious injury or emergency, supervisors should call for an ambulance or other emergency assistance. First aid kits will be available. Supervisors must report injuries or sudden illness to the HR department as soon as possible, and fill out required documentation. Staff will be required to provide assistance as necessary to investigate the accident, determine its cause, and recommend and help implement preventative measures. All employees must co-operate in the investigation of accidents with the object of introducing measures to prevent a recurrence.

Safe Operation of Machinery

The Corporation provides training for the safe operation of certain equipment. Only those employees trained and approved to operate such machines or equipment may operate them. If an operation requires more than one person, the required number of employees must be present before starting the operation.

Employees should use care in operating any machinery, especially with their hands. Turn machines off when you are not using them, or if you will be leaving the area. Machinery and equipment should also be turned off before cleaning or repairs, and, in some cases, unplugged as well. No person shall be hired to do a job that he/she is not physically or mentally able to perform in a safe manner. The orientation of each new employee must include a full discussion of the rules and techniques for safe performance of the employee's job.

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Safety Equipment/dress

Certain operations require employees to wear protective gear or clothing. Supervisors are responsible to ensure that employees follow proper safety precautions and wear such clothing as required. The Corporation will provide all safety devices and protective equipment required by statute to all employees who need them for the safe performance of their jobs, and will reimburse employees for safety shoes and other protective gear not supplied by the Corporation, but necessary to the safe performance of their jobs. The Corporation will replace, free of charge, any damaged or worn out equipment which employees turn in to their supervisors. Before operating a machine or equipment for the first time, an employee will be provided with training on its use and operational requirement(s).

Facilities and Inspections

The Corporation shall maintain all safety and health facilities to meet all applicable standards with regard to:

- First aid
- Fire extinguishers, hoses and fire axes
- Fire door exits and smoke detectors
- Parking lots
- Heating, lighting, ventilation, air-conditioning
- Electrical and plumbing installations
- Adequate rest rooms
- Environmental factors.


Engineering, manufacturing and maintenance activities will be carried out to prevent or correct hazards due to defective equipment or facilities.

Department heads and supervisors will conduct regular inspections of their work areas at least weekly to prevent or correct safety and health hazards. The Corporation expects supervisors to be familiar with safety and health procedures, including emergency evacuation procedures. The Human Resources Department can assist supervisors in meeting this responsibility.

Correcting Deficiencies

Any safety or health hazard discovered at any time, through any means, will be corrected as soon and as effectively as possible. All employees must report incidents that may lead to injury.


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Safety Committee

Internal Safety Committee consisting of Management and staff representatives will meet regularly as per statutory requirements. Consultation and contribution from employees will be sought and stimulated.

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CHAPTER NINE

TRAINING AND DEVELOPMENT POLICY STATEMENT

The Corporation recognizes that the future prosperity of the Corporation largely depends on the knowledge, skills, expertise and motivation of its human resources.

The Corporation therefore views training as being an important contributing factor towards its competitive advantage, efficiency and profitability, and aims to:

- encourage employees to attend relevant external training courses, seminars and courses of study that will develop their knowledge and full potential in the best interests of both the Corporation and themselves.
- improve the capabilities of employees thereby enhancing their abilities to attain the highest possible standards in their jobs;
- realise the potential of employees by developing and preparing them for increased responsibility and promotion;
- enable the Corporation to ensure employees are adequately trained to meet the challenge resulting from technology change.

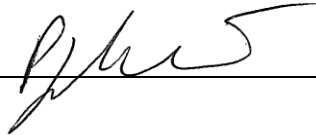
All training offered will be governed by the following considerations:

- All training must be job-related.
- All training must be applicable throughout the Corporation rather than to specific types of tasks.
- All training must support current corporate strategic goals as identified and communicated by the Managing Director.
- All training is treated as a dual investment - in people and in the business.

The Corporation acknowledges that there are four specific levels that spell out education and training requirements:

- 1 Entry education for basic orientation
- 2 Training on how to do the job better
- 3 Training that permit the person to grow within his/her job
- 4 Advanced education that allows an individual to move into a job of greater responsibility. These steps support the practice of promotion from within

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Manager/Supervisor's Responsibility

It is the Manager or Supervisor's responsibility to assess and prioritise the training and development needs of the employee, both in the employee's present position and for the future positions. Training needs can be identified through a variety of techniques, including performance reviews and individual need assessment techniques.

Once the Manager or Supervisor has determined the training needs, he/she can then identify the most appropriate method for the acquisition of the skill, knowledge or behaviour needed by the employee. The method in which training needs are met is not limited to formal classroom situations, but also may include on-the-job experiences, special projects or assignments, external courses or workshops, college course work, or using materials from the corporate library, such as self-study courses, books, audio tapes or videos.

Employee's Responsibility

Each team member of the Corporation has the responsibility to express what knowledge or skills are needed to perform in the present job. Employees are expected to actively participate in their own development and to take individual responsibility for learning about their job. Employees are also responsible for identifying their personal career aspirations and taking advantage of on-the-job training, internal and external courses, and self-development activities.

Human Resources Department's Responsibility

The Corporation's Human Resources Development Department is accountable for developing, administering, coordinating, and evaluating training and development opportunities, which address the prioritised needs of the Corporation and its employees. It is also the Human Resources Department's responsibility to assist Managers and Supervisors in developing highly effective, well-managed teams.


On-the-job training

The best training takes place in the "real" situation, i.e. in the normal course of work through on-the-job training, coaching, counselling and self-managed projects. This means that line Managers have the main responsibility for training their staff, with the support and guidance of the Human Resources Department.

Management Education and Training

The Human Resources Department together with Senior Management has the overall responsibility of improving the effectiveness of present and potential managers through their continued development and training. Training is provided for employees taking on management responsibilities for the first

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time, or as their management responsibilities change and grow. Opportunities, both internal and external to:

- increase skills and knowledge needed in present jobs
- develop skills and knowledge needed for growth and career advancement
- explore innovative management concepts, skills and technologies
- increase personal motivation and confidence.

The need for individual development and growth will be integrated at all times with organizational goals and objectives.

Skills and Technical Training

All new employees who need specific training to learn more about the technical aspects of their positions will be provided with skills and technical training. When job responsibilities expand or change, continuing education will be provided to ensure that each employee is prepared to meet the challenges of a new assignment.

Personal and Professional Development

Employees will be assisted in broadening their professional skills in keeping with the objectives of the organization through appropriate courses.

Nature of Courses

Training courses should be used judiciously. The Corporation will reimburse employees only for courses that directly relate to the employee's job duties or will directly increase the employee's opportunities for advancement within the Corporation. Only courses offered by accredited institutions are subject to reimbursement.

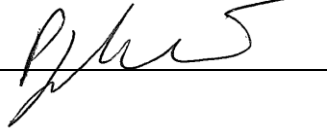
Eligible Employees

Only employees on permanent establishment of the Corporation are eligible.

Training Needs Assessment

All training is based on the identification of relevant training needs for the enterprise as a whole, the function within the Corporation and individual employees.

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Continuous Training

The Corporation requires staff to be fully trained for their jobs in order to ensure that activities are carried out competently. In the event of technological changes, retraining will be provided for affected employees to enable the workforce to take full advantage of new technology as it is developed and introduced.

The goal of continuous learning will be encouraged throughout the entire Corporation to encourage employees to become actively and continuously involved in expanding their skills. The Corporation is committed to the continuous upgrading and training of all employees to provide some degree of employment security. The development of the abilities of staff to their full potential is a continuous process to which all Managers are expected to contribute.

Training Evaluation

To ensure that development and training programs make a significant impact to improving the Corporation's performance, a continuous process of evaluation will take place on the basis of which changes are made to increase relevance and effectiveness. The evaluation will also determine maximum return on training expenditures. This will be a joint evaluation by the Human Resources Department, line Management and the participants.


Bursaries: POLICY STATEMENT

The Corporation's objective is to consider providing bursaries to employees who wish to improve their skills and effectiveness through external courses of study. The Corporation believes that the relevant and successful completion of recognised courses of study contributes to the development and effectiveness of employees and as such the Corporation may provide assistance. Courses of study must relate to the employee's job function or in a discipline where a future need within the Corporation has been identified. The courses must be approved by the divisional head, Human Resources Department and the Managing Director.

The recipient of such bursary shall be bound to the Corporation for a period equivalent to the length of the studies, should the employee elect to leave the Corporation prior to the expiry of the period for which such employee is so bound the employee will be liable to pay to the NDC full amount of the bursary.

The Corporation will pay 75% of the costs of the studying and the employee shall be responsible to bear the remaining 25% of the costs.

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Study Leave

If it should be that a particular course of training would be enhanced by a period of concentrated study, the Corporation will give consideration to a period of study leave. Any such leave that is allowed will be on terms, as stipulated by the Corporation, as to duration, salary, cost and expenses.

Professional Writing and Speaking

The Corporation encourages employees to contribute articles to trade/professional association journals and give speeches and talks at meetings of such groups. The Corporate Services Department must review all articles and speeches before submission or presentation to ensure that confidentiality is protected and that all statements made are consistent with Corporation policy.

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CHAPTER TEN

TERMINATION PROCESS

Purpose

This policy states the Corporation's philosophy with respect to termination of employees and provides uniform guidelines for the administration of this policy.


It is the policy of the Corporation to retain to the extent consistent with Corporation requirements, the services of all employees who perform their duties efficiently and effectively. However, it may become necessary under certain conditions to terminate employment for the good of the Corporation and/or employee. The types of terminations are retrenchment, non-performance, misconduct, retirement, resignation, disability and death.

General

The definitions of the types of termination are as follows:

1. **"Retrenchment"** means termination of employment on the initiative of the Corporation under circumstances, normally being reduction of the workforce arising from the re-organization or transfer of the business or the discontinuance or reduction of the business for economic or technological reasons. An ex-employee who has been retrenched may apply for re-employment when vacancies arise and will be subject to normal recruitment criteria.
2. **"Discharge due to non-performance"** means termination of employment on the initiative of the Corporation under circumstances generally related to the quality of the employee's performance, whereby the employee is considered unable to meet the requirements of the job. In this case, the employee is not subject to recall or reinstatement.
3. **"Discharge, due to misconduct"** means termination of employment on the initiative of the Corporation for reasons of discipline or wilful negligence in the performance of job duties such that the employee will not be considered for re-employment.
4. **"Retirement"/"Disability"** means termination of active work by the employee at the age or under the conditions set forth in the Corporation's retirement plan, under which the employee receives retirement/disability pay and may enjoy other benefits.
5. **"Resignation"** means voluntary termination of employment on the initiative of the employee. Employees are expected to give notice as per the Labour Act.
6. In the event of death, NDC Pension Fund benefits will be applicable.

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Notice Period

The notice period will be 1 working day during the first 4 weeks of uninterrupted employment, which can be given on any working day.

For an employee who has worked uninterruptedly for more than 4 weeks but less than a year, 1 week notice must be given on or before the last working day.

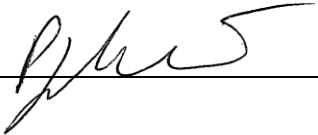
For an employee who has worked uninterruptedly for more than 12 months - 1 month notice must be given on or before the first or the fifteen of the month and running from the first or the fifteenth of the following month. All other provisions regarding notice periods as per the Labour Act, 2007 will apply.

Exit Interviews

The Human Resources Department will normally conduct an exit interview during an employee's last five days of employment. The Corporation feels that knowing why an employee has decided to leave can provide the Corporation with valuable information. The employee's immediate supervisor will not conduct exit interviews. All resigning employees will be requested to complete the "Exit Interview Questionnaire". The Corporation's policy on references will also be discussed. This is applicable to resignations and also in cases of terminations.

PART II
HUMAN-RESOURCES POLICY
AND REGULATIONS

NAMIBIA DEVELOPMENT CORPORATION

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SUBJECT CONDITIONS OF SERVICE	DATE 12 MARCH 2015

CHAPTER 1

CONDITIONS OF SERVICE

The following categories of staff may, at the discretion of the Board or its delegate and as circumstances may necessitate, be appointed to posts approved by the Board:

- permanent staff
- contract staff
- temporary staff

Temporary and contract staff may, at any time and on such conditions as are to the Corporation's advantage, subject to the Human-Resource Regulations, be appointed to permanent positions by the Board or its delegate.

1. PERMANENT STAFF

The following shall be obligatory for permanent staff:

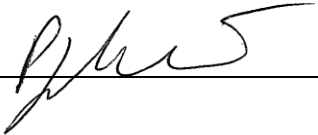
1.1 Membership of the NDC Pension Fund.

1.2 Membership of the medical aid scheme, if the employee qualifies therefore.

1.3 Submission of certified copies of the following:

- a) birth certificates of all family members of an employee, and ID documents;
- b) marriage certificate (if applicable);
- c) final divorce order (if applicable);
- d) highest educational certificate;
- e) drivers licence;
- f) an acceptable medical certificate issued by a recognised medical practitioner (expenses related thereto will be paid by the NDC);
- g) certificate of service from previous employers;
- h) any other personal document or report required;
- i) proof of Namibian citizenship or permanent residency or work permit.

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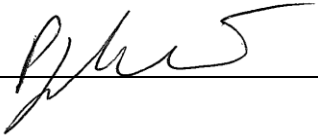
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- 1.4 Submission of the above documents is required before duties are assumed. If the documents are not available at that time, an additional period of grace, not exceeding three months, may be granted for submission of the certified copies required. Failure to adhere to this provision may lead to breach of employment relationship and contract.
- 1.5 Compliance with the Human-Resource Regulations as defined herein and as amended from time to time. Where a policy or practice is not clear, or where additional information is required, please refer to Human Resources Department for assistance.
- 1.6 The Human Resources Department aims to serve the needs of the Corporation's Management and staff and as a result, you should always feel free to suggest improvements or alternatives.
- 1.7 Allowances for expenses incurred upon first appointment:
- a) The Corporation shall, if applicable, cover the costs of transporting a person's family and personal effects from his/her current place of residence to his/her new workstation. In this regard, three tenders by different removal contractors shall be obtained and submitted. The decision of the Managing Director or its delegate will be final.
 - b) A non-recurrent subsistence allowance shall be payable to new staff members who travel by car to their appointed workstations. Further details can be obtained from the Human Resources Department.
 - c) A travel allowance calculated at the cost of a single train ticket or a single air ticket, or a kilometre allowance at approved tariffs for not more than two motor vehicles, shall be payable to the new personnel member and his/her family.
 - d) The above allowances granted by the Corporation shall be recoverable from the staff member on a *pro rata* basis if he/she voluntarily resigns from the Corporation within his/her first two years of service.

2. TEMPORARY STAFF

Temporary staff shall be only entitled to the benefits bestowed upon temporary staff in terms of the Labour Act.

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3. CONTRACT STAFF

Contract staff shall be subject to the conditions stipulated in their contract agreements as well as any other conditions the Board or its delegate may deem fit.

4. OFFICIAL DUTY

Any staff member may be sent out of town on official duty from time to time. In such cases the staff member shall, in accordance with the pertinent scales defined herein, be entitled to subsistence and travel allowance for the period in question.

5. OFFICE HOURS

5.1 All employees shall, during official office hours, serve the Corporation diligently and to the best of their ability, and shall apply themselves only to their duties at the Corporation.

Each employee should be at work, on time, for each scheduled day of work.

5.2 The office hours stipulated in Clause 5.5 below shall be strictly adhered to.

5.3 All employees shall be required to enter the Corporation's premises by using their access cards, which can be used as an attendance register, unless an alternative device is used.

5.4 Any employee who, for whatever reason, has to leave his/her workplace during office hours, shall obtain permission to do so from his/her direct superior and shall sign the attendance register before leaving the premises. Supervisors should maintain an attendance record for each of their staff members and are responsible for monitoring and evaluating each staff member's attendance to identify unauthorized or excessive absences or tardiness.

5.5 Official office hours:

Head and Regional Offices

07:30 - 13:00 (morning shift)

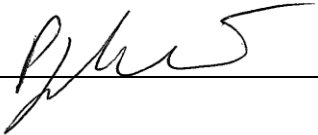
13:00 - 14:00 (lunch break)

14:00 - 16:30 (afternoon shift)

Total hours will not be less than 40 hours per week and for security guards 60 hours.

Project employees will work 45 hours per week.

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5.6 Overtime

Staff will be remunerated for necessary and properly authorised work outside of normal working hours. All overtime tariffs shall be calculated in accordance with the Labour Act, 2007.

5.6.1 Normal Overtime Formula

Normal Overtime is calculated on the monthly basic salary/wage ÷ 4.333 ÷ 45 hours x 1.5 x hours worked

Normal overtime

- a) The Corporation shall keep overtime work to a minimum but reserves the right to request employees in advance to work overtime should the need arise.
- b) An employer should not expect an employee to work overtime before first discussing and agreeing to such overtime with the employee.
- c) The number of hours that may be worked as overtime are restricted to three hours a day with an overall maximum of ten hours per week.
- d) No cash payment takes place.

Payment of Normal Overtime

Payment for overtime is to be calculated at a rate of 1,5 times the ordinary basic wage rate for work overtime on Monday to Saturday. The overtime form must be signed by the relevant Manager and received by the Salaries Section not later than the tenth working day of the following month. Overtime sheets not submitted on time will result in payment being delayed until the following month. Attendance must be verified through Access Control System or appropriately signed Security Documents.

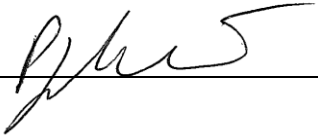
Sundays and Public Holidays at a rate of double the ordinary basic wage rate. Night work 6% of hourly rate for each night worked.

Head of Departments, unless they fall within the grades of D to F, are not excluded from the provisions in the Act relating to payment of overtime, unless upon agreement reached between the Corporation and Departmental Heads.

5.6.2 Sundays and Public Holidays Overtime Formula

Sundays and Public Holidays overtime is calculated on the basic salary/wage ÷ 4.333 ÷ 45 hours x 2 x hours worked

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Overtime - Sundays and Public Holidays

When an employee works for any period of time on a Sunday or Public Holiday as approved he/she must be paid:

- a) double his/her rate of basic salary/wage of the period of time actually worked; or
- b) one and one-half of his/her rate of basic salary/wage in respect of the period of time so worked on a Sunday or Public Holiday plus an equal period of time off in the next succeeding week on which he/she is not required to work.

Overtime worked shall be paid for not later than the next succeeding pay day. However, overtime worked after the normal cut-off date for remuneration (i.e. 10th of the month) will not be paid later than the pay day following the next pay day.

Submission of information

The closing date for all salary-related computer input is the 10th of each month. Any submission after this date will only be dealt with during the next month-end (i.e. the following month).

6. ABSENCE

In the case of absence, the staff member shall inform his/her superior thereof as early as possible. If a staff member is absent without leave for more than two consecutive days, such an employee may be liable for dismissal.

7. CORPORATION INTERESTS

Staff members shall protect and promote the Corporation's good name and interests in all ways at all times.

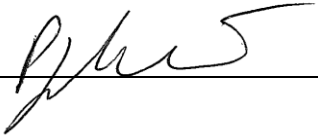
8. CONFIDENTIAL INFORMATION

Staff members shall not, without special permission from the Board or its delegate, provide anyone with information regarding the confidential nature of the Corporation's business or its activities, or of any private business or any other confidential matter made known to him/her in the course of his/her duties.

9. PRESS RELEASE/MEDIA LIAISON

Staff members shall make no public statements or announcements whatsoever on behalf of the Corporation unless so authorised in writing by the Board or its delegate.

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10. CORPORATION PROPERTY

Employees shall:

- a) protect the property of the Corporation in every possible way, and
- b) without prior permission having been obtained, have no right to alienate, apply or use any Corporation property to their own advantage.

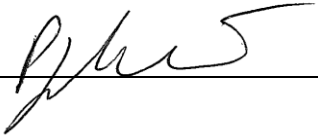
11. GIFTS, DONATIONS, ETC.

Subject to the Conflict of Interest Policy, employees shall not accept any gift, donation, grant, bonus gratification or similar compensation, or any financial or other assistance from any person other than the Corporation for services rendered in their official capacity as Corporation employees. Any such offers made shall immediately be reported to the Board or its delegate.

12. PRIVATE WORK FOR COMPENSATION AND PERSONAL INTERESTS

- a) Members of staff shall not accept any other work for compensation without the prior written permission of the Board or its delegate.
- b) If a member of staff has an interest in a company or firm which conducts business with the Corporation, and his/her interests are such that they may influence the decisions of the Corporation with regard to that company or firm, or if he/she holds a position in the Corporation which would enable him/her, through the Corporation, to favour a company or firm in which he/she has an interest, the said member of staff shall inform the Board or its delegate in writing of such interest and its circumstances.
- c) The Board or its delegate may, upon receipt of the written notice mentioned in (b) above, or if it has reasonable grounds to believe the circumstances described above exist, act as deems fit under the circumstances to protect the Corporation's interests and good name.
- d) "Interest" as used here shall, in addition to the usual meaning thereof and with the exception of an *ex officio* interest, also refer to a direct interest by way of a shareholding, loan or indirect interest by way of shareholding by nominees, or a financial interest in any similar way and shall further include such interest held by an immediate family member of that member of staff.

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13. CHANGE OF PERSONAL STATUS AND PARTICULARS

13.1 Marriage

The following documents shall be handed in at the Human Resources Department within a month after a staff member marries:

- marriage certificate or certified copy thereof;
- medical aid scheme membership certificate and, if applicable, the necessary application form for admission of a dependent.
- a newly completed PAYE 2 form with details of the change in status, for income tax purposes
- PA 2 form

13.2 Death or divorce

If a staff member's marital status should change owing to death or divorce the Human Resources Department shall be informed thereof in writing within a month after the change in marital status and, in the case of divorce, shall in addition to submitting the following documents, indicate whether he/she has legally been awarded custody of any children from the marriage:

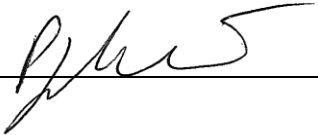
- PA 2 form;
- final divorce order and divorce agreement, or certified copies thereof;
- a newly complete PAYE 2 form with details of the change in status, for income tax purposes;
- medical aid scheme application form for recognition of the change in status;
- death certificate of the deceased.

13.3 Dependents

In respect of all children sired or legally adopted by a staff member after his/her appointment, or if a staff member becomes the sole guardian of his/her own or adopted child or children after his/her appointment, the following shall be submitted to the Human Resources Department within a month of such birth, adoption or guardianship :

- birth or adoption certificate, whichever is applicable, or a certified copy thereof;
- medical aid scheme application form for admission of dependents;

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- A newly completed PAYE 2 form with details of the change, for income tax purposes.

13.4 Change of other personal particulars

Staff members shall inform the Human Resources Department in writing within a month of any other change in their personal status or with regard to the dependence of children. Staff members shall ensure that any changes of address or telephone numbers are registered with the Human Resources Department within a month after such change.

13.5 Other changes in status

During an employee's working life the following changes can take place:

- Amendment to contract of employment (generic);
- Promotion;
- Demotion;
- Transfer;
- Change to remuneration/benefits;
- Revision of performance standards.

A proper process will be followed in any of the following circumstances:

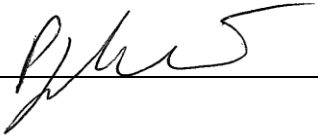
- material changes to the terms and conditions of the employee's contract of employment;
- material change to the job content;
- geographical transfers;
- reduction in status, whether or not salary and benefits are expected;
- removal of existing benefits;
- material revision to performance standards;
- significant job changes as a result of the introduction of new technology.

The Corporation will follow the following process:

Consultation

The Corporation would propose a change to the employee's status, job content, etc. and would provide reasonable and objective reasons for the proposed change. The employee would be given an opportunity to consider and respond to the proposal and there may be a period of time

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during which dialogue of this nature progresses. At some point the Corporation is entitled to make a decision as to whether or not to implement its initial proposal or some changed proposal incorporating the input of the employee concerned. Again, the employer's decision must be objectively defensible, i.e. the change is required for sound operational reasons.

If the employee then refuses to comply with that decision, the Corporation would need to spell out that this refusal to accept the change could lead to his/her termination on the grounds of unsuitability, i.e. he/she is unwilling to do the job as required.

It is, however, trusted that matters would not reach that stage and it is important that any consultation is genuine and includes at least the following:

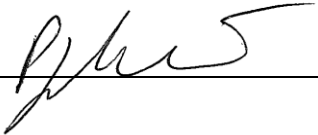
- good faith;
- not *fait accompli*;
- the Corporation considers alternative proposals;
- the Corporation provides reasons if it rejects the employee's proposals;
- the Corporation provides reasonable notice before introducing the change.

14. REMUNERATION AND BONUSES

14.1 Remuneration

- a) Members of staff shall be remunerated in accordance with the scales stipulated by the Board from time to time. Remuneration increases/review and promotions shall be subjected to an annual assessment of a member's performance and to the sole approval of the Board or its delegate. Staff members should not expect to receive an increase each year automatically.
- b) Owing to the confidential nature of remuneration packages and allowances, employees shall under no circumstances discuss, or otherwise make known, their own remuneration packages and allowances or those of other members of staff. Staff members who contravene this directive shall be subjected to disciplinary measures.
- c) Remuneration shall be available on the 2nd last working day of the month.

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- d) Advances of not more than 1/3 of any member's nett monthly remuneration may be paid out under special circumstances, subject to the approval of the Board or its delegate. Such an advance will only be granted 3 times per annum.

e) ***Payment on termination of service***

Where a staff member has resigned from the Corporation's employ or where his/her service has been terminated by the Corporation, payment of the final salary will be made on his/her final day of service with the Corporation. No payments will be made before this date.

Pension monies owed to the staff member will be refunded not later than six months after the staff member has left the Corporation's employment. Payment is also further subjected to stipulations of the NDC Pension Fund. The employee must leave a forwarding address with the Manager: Human Resources.

f) ***Method of Payment***

Payment is made by means of direct transfer into any of the following accounts:

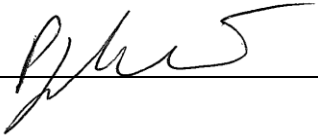
- a) Bank current account
- b) Bank savings account
- c) Bank transmission account.

Responsibility rests with the staff member to supply the Human Resources Department with the correct details:

- a) Name of bank/building society
- b) Branch where account is held
- c) Account number
- d) Current, transmission or savings account.

The staff member will also, on pay day, receive his/her remuneration advice that will indicate how his/her earnings for the month were made up and what deductions were made.

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14.2 Bonus

a) ***13th cheque***

Staff members shall, in addition to their monthly remuneration and if they qualify therefore, receive a thirteenth cheque equal to the monthly remuneration payable to them at that stage, together with their remuneration for the twelfth month, provided that:

- if an employee commenced service on or after the second working day in a month, the bonus be made payable at the end of the month following the month in which he/she commenced service;
- the 13th cheque not be claimed or paid out on a *pro rata* basis; and
- if the employee terminates his/her service during his/her bonus month, the bonus be payable on the last working day.

b) ***Extension of bonuses***

The Board or its delegate shall reserve the right to, at its discretion, introduce and pay bonuses to an individual, or groups of employees, for purposes other than those mentioned above.


c) ***Recognition of long service***

The Corporation believes that recognizing long and diligent service improves morale and encourages continuity in the workforce. Accordingly, it has established a program to recognize and thank members of staff for their efforts on behalf of the Corporation after five years of continuous service, and every five years thereafter.

All employees on the fixed staff establishment shall be entitled to receive a gratuity as well as a certificate in recognition of long service, payable as follows:

After completion of each 5 years' service an amount, calculated at 2.5% of the annual remuneration, will be payable to the staff member.

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15. ALLOWANCES

Staff members on the Corporation's fixed establishment (stationed either in the regions or elsewhere) shall be entitled to payment of the following taxable allowance where applicable and in terms of their letters of appointment:

a) ***Medical Subsistence & Travel Allowance***

- Employees and their dependants who are referred by a medical practitioner to a specialist outside of Namibia for further treatment or examinations owing to such specialist services not being available in Namibia, shall, at the Corporation's discretion, qualify for the following assistance:
 - *Travel allowance for the patient*
A return airfare from Windhoek shall be payable in respect of the patient.
 - *Subsistence allowance for the patient's escort*
A subsistence allowance calculated according to the current approved S&T rates will be paid for a maximum of ten days if:
 - one of the child's parents is obliged to escort his/her child of 16 years or younger,
 - an adult patient requires an escort solely on medical grounds.

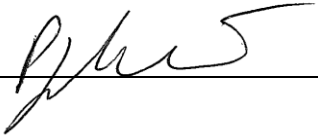
16. RESIGNATION, DISMISSAL, RETRENCHMENT AND RETIREMENT

16.1 *Resignation, dismissal and retrenchment*

16.1.1 The services of a staff member may be terminated in the following ways:

- a) By the Corporation, by giving the employee one month's written notice of termination of service, furnishing reasons therefore, or by paying one month's remuneration in advance without the expiry of a one month period of notice.
- b) By the employee, by giving the Corporation one month's written notice of termination of service provided that absence owing to ill health after having given such notice is regarded as sick leave.
- c) By the Corporation, by giving 24 hours' notice of the summary termination of a probation period within the first four weeks of such period, and one month's notice of termination of service thereafter.

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- d) Upon termination all employees are required to complete an internal debt form, which is obtainable from the Human Resources Department.

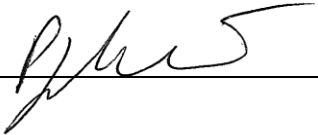
16.1.2 In the event of a formal retrenchment procedure, the following procedure shall apply:

- a) The abilities, productivity, conduct and potential application of each member of staff shall be taken into account and comprehensive discussions shall be held as regards the reasons for retrenchment and the concomitant compensation and benefits that will apply.
- b) A three-month period of notice shall apply, provided that employees are permitted to terminate their services immediately, if necessary, in order to take up alternative employment.
- c) Upon being retrenched, employees shall receive compensation for the three-month period of notice, plus one month's remuneration for each year of completed service, up to a maximum of three years. For periods of employment of longer than 12 years the stipulations of the Namibian Labour Act of 2007 will be applicable.
- d) All accumulated leave shall be paid out in full at the end of the period of notice mentioned in Clause 16.1.2 (b) above.
- e) The employee's full pension contributions, including those of the employer, shall be paid out as soon as possible after the expiry of the said period of notice.
- f) The standard benefits applicable to the staff member concerned, shall remain in force until the expiry of the said period of notice, or as otherwise agreed between Management and the staff member.
- g) *Pro-rata* payments will be made in respect of long service bonus and 13th cheque.

16.1.3 Payment of accumulated leave

Upon terminating their services, employees shall be entitled to receive payment for any accrued annual leave, in accordance with the leave regulations in force, provided that such monies and payments have not been ceded to the Corporation.

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16.2 Retirement

16.2.1 The standard retirement age within the Corporation for all grades shall be 65 years of age.

The Corporation may consider early retirement at the age of 55.

16.2.2 The cost of transporting a member of staff's furniture from his/her station to the retirement location, within the borders of Namibia, shall be paid for by the Corporation, provided that such transportation takes place within three months after the date of retirement.

16.3 Farewell parties and gifts for employees leaving employment, except dismissal

The amount to be spent on both a gift and a farewell party will be at the discretion of the Managing Director (seniority and years of service will be taken into account).

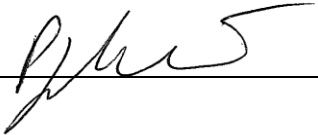
16.4 Exit Interviews

The Human Resources Department or other neutral manager will normally conduct an exit interview during an employee's last five days of employment. The general purpose of this interview is to:

- a) Explain the employee's rights to continue or convert health insurance coverage, where applicable;
- b) Obtain the correct address of the employee, spouse and dependents covered by the pension fund;
- c) Arrange to collect keys, Corporation credit cards, equipment or tools, or any other Corporation property on the last day of employment; and
- d) Explain the Corporation's policy on references.
- e) Obtain information to improve where required.

It is imperative that the interviewer remains neutral and does not react emotionally to the interviewee's responses. The interviewer should emphasise that all answers given will be treated confidentially.

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17. SUBSISTENCE AND TRAVEL ALLOWANCES (S & T)

17.1 Eligibility

The Corporation shall grant an allowance for subsistence and travel expenses for a staff member who:

- a) during a first appointment, is obliged to travel from one centre to his/her station to assume duty;
- b) has been directed to perform official duties in a location other than his/her workstation;
or
- c) is required to undergo training at a centre other than his/her headquarters.
- d) Should an employee attend a course/workshop/seminar that is fully sponsored by the relevant institution or agency, such an employee shall not be entitled to claim S & T benefits from the Corporation if such allowance is more than what he/she would have been entitled to. However, the Corporation shall top-up in the event of a shortfall.

17.2 Subsistence tariffs

a) Subsistence allowance (within Namibia and South Africa)

An amount to be determined by the Board will be paid to staff members. Further details can be obtained from the Human Resources Department.

b) Subsistence Allowance (SADC Countries)

An amount to be determined by the Board will be paid to staff members. Further details can be obtained from the Human Resources Department.

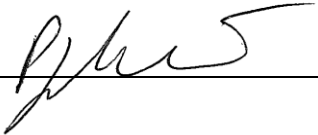
c) Subsistence Allowance (Abroad)

An amount to be determined by the Board will be paid to staff members. Further details can be obtained from the Human Resources Department.

d) Member of staff on official duty

- Should a member of staff make use of public transport, he/she shall receive compensation for the costs of:

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- transporting himself;
 - transporting a reasonable amount of luggage;
 - hiring a car at a reasonable price;
 - employing the reasonable services of a porter; and
 - other reasonable, incidental expenses.
- Employees, not receiving a vehicle allowance, shall only be permitted to make use of private motor vehicles whilst on official duty if a Corporation pool motor vehicle is not available. Prior approval for the use of private vehicles under these circumstances shall be obtained from the Board or its delegate.

e) Use of private vehicles

- Employees performing official duties and who make use of private motor vehicles whilst in the service of the Corporation shall:
 - in the case of a member of staff who make use of private transport, be compensated in accordance with the appropriate private motor vehicle kilometre tariffs, as determined by Management from time to time; and
 - in the case of a member of staff who makes use of private transport, be compensated in accordance with the tariffs applicable to such private motor vehicle.
- Employees shall make use of the shortest travelling route.
- Claims in respect of kilometres covered shall be accompanied by full details concerning the date, kilometres covered, places visited and purpose of such visit.
- Under exceptional circumstances and subject to the approval of the Board or its delegate, employees may be permitted to make use of an official vehicle for private purposes, in which case the costs per kilometre shall be claimed from the employee in accordance with the tariffs for private vehicles.

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- Personnel not receiving a vehicle allowance should first ascertain the availability of pool transport at the Transport section, before obtaining permission to use private vehicles.

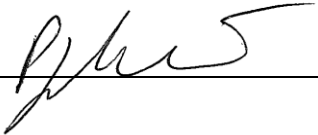
f) **Absence from workstation**

- A staff member who is absent from his/her workstation whilst on official duty shall receive a travel and subsistence allowance in accordance with the scales determined by the Board or its delegate from time to time.
- Should actual expenditure on subsistence and travel costs exceed the current tariffs, such expenditure shall be compensated only upon the production of the necessary vouchers, in accordance with the latest table of S & T.
- Employees who accompany private consultants or advisors in an official capacity shall, subject to written approval from their Supervisor on the itinerary in question, be permitted to make use of the same hotel facilities as consultants or advisors.
- Should suitable hotel accommodation of a specific or lower grading not be available, employees shall, subject to the written approval of their Supervisor on the itinerary in question, be permitted to make use of hotel facilities of a higher grading.
- Absence per day
 - Less than 24 hours, *pro rata* daily subsistence allowance;
 - General Managers, Managing Director and Directors - full daily tariff when absent from their headquarters (town/city) for any part of a day.

The S&T claims form will provide for the employee to indicate in advance which option he/she will take. This option applies to business travel within the borders of Namibia only.

The S&T claim form and travel itinerary form are attached hereto as Annexures 'A' and 'B', respectively.

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18 TRANSFERS

18.1 Travel, Subsistence and Relocation allowances

A member of staff relocated at the Corporations request, will normally receive reimbursement for the following expenses:

- moving household goods,
- moving expenses of the employee and family,
- one house hunting trip of reasonable duration for the employee and spouse.

In addition, where the employee cannot immediately find housing in the new location, a temporary (two months) housing allowance may be granted, subject to further review.

The number of days for which the relocation allowance is to be paid, bears direct relation to the maximum number of days considered reasonable by the Managing Director for such transfer to the member's new workstation.

A member of staff who is transferred from one station to another shall be entitled to a relocation allowance, which will cover incidental expenses incurred as a result of such transfer. Compensation for travel expenses at the applicable kilometre tariffs, in accordance with the approved tariffs, for a maximum of two vehicles will also be paid.

19. DRESS (Head Office and Regional Office)

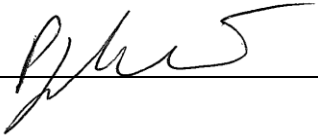
Staff is to observe business-like standards of dress. Dress standards within the department are the responsibility of the Manager concerned. Where required the Manager will take steps to ensure that business-like standards are adhered to. As a guideline, three major criteria must be used: safety, customer contact and general contact.

The following can be used as guidelines for men and women:

Dress for men

- An open-neck shirt, with a neat pair of slacks and shoes.
- The wearing of ties and suits is optional.
- A member of staff shall be appropriately dressed when receiving important guests. For this reason, it is perhaps advisable to keep a tie and jacket in the office.

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Dress for women

- Appropriate office wear

20. OFFICIAL VISITS

- a) Any member of staff may be sent on official duty out of town from time to time.
- b) Such official visits may be within or outside Namibia's borders.

20.1 Authorisation for official visits

- a) A comprehensive itinerary shall be drawn up and approved on a duly completed S & T form before the visit is undertaken.
- b) Visits beyond Namibia's borders shall be authorised only by the Managing Director.
- c) Visits within Namibia's borders shall be authorised by the relevant General Manager/Divisional Head.

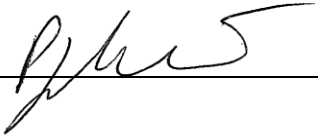
20.2 Advances on S & T allowances

- a) Members of staff may request an advance payment to cover their S & T costs before their departure on an official visit, by completing a cheque request form, accompanied by a signed Debit Order and sending it to the Finance Department together with a copy of the approved itinerary.
- b) Requests for S & T advances shall reach the Finance Department during the preceding week on Wednesday before 10:00, so that payment may be made in time.
- c) S & T advance payments shall be cleared within a month after an employee has returned from a trip.

20.3 S & T claim

Once an approved official visit has been undertaken by a member of staff, the prescribed S & T form shall be completed with supporting documentation for the costs incurred.

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Such claims shall be approved by the Divisional Head or his/her delegate. The applicable tariff shall be certified by the Human Resources Department as being correct, after which the claim will be checked and paid by the Finance Department.

21. HUMAN RESOURCES SYSTEMS

The Corporation uses one type of human resources system, namely the Patterson Job Evaluation System.

21.1 The Patterson Job Evaluation System

The aim of this system is to assess posts in terms of their relative worth within the hierarchy or the organisational structure.

22. SECURITY (Head Office)

The Corporation has an Access Control System, which aims at controlling access to and from the premises.

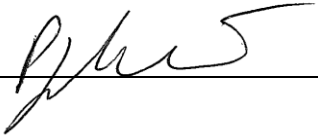
22.1 Staff control

- a) On the date on which a new member of staff assumes duty, he/she shall receive an access card from the Administration and Service Department, granting authorized access to the premises.
- b) An identification card that is linked to the access card shall be made available to new employees as soon as possible. The identification card shall be used each time a member of staff enters or exits the premises. Control of these cards shall be dealt with by the Security section. The cost of replacing a lost card shall be borne by the member of staff concerned.
- c) On request the Security Officer can assist Management in providing reports such as absenteeism, late arrivals, etc.

22.2 Security of visitors

All visitors shall announce themselves to the Reception Desk and be issued a visitor's card, and route form. Once Reception has informed the person to be visited that someone is waiting for

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them, that person shall meet the visitor in the foyer and accompany him/her throughout the visit. Upon leaving the premises, visitors shall hand in their visitor's cards and route form to Reception.

22.3 Removal permits

In order to prevent unauthorized removal of assets, a staff member who wishes to remove equipment from the Corporation's premises shall obtain prior written authorization to do so from his/her Divisional Manager or the Security Officer on the prescribed Asset Removal Form.

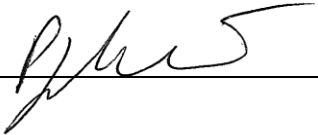
22.4 Vehicle control and parking (Head Office)

- a) Parking on the Corporation's premises shall be specifically allocated to members of staff by the Administration & Services Department. Written application shall be made to the Administration & Services Department for carport parking. The member of staff's name shall be placed on a waiting list and parking allocated according to his/her position on the list. Post levels D2 and higher shall be given preference when carport parking is allocated. Staff members are not allowed to park on visitors' parking bays.
- b) Vehicle control duties will be performed by the Security Guards and all vehicles except employee vehicles will be requested to sign the appropriate Vehicle Register.
- c) No unauthorized vehicles will be allowed to enter the premises after working hours during weekdays and over weekends. Vehicle entrance by visitors onto premises will only be allowed during office hours.

22.5 Key Control

- a) On the date a new member assumes duty he/she shall receive an office key from the Administration & Services Department. This key must be handed back when duties are no longer performed at Head Office. When keys are lost the employee will be responsible for the cost of replacing the complete lock.
- b) All master keys and duplicate keys will be locked in a strong room or safe. Only the designated official will be allowed to remove the master or duplicate keys and only with

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approval of the relevant Manager. Master keys will not be used to open offices of employees who forgot their keys at home.

23. GRIEVANCE PROCEDURES

Scope

This procedure applies to all members of staff of the Corporation.

Objective

The primary objective of the grievance procedure is to provide a member of staff or a group of members of staff with an effective channel through which he/she/they can address a grievance to more than one level of management. Furthermore, it is the specific objective of the grievance procedure to solve a grievance as quickly as possible and as close as possible to its origin so that it does not develop into a major dispute.

Definition of a grievance

A “grievance” means any feeling of dissatisfaction, injustice or unfair practice or working conditions experienced by a member of staff or group of identified members of staff, working under the same management authority.

Exclusions from the grievance procedure

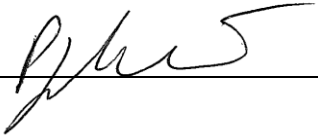
- Disciplinary decision or disciplinary action in any individual case.
- The filling of a vacancy in terms of the nomination procedure.
- Any matter that is open to collective bargaining within the prevailing negotiating system of the Corporation.
- Collective salary related grievances.
- Appeals against disciplinary sanctions.

Steps at application of the grievance procedure

Informal

- It is of the utmost importance that any grievances are brought into the open and resolved to the satisfaction of all concerned.
- A member of staff who is dissatisfied should be accommodated as soon as possible, even if it means cancelling another appointment.
- Member of staff discusses problems with his/her immediate supervisor.

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Formal

STEP A

- Dissatisfied member of staff submits within 3 (three) working days written representation to next level of Management. (This level of Management must within 3 (three) working days, where reasonably possible, take a decision and advise the member of staff of the finding)

STEP B

- Should the member of staff not be satisfied with the decision taken in step A he/she can within 4 (four) working days submit further written representations to the next level of Management. (This level of Management must, within 4 (four) working days, where reasonably possible, take a decision and advise the member of staff of the finding)

STEP C

- Should the member of staff not be satisfied with the decision taken in step B, he/she can within 6 (six) working days submit further written representations to the Divisional Manager (This level of Management must, within 6 (six) working days, where reasonably possible, take a decision and advise the member of staff of the finding)

STEP D

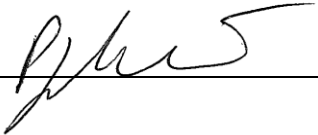
- Should the employee not be satisfied with the decision taken in Step C, he/she can within 10 (ten) working days submit further written representations to the Managing Director. This level of Management must, within 10 (ten) working days, where reasonably possible, take a decision and advise the employee of the finding. The decision taken at this level is final and binding. However, any aggrieved party may seek relief at the Labour Court if all in-house dispute resolution mechanisms have been exhausted.

The details of any grievance taken further than the employees immediate superior shall be recorded on a Grievance Report Form (Annexure 'C'), a copy of which shall be sent to the Human-Resource department for their records.

24. GUIDELINES ON DEALING WITH A GRIEVANCE

The following six steps are suggested as useful to Supervisors/Managers in dealing and resolving a grievance. Note the behaviours/actions required.

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24.1 Listen

- Put the employee at ease
- Ask open-ended questions (who, what, why, where, when and how)
- Take it all in like sponge
- Make notes of the problem
- Do not get defensive, even with belligerent employees
- Ask the employee what his/her desired solution is

24.2 Investigate

- Establish the facts
- Take notes

24.3 Decide

- What is the appropriate solution versus what is the employees desired solution?
- Do you have the authority to resolve the problem?
- Should it be referred to higher authority?
- Will the appropriate solution resolve the problem?
- If not, will you be able to explain your reasons for the decisions in a way the employee will accept?

24.4 Advise

- Discuss with the employee - summarize
- Respond calmly and clearly
- Design a specific plan of action to reach a resolution

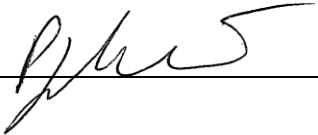
24.5 Seek Acceptance

- Explain your position and your reasoning
- Warranted action is required and must be taken otherwise you must explain your inaction

24.6 Monitor

- Following the resolution ensure that the causes are dealt with effectively
- Diarize and execute follow up actions required from you
- Place a note of your actions on the employee's file and ensure that the appropriate documentation is accurate and fully completed.

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25. CODE OF CONDUCT

25.1 SCOPE

1. The disciplinary procedure is regarded by the Corporation and must be regarded by the employee as an integral part of the conditions of employment of all employees.
2. All employees of the Corporation are subject to this procedure irrespective of seniority.
3. Before any disciplinary action is taken, the responsible Corporation official shall ascertain all the facts.
4. Before any final written warning and before any dismissal as a result of poor performance or misconduct is sanctioned, a formal disciplinary hearing must be held.
5. Except in the case of a verbal warning, an employee may be represented by a fellow colleague or a shop steward of a recognized exclusive bargaining agent. No external representation is allowed as the proceedings are seen as internal.
6. Written warnings are valid for six (6) months for 1st, nine (9) months for the 2nd and twelve (12) months for final written warning.
7. Any employee who is dismissed will not receive any remuneration for time spent on appeal unless he/she is reinstated.
8. Employees who participate in any illegal strike or work stoppage may be dismissed without reference to this procedure if notice has been effected of such hearing and the employee(s) do not attend such hearing. Be assured however that the Corporation will observe the requirements for fair labour practices very carefully before any dismissals occur.
9. In instances where verbal and written warnings are given as sanctions and where the employee is offered the opportunity to correct his/her behaviour, such opportunity to correct behaviour will be explained in detail to the employee concerned.

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10. All documentation pertaining to the formal disciplinary process must be signed by both the Corporation official and the defendant. While the Corporation recognizes that the defendant has the right to refuse to sign any documentation, it must be made clear that such signatures are in acknowledgment of the documentation only and not an admission of guilt.
11. Copies of all documentation pertaining to formal disciplinary procedures must be made available to the defendant should he/she so request or not.
12. This procedure will under no circumstances be applied for the purposes of victimisation or intimidation and where such actions are proven, they will in themselves be punishable.
13. In the case of an employee who is still in the probation period of service and such employee commits a disciplinary offence, he/she will be subject to the same procedure as any other employee who was already in the full time employment of the Corporation.
14. There will be no obligation to allow an employee on probation to continue his/her probation period if he/she is found guilty of a schedule one offence. This principle will also apply to fixed term contract employees.

25.2 THE OBJECTIVE


The objective of this procedure is to ensure fairness in disciplinary matters.

25.3 THE APPLICATION OF DISCIPLINE

The application of discipline may under normal circumstances take one of the following forms depending on the seriousness of the conduct.

- Verbal warning
- 1st written warning (Valid for six (6) months)
- 2nd written warning (Valid for nine (9) months)
- Final written warning (Valid for twelve (12) months)
- Demotion as an alternative to dismissal
- Dismissal

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25.3.1 Verbal Warning

This is considered to be an informal warning normally used in minor transgressions of the Disciplinary Code of Conduct and may be used by Supervisors; line Managers and even Senior Managers in order to correct employee behaviour. It will normally be used where the employees' behaviour is unsatisfactory but does not warrant a written warning or a dismissal sanction.

The verbal warning should take place in private to preserve the dignity of the employee and the required change in behaviour is to be explained to the employee.

A record of this warning must be completed and placed on the employee's file. Should the employee refuse to sign an acknowledgment, a third party is to sign as witness. It must also be clearly stated to the employee that the warning is a verbal warning and that recording of the warning is simply a record thereof and nothing more.

25.3.2 Written Warning

Written warnings may be issued by Senior Managers or their nominees. Such written warnings are given where the seriousness of the transgression warrants a step further than a verbal warning. A formal disciplinary hearing is required for the issuing of a final written warning. Written warnings shall be given on the appropriate documentation and the employee must be requested to sign the documentation in acknowledgment. Should the employee refuse to sign the documentation, such fact is to be noted on the documentation and a third party is to witness this fact by signature.

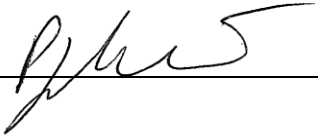
Status of written warnings

All written warnings will expire at the end of the validity period. They will however not be removed from the employee's file as they form part and parcel of the employee's employment history at the Corporation. Where an employee already holds a written final warning for any offence on his/her file, a dismissal as punitive action will be considered as the opportunity to correct behaviour has already been granted and the Corporation believes in a progressive disciplinary system and procedure.

25.3.3 Demotion as Alternative to dismissal

A demotion as alternative to dismissal may **only be considered for a performance related offence** and then **only if enough mitigation exists** to warrant it as an alternative to dismissal. This once again may only take place if a formal disciplinary hearing has taken place.

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25.3.4 Dismissal

No employee may be dismissed without being granted a formal disciplinary hearing procedure unless the employee has absconded, refuses to attend a formal disciplinary hearing or is unwilling to return to work. In this instance a formal disciplinary hearing may be held in absentia. Should it be found during the investigation that the employee concerned may cause further damage to the Corporation and/or influence witnesses, such employee may be suspended on full pay and benefits until completion of the formal internal procedure. Dismissal is the last (and most drastic action) sanction that may be taken against any employee and must be considered very carefully. Under normal circumstances corrective and not punitive measures must be taken by the Corporation.

For this reason every effort must be made to ensure that reasonable opportunities have been afforded to employees to correct their behaviour. In instances of Schedule One offences this will not apply as these offences are of a very serious nature and a punitive rather than corrective measure applies even for first offences. Dismissal must be reserved for repeated offences or Schedule One offences.

25.4 PURPOSE OF DISCIPLINARY PROCEDURES

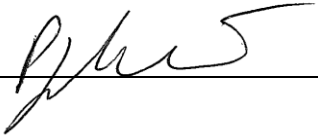
- To ensure fair, consistent and equal treatment of all employees at the Corporation;
- To encourage timeous corrective action in the event where an employee's behaviour or performance proves to be unsatisfactory or unacceptable;
- To ensure that all the principles of natural justice are applied before a disciplinary action is taken.

Policy Statement

Management has and reserves the right to discipline employees for any misconduct and the employee has and reserves the right to be treated both procedurally and substantively fair.

Management and employees within the NDC agree that formal disciplinary code and procedure are necessary for the efficient running of Corporation business, the safety and fair treatment of all employees and for ensuring sound labour/management relations. To achieve the aforementioned, the following principles must be observed:

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- Administering of discipline is the duty of Management.
- Informing all employees of the rules and regulations in force in the Corporation is the duty of Management.
- Management will, in the first place, seek to correct an employee's poor performance or conduct through informal counselling by the Supervisor.
- Management will apply the formal disciplinary process only when informal counselling has been unsuccessful or the actions of the employee have been such that informal counselling is inappropriate.
- Management accepts that, if possible, no employee will be disciplined without a fair hearing and an opportunity to put his/her case.
- Clear evidence of a breach of the Corporation rules and regulations or unsatisfactory performance must be established.
- Employees shall co-operate fully in all hearings and investigations conducted by the Corporation.

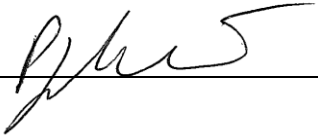
The Code of Conduct shall

- define such actions which constitute a transgression against the Human-Resource Regulations or such Code of Conduct; and
- contain just and consistent disciplinary procedures as a guideline, rather than rigid instructions to be followed when disciplinary measures are taken against a transgressor. The nature and circumstances of each individual case should be taken into consideration, prior to making a decision.

25.5 DEALING WITH TRANSGRESSIONS: PRINCIPLES

1. This code shall be equally applicable to all employees, including Supervisors and Managers.
2. It is the responsibility of all employees to maintain discipline at all times.
3. An employee subjected to action in terms of the Disciplinary Code, shall at all times be entitled to representation by a fellow employee of his/her own choice or a shop steward of a recognized exclusive bargaining agent.

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4. Any person who is not satisfied with disciplinary action taken against him/her will be entitled to invoke the relevant steps of the Appeal Procedure.
5. The Disciplinary Code will not be applied for the purpose of intimidation or victimisation.

25.6 DISCIPLINARY PROCEDURES

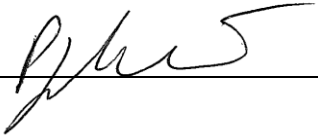
1. A thorough investigation shall be launched into each alleged infringement.
2. When an employee has been proven guilty on balance of probability, the circumstances of his/her case shall be carefully considered before any disciplinary steps are taken.
3. When disciplinary steps are finally put into force, they shall be
 - of immediate effect (*within as reasonable as possible time limit*)
 - just;
 - firm; and
 - consistent with previous steps taken in a similar case within the department concerned.
4. The definition describing a specific infringement of the regulations shall be selected honestly, justly, impartially and accurately to ensure the appropriate disciplinary steps are taken.

25.7 DISCIPLINARY ACTIONS

Depending on the severity of the infringement, four types of disciplinary measures, in the following order, shall be applied:

1. **Verbal warnings**
 - a) A verbal warning may be given to any employee by his/her Supervisor, in the privacy of the Supervisor's office and at the latter's discretion, as an initial cautionary measure.
 - b) A verbal warning shall be given for minor, first infringement only.

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c) Verbal warnings shall be recorded as a verbal warning and put on his/her employee file.

2. 1st Written Warning

a) A 1st written warning shall be issued when the Supervisor wishes to formally record the warning on the employee's file.

b) A 1st written warning may be issued for a similar offence after the first verbal warning, if the latter has not achieved the required response or for a more serious offence.

c) Shall be valid for a period of six (6) months and placed on the employee's file.

3. 2nd Written Warning

a) A 2nd written warning shall be issued when the Supervisor wishes to formally record the warning on the employee's file.

b) A 2nd written warning may be issued for a similar offence after the first written warning, if the latter has not achieved the required response or for a more serious offence.

c) Shall be valid for a period of nine (9) months and placed on the employee's file.

4. Final Written Warning

a) A final written warning shall be given when an employee commits a serious offence, or

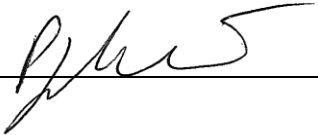
b) When an employee commits a minor offence whilst having a valid written warning on his/her disciplinary record.

c) A final written warning shall draw the employee's attention to the fact that any further violation of the Disciplinary Code within the ensuing 12 (twelve) months may lead to dismissal.

5. Dismissal (with or without notice)

a) Dismissal shall be the only punitive measure.

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- b) Dismissal may be considered after an employee has been given a fair *disciplinary* hearing:
- commits a **proven, serious, first infringement** as contained in the Schedule of Offences; or
 - simultaneously commits a transgression justifying the issue of a written warning while having a valid final written warning on his/her disciplinary record file.

25.8 SCHEDULE OF OFFENCES

The following is a list indicating what constitutes a transgression and the usual guidelines to be followed:

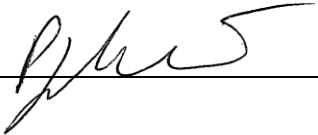
Proposed Action:

The proposed action should not be automatically imposed. The nature and circumstances of each individual case should be taken into consideration, prior to making a decision. Therefore, the proposed code serves only as a guideline.

SCHEDULE OF OFFENCES

OFFENCE	SANCTION
<u>SCHEDULE ONE OFFENCES</u>	
1. Bribery, blackmail, corruption, fraud and dishonesty	<i>Serious/dismissal</i>
2. Theft	<i>Serious/dismissal</i>
3. Unauthorized removal of Corporation property	<i>Serious/dismissal</i>
4. Damage to Corporation property	<i>Serious/dismissal</i>
5. Interference with or wastage of Corporation property	<i>Serious/dismissal</i>
6. Gross insubordination or insolence	<i>Serious/dismissal</i>
7. Failing to carry out reasonable instructions	<i>Serious/dismissal</i>
8. Gross negligence	<i>Serious/dismissal</i>
9. Wilful non-compliance with Corporation procedures and instructions	<i>Serious/dismissal</i>
10. Assault and / or attempted assault	<i>Serious/dismissal</i>
11. Under the influence of liquor on Corporation premises	<i>Serious/dismissal</i>
12. In possession of liquor during working hours	<i>Serious/dismissal</i>
13. Under the influence of narcotics on Corporation premises	<i>Serious/dismissal</i>

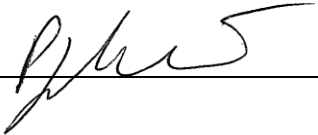
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- | | | |
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| 14. | In possession of narcotics on Corporation premises | <i>Serious/dismissal</i> |
| 15. | Fraudulently clocking (time registering) yourself or a colleague | <i>Serious/dismissal</i> |
| 16. | Failing to adhere to safety instructions | <i>Serious/dismissal</i> |
| 17. | Horse play and/or removal of safety equipment | <i>Serious/dismissal</i> |
| 18. | Unauthorized use of Corporation vehicles | <i>Serious/dismissal</i> |
| 19. | AWOL - absent from work without leave | <i>Serious/dismissal</i> |
| 20. | Abscondment and/or desertion | <i>Serious/dismissal</i> |
| 21. | Changing/falsifying documentation | <i>Serious/dismissal</i> |
| 22. | Inciting other employees to partake in industrial action | <i>Serious/dismissal</i> |
| 23. | Disclosure/misuse of Corporation information | <i>Serious/dismissal</i> |
| 24. | Unauthorized use of Corporation property for own gain | <i>Serious/dismissal</i> |
| 25. | Possession of dangerous weapons on Corporation property | <i>Serious/dismissal</i> |
| 26. | Any form of victimization/discrimination | <i>Serious/dismissal</i> |
| 27. | Making false statements | <i>Serious/dismissal</i> |
| 28. | Sabotage and/or wilful damage of Corporation property | <i>Serious/dismissal</i> |
| 29. | Misuse one's position in any way | <i>Serious/dismissal</i> |
| 30. | Attempting to bring, or causing the name of the Corporation to be brought into disrepute | <i>Serious/dismissal</i> |
| 31. | Sleeping on the job | <i>Serious/dismissal</i> |
| 32. | Should any member of staff commit a common-law or statutory offence the Corporation shall be entitled to take disciplinary actions against such member of staff for such offence and on such grounds. | <i>Serious/dismissal</i> |
| 33. | Should any member of staff be found guilty of a common-law or statutory offence, the Corporation shall be entitled to take disciplinary actions against such member of staff for such offence and on such grounds. | <i>Serious/dismissal</i> |
| 34. | Failure to maintain his/her financial affairs in an orderly and solvent manner and to make full disclosure to the Corporation of any facts and/or circumstances which give rise to the employee incurring any irregular financial obligation(s). | <i>Serious/dismissal</i> |

PLEASE NOTE THAT WHERE AN OFFENCE COMMITTED UNDER LABOUR LAW IS RECOGNISED UNDER CRIMINAL LAW, THE CORPORATION WILL INSTITUTE CRIMINAL PROCEEDINGS IN ADDITION TO THE INTERNAL DISCIPLINARY PROCEDURES

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SCHEDULE TWO OFFENCES

- | | | |
|-----|---|-----------------------------|
| 1. | Failure to observe safety regulations | <i>Less serious/warning</i> |
| 2. | Failure to wear safety clothing when required to do so | <i>Less serious/warning</i> |
| 3. | Ignoring and/or abusing the conditions of employment | <i>Less serious/warning</i> |
| 4. | Carelessness/non-compliance with Corporation rules/regulations | <i>Less serious/warning</i> |
| 5. | Absent from workstation without permission | <i>Less serious/warning</i> |
| 6. | Bad time keeping | <i>Less serious/warning</i> |
| 7. | Unauthorized absence from work | <i>Less serious/warning</i> |
| 8. | Failing to report for overtime when agreeing to do so | <i>Less serious/warning</i> |
| 9. | Failing to report a work related injury | <i>Less serious/warning</i> |
| 10. | Failing to report damage to Corporation property | <i>Less serious/warning</i> |
| 11. | Gambling, money lending and charging interest while on duty | <i>Less serious/warning</i> |
| 12. | Posting of notices and/or solicitation of any kind | <i>Less serious/warning</i> |
| 13. | Sub-standard workmanship/performance | <i>Less serious/warning</i> |
| 14. | Abusive, insulting language or signs | <i>Less serious/warning</i> |
| 15. | Excessive use of sick leave | <i>Less serious/warning</i> |
| 16. | Failure to produce medical certificate | <i>Less serious/warning</i> |
| 17. | Repetition of actions/transgressions and misuse of leave and sick leave | <i>Less serious/warning</i> |

NOTE 1

The Corporation reserves the right to take disciplinary action against any member of staff for good cause, although such causes may not be stated herein.

NOTE 2

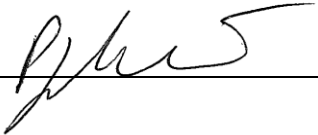
The Corporation reserves the right to amend, add to, or verify any provision of this code or procedure, after consultation with the representative union or member of staff representative body.

NOTE 3

Decisions on action to be taken for any transgressions not listed above shall be at the discretion of the Managing Director.

PLEASE NOTE THAT THESE SCHEDULES ARE NOT EXHAUSTIBLE AND SIMPLY BECAUSE THE SPECIFIC SCHEDULE MAY NOT BE LISTED ABOVE DOES NOT MEAN THAT THE TRANSGRESSION HAS NOT TAKEN PLACE. ANY ABSENCE IN LABOUR LAW IS CORRECTED BY COMMON LAW

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25.9 MAINTENANCE OF DISCIPLINARY RECORDS

Whenever disciplinary action is taken, it shall be reported on by means of a Disciplinary Report Form (Annexure 'D')

The Corporation shall keep records for each member of staff specifying the nature of any disciplinary transgressions, the actions taken by the employer and the reasons for the actions.

25.10 OFFICIAL DISCIPLINARY INQUIRY

1. No employee shall be dismissed before a disciplinary inquiry has been conducted into his/her alleged infringement. The intention of such investigation shall be to allow an employee a hearing before a final decision is taken. The *audi alteram partem* rule shall be observed at all times.

2. SUSPENSION

While the disciplinary inquiry is pending, the employee may be suspended and shall be entitled to receive his/her full pay during the period of suspension, pending the outcome of the disciplinary enquiry. It will be considered as a breach of the contract of employment on the part of the Corporation should a suspension take place without full remuneration and benefits.

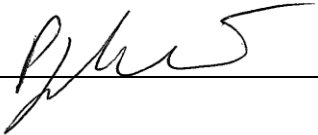
During suspension, the employee may not enter the Corporation premises without specific permission from the Manager: Human Resources.

The employee concerned may approach the Human Resources Department to obtain management's permission to arrange preliminary contact between himself/herself and his/her employee representative. Any further meeting with the employee representative or other employees shall take place outside the premises, except with the specific permission of Management.

Any intention to suspend should be discussed with the Human Resources Manager beforehand.

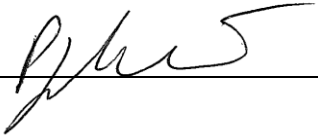
Suspension shall at least be authorised only by Divisional Managers.

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3. The inquiry shall be held in accordance with the following guidelines:
- a) A relevant Manager shall chair the inquiry.
 - b) The Disciplinary Committee will consist of the Chairperson and the Human Resources Representative and should be assisted by one or two other senior employees who shall also be impartial.
 - c) The employee shall be given sufficient prior notice (at least 5 working days) of the inquiry to enable him/her to prepare his/her defence (see Annexure 'E').
 - d) Such notice of the inquiry shall contain sufficient details of the alleged transgression to enable the employee to prepare his/her defence.
 - e) The employee shall be entitled to arrange a representative from the ranks of his/her colleagues, if so wished, to assist him/her during the inquiry to testify on his/her behalf.
 - f) Any inquiry, which the employee concerned cannot attend in person subject to the circumstances defined in (g) below, shall not be considered valid.
 - g) If the employee does not present himself/herself or refuse to testify at the inquiry, such inquiry shall be postponed to a later date and the employee be notified accordingly. If the employee fails to present himself/herself on the subsequent date or still fails to testify, the proceedings shall continue in absentia.
 - h) During the proceedings, both parties shall
 - be given the opportunity to state their cases;
 - be entitled to call witnesses to testify on their behalf; and
 - have the right to cross-examine each other and the witnesses called by the other party.
 - i) The proceedings shall be minuted and copies of such minutes shall be made available to interested parties.

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- j) The Chairperson shall be responsible for announcing the Disciplinary Committee's decision. Such announcement shall be made as soon as possible thereafter.
- k) The employee concerned shall be advised of the reasons for the Disciplinary Committee's decision.
- l) Before any action is imposed, the employee shall be given the opportunity to address the Disciplinary Committee in mitigation of a decision taken against him/her.
- m) The initiator shall be given the opportunity to address the Disciplinary Committee in aggravation of the decision to be taken.
- n) If the employee is dissatisfied with the said committee's decision and wishes to lodge an appeal, he/she shall do so in accordance with the prescribed procedure of appeal.

26. CONDUCTING FORMAL DISCIPLINARY HEARINGS AND APPEALS

The employee must be given the notice to appear at a formal disciplinary hearing at least five (5) working days prior to the hearing date. This is to enable him/her to prepare for the hearing in advance.

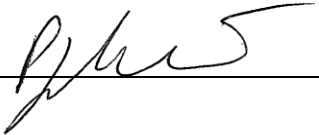
The participants in a formal disciplinary hearing and their roles can be described as follows:

THE CHAIRPERSON

The Chairperson shall be an impartial Manager of the Corporation, an experienced senior official from Government or State Owned Enterprise or alternatively a suitably qualified labour relations practitioner, or even a legal practitioner contracted by the Corporation to fulfil this role. The role of the Chairperson will be to:

1. Ensure that all procedures have been followed.
2. Ensure that the alleged offender has been given prior notice to appear.
3. Conduct the hearing and cause minutes of the hearing to be kept.

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4. To prepare and deliver his/her written sanction and the reasons therefore within a time frame of no longer than three (3) working days after the disciplinary hearing. A copy of the standard appeal document format must be attached to this sanction.

THE HUMAN RESOURCE OFFICER

Shall be from the said discipline and as custodian of the Corporation policy will ensure that the procedures are correct in addition to ensuring that the rights of both parties have been protected.

THE INITIATOR

The person who initiates the action on behalf of the Corporation. The role of the initiator will be to state the Corporation's case.

THE DEFENDANT

The employee accused of the misconduct. The role will be to state his/her case and to cross-examine the witnesses.

THE REPRESENTATIVE

A fellow colleague or a shop steward of a **recognized** exclusive bargaining agent chosen by the defendant or in very exceptional cases a representative from outside the bounds of the Corporation. The role will be to represent the defendant during the hearing and he/she has the right to cross-examine the witnesses.

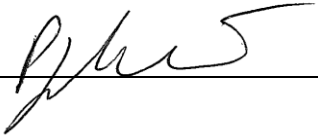
WITNESSES

Shall be persons called to give evidence at the hearing by either the initiator or the defendant.

THE SECRETARY

Shall be a person appointed to take minutes of the proceedings. In the absence of this person, minutes may also be recorded by microphone and taped recording. The HR Officer must arrange for this to take place.

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THE HEARING

The Chairperson will address all persons associated with the hearing and explain how the procedures are to be followed and the roles of each person involved.

The witnesses are then asked to retire outside the venue and the proceedings may then begin.

The charges/allegations are then read out to the defendant.

The defendant is then asked to enter a plea of either guilty or not guilty.

Opening statements may now be given by both the initiator and the defendant.

The initiator then states its case without any interruption from the defendant or his/her representative. Only the Chairperson may ask questions at this stage and then only for clarification. Once the initiator has stated its case, the defendant and his/her representative may ask questions.

Now the defendant is given the opportunity to state his/her case. The same rule applies here and the only person to ask questions at this stage is the Chairperson and then only for clarification. Once the defendant has stated his/her case the initiator may ask questions.

Note that when witnesses are called for evidence, they may be questioned by either party immediately after giving evidence.

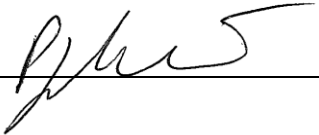
Closing statements by both the initiator and the defendant may now be given.

The hearing will then be adjourned by the Chairperson in order for the Disciplinary Committee to review the evidence and make a finding of guilty or not guilty.

The hearing will be reconvened by the Chairperson and the finding of the Disciplinary Committee will be made known to both parties. The Chairperson will also now ask for circumstances of mitigation (from the defendant) and aggravation (from the initiator).

The hearing is adjourned again in order for the Disciplinary Committee to arrive at a fair and befitting sanction. The defendant's employee file will be reviewed at this stage to determine the

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current standing of the disciplinary section of the file. Upon reconvening the hearing this sanction will be made known to both parties and shall be in writing. The Chairperson will ensure that the defendant is reminded of his/her right to appeal within five (5) working days.


For a full and proper checklist, see the DISCIPLINARY HEARING CHECKLIST.

27. FORMAL APPEAL HEARINGS

The following general appeal principles will apply:

1. Appeal hearings are not re-hearings of a formal disciplinary hearing.
2. The appeal hearing will only consider appeals on the grounds as shown below.
3. Appeals must be lodged with the Corporation within five (5) working days (Annexure 'F').
4. The appeal must be lodged on the official documentation of the Corporation.
5. No person who chaired the formal disciplinary hearing may chair an appeal hearing.
6. The appeal Chairperson should where possible be of a higher rank than the disciplinary hearing Chairperson or at minimum the equivalent level of rank.
7. The employee will have the right to representation at this appeal hearing. (A fellow colleague or a shop steward of a **recognized** exclusive bargaining agent chosen by the defendant or in very exceptional cases a representative from outside the bounds of the Corporation.)
 - Appeals should as far as possible be held within five (5) working days of the date of the appeal being lodged.
 - Once the appeal chairperson has been nominated he/she should peruse the disciplinary hearing documentation and the official appeal documentation in preparation for the appeal.

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28. GROUNDS FOR LEAVE TO APPEAL

1. Procedural irregularities - This is where any irregularity regarding the procedures followed is perceived.
2. Substantive unfairness - Where the defendant believes the Disciplinary Committee did not take all the evidence into account when arriving at a sanction.
3. New evidence - This is where the defendant produces new evidence not heard at the disciplinary hearing and the reasons why it was not heard must also be stated.
4. Harsh punishment - In this case where the defendant believes the punitive sanction does not fit the transgression.

29. THE DECISION OF THE APPEAL HEARING

The decision of the Chairperson of the appeal hearing is final and binding on both the Corporation and the defendant and should the defendant still not be satisfied, he may then follow any other external legal route in order to claim remedy.

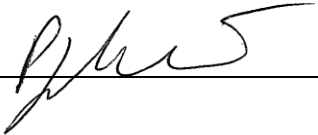
30. CASES INVOLVING CRIMINAL OFFENCES

Internal investigations must be completed before cases involving criminal offences are handed over to the Namibian Police. It is however, policy of the Corporation that all cases involving criminal offences will be handed over to the Namibian Police for criminal investigation and prosecution.

The Corporation may reach a decision to terminate an employee's service on the grounds of schedule one offences and as long as the procedures followed were fair, a criminal court of law cannot over rule this decision. The only institution that can order a reinstatement on the grounds of either procedural or substantive fairness will be the Namibian Labour Court.

Where an employee has been found guilty of a criminal charge and sentenced, such an employee's services may be terminated even if the criminal conviction does not relate to misconduct under the Corporation Disciplinary Code of Conduct.

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31. CONSISTENCY IN ACTION

The Corporation believes in fair treatment for all employees. Under no circumstances will inconsistent treatment be tolerated. The guiding principle of “What is good for one is good for all” prevails.


Consistent approaches to the Corporation Disciplinary Code of conduct ensures that discipline is maintained at the Corporation and also ensures that all employees of the Corporation know where they stand with the Corporation.

BY SIGNATURE OF THE CONTRACT OF EMPLOYMENT, ALL EMPLOYEES CONFIRM THAT THEY HAVE PERUSED AND UNDERSTAND BOTH THE DISCIPLINARY CODE OF CONDUCT AND THE GRIEVANCE PROCEDURE WHICH FORM THE BASIS OF A FAIR DISCIPLINARY PROCEDURE WITHIN THE CORPORATION

32. SOCIAL SECURITY COVER

1. Under the Social Security Act, 1994 (Act 34 of 1994) both the employee and employer (NDC) shall contribute to the maternity leave, sick leave and death benefit fund at the rate prescribed in the Social Security Act, 1994.

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CHAPTER 2

LEAVE

1. CLASS DIVISIONS

1.1 For the purposes of this chapter, employees shall be classified as follows:

CLASS 1

Members of staff working a 5-day week

CLASS 2

Contract and part-time staff

1.2 Leave of absence shall be categorised as follows:

- a) Vacation/Annual leave
- b) Sick leave
- c) Special leave
- d) Sports leave
- e) Compassionate leave
- f) Study leave
- g) Casualty leave (injury on duty)
- h) Maternity leave
- i) Unpaid
- j) Occasional leave, not applicable to employees appointed after 19 September 2014.


All leave requests shall be made on the prescribed leave forms (See Annexure G)

A. VACATIONAL/ANNUAL LEAVE

Employees shall be entitled to the following annual leave, after one year of consecutive service:

A.1 Class 1		Working Days / Annum
Post levels A 1 - B 2	Up to 5 years' service	20
	5 - 10 years' service	22
	10 years' service and more	25
Post levels B 3 - C 2	Up to 5 years' service	22
	5 - 10 years' service	25
	10 years' service and more	30
Post levels C 3 - C 4	Up to 10 years' service	25
	10 years' service and more	30

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Post levels C5 - F1	Irrespective of length of service	30
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A.2 Class 2		Working Days
Temporary and part-time staff		1.68 days per month
Personnel on contract		as stipulated in the contract

A.3 *Compulsory Vacation Leave Per Annum*

Employees shall take the following minimum number of prescribed working days' annual leave per year, after one year's service:

20 working days' annual leave


A.4 *Accumulation of Vacation / Annual Leave and Conversion to Cash*

1. Leave credit begins to accumulate from the date on which a member of staff commences service.
2. The maximum leave credit a member of staff may accumulate shall be 132 working days, which will be convertible to cash on retirement, dismissal, resignation, retrenchment, death or disability.

A.5 *General*

1. When an employee is transferred from one leave category to another, he/she shall retain whatever leave credit is due to him/her.
2. For all members of staff, excluding shift personnel, Saturdays, Sundays and Public Holidays shall not be taken into account when leave is calculated.
3. Written requests for annual leave, on the prescribed form, shall be submitted two weeks in advance for consideration, in accordance with the provisions of these Human-Resource Regulations, provided that such leave applied for may not be taken prior to the receipt of approval.

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4. Any benefits accruing from leave shall be incapable of being assigned to any other person or persons except with the written consent of the Board and the officer concerned or in execution of an order of court.

5. The period of leave requested shall state the date of the first working day on which the employee will be absent from duty, up to and including the date of the last working day before the day on which duty is resumed.

6. Employees shall be granted leave only if, according to the Board or its delegate, the activities of the Corporation so allow, provided that:
 - a) The Board or its delegate may at any time
 - compel the employee to take a portion or all of the leave accruing to him/her;
 - cancel or interrupt the leave already granted to him/her;

 - b) An employee be obliged to take the compulsory minimum number of working days as agreed with the Manager within four months after the end of a year of service; and

 - c) Annual leave period and notice period should not run concurrently.

7. Upon termination of service, for whatever reason, the cash value of leave which is due to an employee at that stage shall be paid out to him/her, provided that the formula used for calculating the cash value of accumulated leave be the following:


Annual remuneration package ÷ 12 ÷ 4.333 ÷ 5 x accrued leave days.

B. SICK LEAVE

B.1 Employees shall be entitled to the following sick leave:

	Days
Post levels F1 to A1	90 over a 3 year cycle
Contract (per year of contract)	30
Temporary (per month)	1

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B.2 All employees in all regions shall be entitled to the same number of days' sick leave, in accordance with the applicable categories, provided that:

- a) such leave be granted only in respect of an indisposition, illness or injury not caused by misconduct or negligence on the part of the applicant to observe reasonable caution or take reasonable precautions;
- b) applications for sick leave of two days or longer and, if the Board or its delegate so require, of three days or less, be accompanied by a certificate from a registered medical practitioner;
- c) sick leave for periods not exceeding the maximum total number of days prescribed herein, be granted on the grounds of satisfactory proof of indisposition, provided further that the Board or its delegate may grant additional sick leave if so justified by special circumstances, provided further that no more than 120 days per cycle be granted with full payment;
- d) an employee who has been granted the total maximum period of sick leave in accordance with these regulations, and who cannot yet adequately fulfil his or her duties, shall take the annual leave due to him or her, provided further that, if the employee still cannot be considered sufficiently healthy to resume duty once all such conditions as are deemed desirable by the Corporation;
- e) the Board or its delegate may require an employee at any time to undergo an examination by a medical practitioner appointed by it. The costs of the said examination shall be borne by the Corporation; and
- f) an employee who becomes indisposed whilst on annual leave may, upon submitting the proof thereof required, apply for the annual leave so granted to be converted to sick leave. The authority to approve such applications shall rest with the Board or its delegate.

C. SPECIAL LEAVE

Special leave with full pay shall be granted for as many days as required if a staff member has been summoned by the court to appear as a witness in a civil or criminal case, provided that documentary evidence be provided of such requirement.

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D. SPORT LEAVE

Sport leave, including travelling time to attend competitive meetings and/or training clinics shall be limited to 15 working days per annum provided that special cases warranting extended periods be considered by Senior Management, and be granted to permanent staff members who have at least attained National status.

E. COMPASSIONATE LEAVE

In the event of a death or serious illness of immediate family including the employee's spouse, mother, father, mother-in-law, father-in-law, sister, brother, sister-in-law, brother-in-law, children, stepchildren, daughter-in-law and son-in-law an employee shall be entitled to 10 days compassionate leave per annum. The employee may take days off if he/she is personally involved in the funeral arrangements and/or services. The employer may require an employee to produce a death or doctor's certificate verifying the facts where such leave is granted. It is not deducted from the staff members' annual leave entitlement.

F. STUDY LEAVE


Whilst the Corporation values the importance of studies and improvement of skills in terms of Human Resource Development and encourages all employees to do so, there are number of factors which need to be taken into account, if any assistance from the Corporation is required.

First and foremost, the overall needs of the Corporation should be the prime motivating reason why assistance could be granted to employees wishing to further their education. Therefore, it is imperative that employees should first ascertain whether intended studies are relevant to the needs of the Corporation, i.e. whether acquisition of additional skills and knowledge will lead to improved performance or are required for future performance.

Henceforth, any studies which fall outside the realm of the above-mentioned criteria will not be eligible for assistance from the Corporation in terms of study leave, salary advances toward payment of such studies, etc. This, however, does not preclude anyone from undertaking studies of his/her preferred choice without assistance from the Corporation.

Therefore, the following procedures should be applied:

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1. Employee should submit reasons for pursuing studies in a specific field to the Departmental Head for consideration.
2. Departmental Head should ascertain the relevance of such studies in terms of departmental objectives and preferences and recommend to the Divisional Head for consideration.
3. Divisional Head should then consider the recommendations and, if satisfied, endorse the motivation and submit it to Human Resources Department for further consideration.
4. Human Resources Department should consider the application in accordance with the overall needs of the Corporation and advise the Managing Director accordingly for him/her to make a final decision.
5. In the event of the chosen field of study being considered relevant to the Corporate needs, an employee may be entitled to the following assistance:
 - Two days study leave for each examination session per course/subject
 - No study leave will be granted for subsequent attempts
 - All such employees should be registered with HR i.e. institution, course, duration, costs and examination time-table if available.

G. CASUALTY LEAVE (INJURY ON DUTY)

1. Should an employee become involved in an accident during the course of his/her duties, and be deemed temporarily or permanently unfit for work, the Board or its delegate shall grant casualty leave under such conditions that, together with the indemnity in accordance with the employers' Liability Act, 1941 (Act 30 of 1941), as amended, it shall amount to being granted leave with full pay during such disability, provided that during such disability, no employee be entitled to a collective payment from the Corporation, the Workmen's Compensation Commissioner and the Corporation's insurance company which will during that period exceed the total salary which the employee normally receives from the Corporation.

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2. The IOD paid leave will in no way affect the ordinary sick leave which stands to the credit of the employee.

3. The accident, which is the cause of the injury, must be reported on the prescribed forms, with expediency, by the Supervisor in charge. The Medical Practitioner in charge of the medical case shall be responsible for the completion of the medical forms.

H. MATERNITY LEAVE

POLICY

Maternity leave shall be granted to all female employees who request such leave in order to give birth to their child or during the adoption of a child.

This maternity policy is applicable to all female staff that has completed at least 6 months continuous service in the employment of the Corporation. A female employee will be entitled to 4 weeks maternity leave before the expected date of her confinement and 8 weeks after the date of such confinement. Maternity leave or part thereof not utilised prior to confinement may be taken after confinement. All maternity leave shall be granted subject to the submission of a medical certificate from a registered medical practitioner, including the anticipated date of confinement.

Remuneration

The Corporation will pay and award all benefits and allowances, excluding basic wage to the employee during maternity leave. The employee may claim compensation in terms of the Social Security Act for compensation in terms of the Act.

Right to return to work


- Women who take maternity leave will not have their services terminated.

- The employee shall return to a position of the same job grading as the one she held prior to her proceeding on maternity leave.

- The employee will remain on the permanent staff.

- Annual leave will continue to accrue.

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- Normal salary review will apply.
- In general, service shall be regarded as continuous. (This refers to employer contributions in respect of the Pension Fund, Medical Aid Scheme and other related benefits.)

I. UNPAID LEAVE

1. Unpaid leave shall be granted under special circumstances by the Managing Director, provided that no leave benefits be earned during any period of unpaid leave which exceeds thirty days, unless the Corporation is convinced that extraordinary circumstances exist allowing the granting of such leave.
2. Should such unpaid leave be taken for five or more consecutive days, the staff member shall be liable for payment of the Corporation's contribution to the Pension and, the Medical Aid Fund if applicable.
3. Unpaid leave may not be granted unless all annual leave has been taken by an employee and is subject to the approval of both the Supervisor and the Manager: Human Resources.

J. OCCASIONAL LEAVE

1. All permanent staff members appointed before the 19th of September 2014 shall be entitled to five (5) working days occasional leave per annum.
2. Occasional leave is non-accumulative and cannot be capitalised to cash.


2. LEAVE INCORRECTLY GRANTED

Should leave be granted in good faith to a staff member in excess of that permitted by these Regulations, and such member takes the said leave, the leave granted in excess shall be deducted from future leave accruing to the employee

3. LEAVE TO CONSULT REGISTERED TRADITIONAL HEALERS

Absence as a result of being booked off by a Registered Traditional Healer will be handled no different to that of absence as a result of being booked off by a conventional doctor or homeopath, subject to the formation of Traditional Healers Authority. Sick leave will be granted on submission of a Medical Certificate issued by a Registered Traditional Healer.


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4. PUBLIC HOLIDAYS

Namibia Development Corporation recognises all National Public Holidays in Namibia.

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CHAPTER 3

SPOUSE INSURANCE

Various benefit packages have been instituted by the Corporation to take care of its staff and their dependants.

Further details with regard to these benefits can be obtained by consulting the Human Resources Department.

The purpose of the insurance

The purpose of spouse group insurance shall be to enable staff members to obtain life cover for their spouses, without having to provide proof of insurability, in order to offer financial security if a member's spouse should pass away or become unfit for employment.

Benefits

Death benefits

- a) If a member's spouse should pass away before his/her normal retirement age, the insured amount shall be paid out to the member.
- b) Since the insured amount, which is the equivalent of two times the annual basic salary/wage package, is associated with a member's remuneration, any remuneration increase shall entail a related increase in the insured amount.

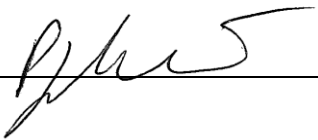
Disability benefits

- a) Should a member's spouse become so disabled before his/her 60th birthday that he/she is permanently impaired in the normal dealings and functions related to taking care of his/her person, the insured amount, which is 75% of twice of the annual basic salary/wage, shall be paid out in cash.

Conversion option

Should a member resign, retrench, retire or become fully disabled before attaining retirement age, and his/her spouse has not reached the age of 70 years, the life insurance may be converted to an ordinary Life Cover policy without having to provide proof of insurability.

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CHAPTER 4

TRAINING & DEVELOPMENT

1. OBJECTIVE

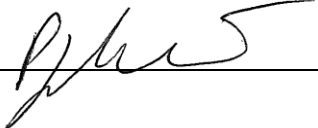
The Corporation views further training as making an important contribution to its competitive advantage, efficiency and profitability, and aims to:

- * ensure employees attend relevant external training courses, seminars and courses of study that will develop their knowledge;
- * improve the capabilities of employees thereby enhancing their abilities to attain the highest possible standards in their jobs;
- * realise the potential of employees by developing and preparing them for increased responsibility and promotion;
- * enable the Corporation to ensure employees are adequately trained to meet the challenges resulting from technological change.

2. EXTERNAL COURSE NOMINATION PROCEDURE

- * The decision to send an employee on an external training course is based upon the needs of the employee and his/her job. It is the employee's senior who is responsible for identifying individual training needs, and for nominating employees to be sent on training courses;
- * Nominations for all external courses are to be approved by the Senior Manager of the Division.
- * Employees attending training courses will be paid at the normal rate;
- * Any expenses that are necessary to attend at the course, including any travel expenses, will be covered on presentation to the Corporation of proof of expenditure.

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CHAPTER 5

VEHICLE ALLOWANCE


1. Objective of the Vehicle Allowance Scheme

The Vehicle Allowance Scheme will attempt to ensure that Managers and professional staff of the Corporation are provided with essential transportation means to fulfil their duties. At the same time this scheme will serve as an incentive. Limits within the vehicle policy will be set and reviewed annually. At the same time, the Corporation aims to have a workable and cost effective scheme.

1.1 Requirements:

- a) All employees, within Patterson Grade D1 to F1 will qualify for a vehicle allowance.

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CHAPTER 6

MEDICAL AID SCHEME

The Corporation subscribes to a registered Medical Aid Fund and those rules and regulations will apply to all members.

1. *Eligibility for Membership*

1.1 Employees in Post Levels F1 to B3

Membership of the Medical Aid Scheme shall be a condition of service for all employees in Post levels F1 to B3, provided that a married member of staff be permitted to join as a member, subject to Clause 1.3 herein.

1.2 Employees in Post Levels B2 to A1

Membership of the scheme for employees in Post Levels B2 to A1 shall be voluntary.

1.3 Married employees


An employee shall not be permitted as a principal member of NDC Medical Aid Scheme as well as a beneficiary under any other Medical Aid Scheme to which his/her spouse belongs. In such case, he/she shall register the following dependants:

- a) his/her spouse; provided that he/she is not a member of any other medical aid scheme; provided further that his/her monthly contributions be in accordance with his/her number of dependants and/or such other conditions as the Committee may determine; and
- b) his/her children; provided that they not be entitled to benefits under his/her spouse's Medical Aid Scheme.

1.4 Pensioned members

- 1.4.1 Subject to the provisions of section 17(2) of the NDC Act, a member appointed before 01 April 2008 shall have the right to remain a member of the Scheme when he/she retires on pension or when his/her services are terminated by the Corporation owing to age, poor health or other

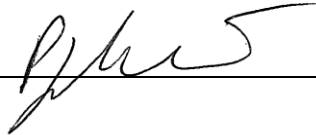
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disability, or for any other reason deemed acceptable by the Committee, provided that he/she continues to pay the appropriate contribution.

- 1.4.2 Appointments of permanent staff with effect from 01 April 2008 will NOT qualify for subsidised medical aid benefit after retirement.
- 1.4.3 The Scheme shall inform the qualifying member of his/her rights to continued membership and of the amounts payable as from the date of retirement.
- 1.4.4 Unless the member informs the Committee in writing of his/her intention to terminate membership of the Scheme, he/she shall automatically remain a member of the said Scheme until he/she, upon being re-employed, is entitled to membership of another registered Medical Aid Scheme.
- 1.5 Widows and widowers
- 1.5.1 The widow or widower of a member registered under the Scheme as a dependant of such deceased member at the time of the member's death, shall, subject to the provisions of section 17(2) of the NDC Act, be admitted as a member of the Scheme; provided that the deceased employee was a fully paid-up member of the Scheme at the time of his/her death.
- 1.5.2 The Scheme shall inform the widower or widow of his/her rights to membership and of the amounts payable. Membership so acquired shall lapse if
- a) the widow or widower remarries;
 - b) he/she becomes entitled to membership of any other registered Medical Aid Scheme upon being re-employed; or
 - c) he/she terminates membership of the Scheme in writing.
 - d) he/she fails to pay the determined monthly member contribution
- 1.6 Continuous dependant
- 1.6.1 Should a dependent or pensioner who is registered as a member of the Scheme under Clause 1.6 herein, die and there is no surviving spouse, any child registered as a dependant of such deceased member may, be admitted as a continuous dependant as from the date of the member's death, provided that:

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- a) the guardian of the child applies for membership on behalf of the child ; and
- b) the guardian shall not be entitled to any personal benefits owing to such child's membership of the Scheme.

1.6.2 Should a widow or widower who is a member of the Scheme under Clause 1.6 herein, die and his/her child is registered as a dependant survive him/her, such child may be admitted as a continues dependant from the date of the deceased member's death, provided that:

- a) the guardian of the child applies for membership on behalf of the child ; and
- b) the guardian shall not be entitled to any personal benefits owing to such child's membership of the Scheme.

2. *Application for membership*

2.1 On the date of his/her admission to the Scheme or on which he/she assumes duty, the employee shall complete and submit to the Scheme the prescribed application form.

3. *Termination of membership*

3.1 A member shall not be permitted to terminate his/her membership of the Scheme whilst he/she is still in the Corporation's employ.

3.2 The provision stated in Clause 3.1 above shall not apply to members who marry and are registered as dependants and become entitled to benefits under another Medical Aid Scheme.

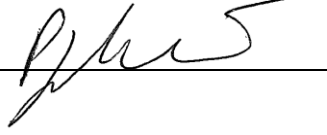
3.3 Subject to Clause 1.4 herein, a member who for any reason terminates his/her services shall, in respect of himself/herself and his/her dependents, forgo membership of the Scheme and any concomitant right to share in its benefits, excluding benefits relating to claims for services rendered before such termination of membership.

4. *Implicit agreement and membership card*

4.1 Implicit agreement

4.1.1 Any member who contributes to the Scheme shall thereby bind himself/herself and his/her dependents to the NDC and the Medical Aid Scheme regulations or any amendments thereto.

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4.1.2 A copy of the Medical Aid Scheme regulations shall be made available to each member upon request.

4.2 Membership card

4.2.1 Every member shall be issued with a membership card showing the details prescribed under regulation 16 of the NDC Act and which shall, if so required, be shown to the supplier of the services.

4.2.2 The card shall be returned to the administrators of the Scheme when membership is terminated.

5. ***Registration of dependants***

5.1 A member shall, on the date of his/her admission to the Scheme, have his/her dependants registered in the manner required by the Scheme, and shall immediately inform the Scheme of any event which would cause any of his/her dependants to contravene any of the conditions governing dependants.

5.2 From the date on which a dependant no longer qualifies as such in terms of the Medical Aid Scheme regulations, such dependant shall accordingly no longer be deemed eligible for the relevant benefits and the member's contributions shall, if necessary, be adjusted accordingly.


6. ***Change in marital status***

6.1 A member who marries, becomes a widow or widower, or remarries after having been admitted as a member of the Scheme, shall, without prejudice to his/her benefits under the Scheme

- a) inform the Scheme thereof within thirty days after such event; and
- b) on the first day of the month following that in which the change in marital status took place, make contributions in accordance with the adjusted tariffs.

6.2 Benefits shall nonetheless accrue to members from the date on which the relevant change in marital status occurred.

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6.3 A member who marries after he/she has joined the Scheme, and who neglects to comply with Clause 6.1 above, shall forfeit all benefits to which he/she would have been entitled as a result of such change in marital status until such time as he/she informs the Scheme accordingly and has settled any outstanding contributions.

7. *Birth or adoption of children*

7.1 A member shall, within thirty days after the birth or adoption of a child, inform the Scheme and have such child registered as a dependant.

7.2 Contributions payable by such member shall increase as from the first day of the month following that in which the birth or adoption occurred.

7.3 Benefits in terms of a child shall be payable as from the date of his/her birth or adoption, provided that the applicable benefits not be payable until such time as the parent becomes eligible for benefits as a member of the Scheme.

8. *Change of member's address*

8.1 Members shall inform the Scheme without delay if his/her address should change.

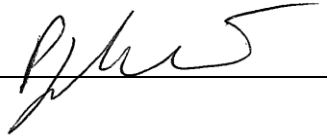
8.2 The Scheme shall accept no liability if a member's rights are prejudiced or forfeited as a result of his/her failure to comply with the requirements of Clause 8.1 above.

9. *Member's liability*

9.1 A member's liability is limited to the sum of his/her unpaid contributions and amounts which the Scheme has paid out to him/her or dependants' behalf, and which he/she has not yet repaid to the Scheme.

9.2 Any amount which a member owes the Scheme in respect of himself/herself or his/her dependants may be recovered by his/her employer, on behalf of the Scheme from any monies which the employee may receive from his/her employer, in accordance with the agreement entered into between the member and the Scheme.

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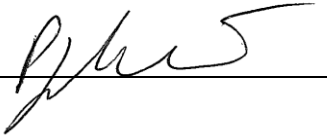
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9.3 In the case of the termination of an employee's membership, the Scheme shall recover any relevant amounts from the former member which is still owed to the Scheme.

10. ***Benefits Payable***

10.1 Benefits payable shall be subject to the limitations imposed by the Medical Aid Scheme regulations dealing with the benefits to which a member or his/her dependants are entitled by virtue of their membership

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CHAPTER 7

NDC PENSION FUND SCHEME

Currently all employees subscribe to the NDC PENSION FUND and those rules will apply