



Marsabit Water And Sewerage  
Company Limited (MARWSCO)



# HUMAN RESOURCES AND ADMINISTRATION POLICY AND PROCEDURES MANUAL

Effective Human Resource For Sustainable  
Service Delivery



Fostering a supportive and productive workforce for  
service excellence  
October 2025

## Preface

This Human Resources Policy and Procedures Manual provide Marsabit Water and Sewerage Company Limited (MARWASCO) with a comprehensive and accessible reference for managing its human capital.

The manual serves as a two-way communication tool—outlining what employees can expect from the Company and what the Company expects from its employees. It defines the policies, procedures, and standards that govern employment practices, ensuring consistency, fairness, and compliance with applicable laws and regulations.

As MARWASCO continues to pursue its mission and respond to emerging opportunities, it is essential that all employees understand and align with the principles outlined in this manual.

The policies herein are designed to support a high-performance culture that is practical, business-oriented, responsive to the evolving needs of the organization and teams that are proud to work for the organization.

This manual will be reviewed and updated periodically to reflect changes in legislation, organizational priorities, and best practices. The process will be led by the Administration and Human Resources Department with input from staff, management, and the board.

I therefore urge all employees to familiarize themselves with its contents and adhere to the policies and procedures the policy contains.

## Foreword

This Human Resources Policy and Procedures Manual has been developed to provide a clear and consistent framework for the management of human capital at Marsabit Water and Sewerage Company Limited (MARWASCO). It outlines the policies, procedures, and standards that govern employment practices within the Company and serves as a vital reference for both management and staff.

The manual is intended to guide decision-making, promote fairness, and ensure compliance with applicable laws and regulations, including the Constitution of Kenya, the Employment Act, and other relevant statutes and guidelines issued by regulatory authorities. It reflects MARWASCO's commitment to professionalism, accountability, and continuous improvement in human resource management.

This document is designed to be practical and user-friendly. It provides clarity on employee rights, responsibilities, entitlements, and the expectations of management. It also supports the Company's strategic objectives by fostering a high-performance culture, enhancing employee engagement, and promoting operational efficiency.

While the manual captures the core policies and procedures governing employment at MARWASCO, it may not be exhaustive. Where clarification is required, employees are encouraged to consult the Head of Administration and Human Resources or seek guidance from the Managing Director.

The manual will be reviewed periodically to reflect changes in legislation, organizational priorities, and emerging best practices. All employees are expected to familiarize themselves with its contents and adhere to the provisions herein.

Hon. Stephen Sora Katello

A handwritten signature in blue ink, appearing to read 'Stephen Sora Katello', with a stylized flourish at the end.

Managing Director

Marsabit Water and Sewerage Company.

## Acknowledgment

This Human Resources Policy and Procedures Manual is the product of collaborative effort across the entire organization. We extend our sincere appreciation to the Board of Directors, Management, and staff of MARWASCO for their invaluable input, guidance, and commitment throughout its development.

Special thanks go to the Human Resources Department for coordinating the review, research, and stakeholder engagement that informed the content of this manual. Your tireless efforts have helped ensure that the policies herein reflect our institutional values, uphold fairness and equity, and comply with current legal and regulatory frameworks.

We also acknowledge the support and insights of external consultants and regulatory bodies who contributed expertise aligned with best practices in public sector HR management.

It is our hope that this manual becomes a living resource, one that evolves with the needs of the Company and remains an essential tool for supporting operational excellence and employee engagement.

We encourage every employee to read, internalize, and apply the principles outlined in this manual and to uphold the spirit of professionalism and service that defines MARWASCO.

## Acronyms / Abbreviations

|          |                                                             |
|----------|-------------------------------------------------------------|
| MARWASCO | Marsabit Water and Sewerage Company                         |
| HR/A     | Human Resources and Administration                          |
| SMT      | Senior Management Team                                      |
| WSP      | Water Service Provider                                      |
| BOD      | Board of Directors                                          |
| WASREB   | Water Services and Regulatory Board                         |
| NW/WDA   | Norther Water Works Development Agency                      |
| M&E      | Monitoring and Evaluation                                   |
| ICT      | Information, Communication and Technology                   |
| JD       | Job Description                                             |
| HRD      | Human Resources Department                                  |
| HoD      | Head of Department                                          |
| CVs      | Curriculum Vitae                                            |
| COK      | Constitution of Kenya                                       |
| OSH      | Occupational Safety and Health                              |
| OHS      | Occupational Health and Safety                              |
| MD       | Managing Director                                           |
| VCT      | Voluntary Counselling and Testing                           |
| HIV      | Human Immunodeficiency Syndrome                             |
| PPE      | Personal Protection Equipment                               |
| SMART    | Specific, Measurable, Achievable, Relevant, and Time-bound. |
| SACCO    | Savings and Credit Cooperative Organization                 |
| D&I      | Diversity and Inclusion                                     |
| EWA      | Employee Welfare Association                                |

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## EFFECTIVE DATE

This policy is approved by the MARWASCO's Board of Directors for implementation effective 1<sup>st</sup> October 2025.

On behalf of the Board

Joseph G Halake

A handwritten signature in blue ink, appearing to read 'J. Halake', with a long horizontal stroke extending to the right.

Chairperson

MARWASCO

Stephen Sora Katello

A handwritten signature in blue ink, appearing to read 'S. Katello', with a large, stylized 'S' and a long horizontal stroke.

Managing Director

MARWASCO

## CHAPTER ONE - INTRODUCTION

The Human Resources Policy and Procedures Manual serve as a foundational guide for the effective management of personnel at MARWASCO, a public water utility mandated to provide sustainable water and sanitation services.

This manual outlines the principles, policies, and procedures that govern the employment relationship between the Company and its employees.

As a water and sanitation service provider, the Company operates in a dynamic and highly regulated environment. The delivery of safe, reliable, and affordable services depends not only on infrastructure and technology but also on the competence, integrity, and motivation of its workforce. This manual is therefore designed to ensure that human resource practices are aligned with the Company's strategic objectives, sectoral regulations, and national labor laws.

The policies contained herein promote fairness, transparency, and accountability in all aspects of human resource management—from recruitment and performance to training, rewards, and separation. They also reflect the Company's commitment to inclusivity, professionalism, and continuous improvement.

This manual is intended for use by all employees, supervisors, and managers. It provides a consistent framework for decision-making and supports the development of a high-performing organizational culture. While comprehensive, the manual is not exhaustive; where clarification is needed, employees are encouraged to consult the Human Resources Department or the Managing Director.

The manual will be reviewed periodically to reflect changes in legislation, organizational priorities, and emerging best practices in the water and sanitation sector.

### 1.1 Policy Statement

Marsabit Water and Sewerage Company Limited (MARWASCO) is committed to fostering a professional, inclusive, and accountable work environment. This Human Resource Policy Manual provides a structured framework for managing employees, interns, and volunteers in accordance with applicable Kenyan laws and the Company's strategic objectives. It promotes fairness, transparency, and consistency in all HR practices, while supporting operational efficiency and employee well-being.

As provided for in the Employment Act, 2007; Labour Institutions Act, 2007; Persons with Disabilities Act, 2003; Occupational Safety and Health Act, 2007; Constitution of Kenya, 2010 – Article 41 (Labour Relations)

## 1.2 Objectives of the Manual

The Human Resource Policy Manual aims to:

- i. Document approved policies governing the management of MARWASCO employees, interns, and volunteers
- ii. Provide clear guidelines on terms and conditions of employment, including performance expectations and conduct
- iii. Empower managers and supervisors to make informed HR decisions within their delegated authority
- iv. Clarify systems and procedures that support employees in their daily operations
- v. Ensure compliance with national labor laws, County Government regulations, and sector-specific standards

## 1.3 Scope and Application

This policy applies to:

- All MARWASCO employees, whether on permanent, contract, or temporary terms
- Interns and volunteers engaged by the Company
- County Government staff seconded to MARWASCO

Responsibility for Implementation:

- Line Managers and Supervisors are responsible for guiding their teams on the contents and application of this Manual
- Human Resource Department: Custodian of the Manual and lead implementer, supported by the Administration Unit and Heads of Departments

## 1.4 Employee Acknowledgement and Compliance

This Manual forms part of the terms and conditions of employment at MARWASCO

Each employee is required to:

- Read and understand the contents of the Manual
- Sign the Acknowledgement Form (Annex 12)
- Submit the signed form to the HR/Admin Department for filing in their personnel file

Failure to comply with the provisions of this Manual may result in disciplinary action in accordance with Chapter 12 (Disciplinary Procedures).

## 1.5 Review and Amendment of the Policy

The HR/Admin Department shall review this Manual biennially or as necessary to ensure alignment with:

- Changes in national and county legislation
- Emerging best practices in human resource management
- Evolving operational needs of the Company

Employees are encouraged to suggest improvements through:

- General staff meetings
- Written submissions via their Heads of Department

The HR/Admin Manager shall consolidate all recommendations and present them to the Senior Management Team (SMT) for deliberation.

Final amendments shall be approved by the Board of Directors prior to implementation.

## CHAPTER 2 – MARSABIT WATER AND SEWERAGE COMPANY

### 2.1 Background

Marsabit Water and Sewerage Company Limited (MARWASCO) is a licensed Water Service Provider (WSP) established under the Marsabit County Water and Sewerage Services Act, 2018, in alignment with the Water Act, 2016. It is wholly owned by the County Government of Marsabit and operates under the regulatory oversight of the Water Services Regulatory Board (WASREB).

MARWASCO was incorporated to take over the operation and maintenance of water supply and sanitation infrastructure previously managed by Sub-County Water Offices. Its mandate includes the provision of safe, reliable, and affordable water and sewerage services within designated urban areas of Marsabit County, in accordance with the Water Act, 2016 – Section 72 and the County Governments Act, 2012.

The Company operates within the jurisdiction of the Northern Water Works Development Agency (NWWDA), which is responsible for infrastructure development and investment planning under the Water Act, 2016 – Part IV.

### 2.2 Goals and Strategic Objectives

The current strategic plan identifies seven goals that the company will focus on including access to Safe Water and Sanitation; institutional and capacity development; Resource Mobilization; Quality improvement; Effective M&E Systems; ICT Integration and Customer focus and strengthened branding.

These goals are to be achieved through the strategic objectives on:

1. Increase access to safe water supply and sanitation services in Marsabit County
2. Enhance governance and administration of MARWASCO for efficient service delivery.
3. Strengthen resource mobilization and institutional capacity for MARWASCO for effective and sustainable service delivery.
4. Improve quality of water and sanitation service delivery to maintain competitive edge.
5. Establish and maintain effective M&E system to generate data for quality decisions.
6. ICT Integration for enhanced Water and Sanitation Services
7. Establish customer centric approach with strengthened brand identity optimized with feedback mechanism and improved corporate communication

Effective and highly motivated personnel are key to achieving the vision, mission, goals, and objectives of the organization and this linked well with the policy and guidelines presented in this human resource policy and procedures manual.

### 2.3 Vision, Mission, and Core Values

**Vision:** To be a leading water and sanitation services provider in Kenya

**Mission:** To provide high quality, safe, reliable, and affordable water and sanitation solutions that enhance health, dignity, and resilience of communities in Marsabit County.

**Core Values**

- Transparency and accountability
- Customer focus
- Diversity
- Efficiency
- Integrity
- Innovation
- Professionalism



## CHAPTER THREE – ORGANIZATION AND MANAGEMENT STRUCTURE

### 3.1 Policy Statement

MARWASCO is committed to maintaining an efficient, responsive, and accountable organizational structure that supports its mandate to provide safe, reliable, and affordable water and sanitation services. The structure shall be periodically reviewed to align with evolving business needs, technological advancements, and regulatory expectations.

The provisions are guided and in compliance with Employment Act, 2007; Labour Institutions Act, 2007; Persons with Disabilities Act, 2003; State Corporations Act, Cap. 446 and Water Act, 2016

### 3.2 Organizational Structure

MARWASCO shall maintain a flat organizational structure that promotes efficiency, accountability, and timely decision-making. The company's organogramme approved for the planned period 25 – 2030 is attached in (Annex 1) and respective departmental organograms (Human Resource and Administration, Finance, Commercial, Technical Services, Supply Chain Management and ICT) are presented in (Annex 1A – 1F)

The structure shall support the Company's core business processes and be responsive to changes in strategy, technology, and service delivery models.

The Managing Director, supported by Heads of Department, shall oversee the implementation and periodic review of the structure.

Departmental organograms may be reviewed by respective Heads of Department, subject to approval by the Senior Management Team (SMT) and final ratification by the Board of Directors.

All structural changes must be justified through a cost-benefit analysis, manpower planning, and consideration of automation opportunities.

### 3.3 Categories of Employment

MARWASCO will engage staff in the following employment categories:

#### 3.3.1 Permanent and Pensionable

Employees are engaged on open-ended terms until retirement age, including:

- 60 years for general staff
- 65 years for persons with disabilities

As per the provisions of the Employment Act, 2007 and Persons with Disabilities Act, 2003

### 3.3.2 Contract Employment

Staff under this category of employment will be engaged on fixed-term contracts for 1, 3, or 5 years, renewable based on performance, funding, and operational need.

Termination for contract employment requires one month's written notice by either party or payment in lieu of notice.

### 3.3.3 Temporary Employment

Temporary employment employees will be engaged for less than three months on short-term assignments

Renewals of temporary employment shall not exceed the legal threshold for conversion to contract terms.

If MARWASCO wishes to retain high-capacity temporary employees beyond the legal threshold for renewal period for temporary employees, a suitability test may be administered to the target employees to convert them into contract or permanent and pensionable staff as per recruitment procedures outlined in this policy.

### 3.3.4 Internship and Attachment

- a. Offered to students from accredited institutions for 3 to 6 months
- b. Subject to availability of open vacancies and departmental capacity to absorb and supervise the interns.
- c. Interns are not entitled to permanent employment but may be considered for competitive recruitment, if they qualify.
- d. MARWASCO may develop specific internship policy to provide further guidance on the categories of interns, application procedures, remuneration (if applicable) and other terms of engagement.

### 3.3.5 Casual Employment

- i. Hired for daily tasks and paid at the end of each day unless otherwise agreed. The company will engage unskilled, semi-skilled and skilled casuals based on the prevailing operational needs.
- ii. Duration of engagement shall not exceed one continuous month as per the Labour Laws.
- iii. To engage casuals, the requesting department will need to raise a memo, fill in log sheets and payment schedules as part of documentation required for payment processing. Upon approval of the HR Policy, the engagement will subsequently be by use of service agreement (Annex 11) and filling in of non-staff forms.
- iv. The remuneration for casuals will be as per MARWASCO's Finance Policy and Procedures Manual.
- v. Current casuals will be subjected to suitability tests as per the policy and their engagement formalized. The remuneration will be in line with approved job grades and salary scale for the position they are recruited for (Annex 8).

As a matter of policy all **recruited staff will be subject to performance contracts**. These provisions follow Employment Act, 2007 – Section 37

### 3.4 Job Descriptions

- a. No position shall be filled in without an approved job description (JD) and paygrade.
- b. Each JD shall include essential details including:
  - Job title and grade
  - Department and reporting lines
  - Overall purpose and key responsibilities
  - Performance indicators
  - Required qualifications, skills, and experience
  - Working relationships (internal and external)
- c. Job descriptions shall be developed by respective departments, reviewed and approved by the HR & Administration Department. The Managing Director will authorize the final Job Description prior to recruitment.
- d. Signed by the employee, once recruited, and filed in the personnel file.

### 3.5 Job Evaluation and Grading

- i. All current and proposed positions shall undergo job evaluation to determine their relative worth and placement within the MARWASCO grading structure.
- ii. Evaluation shall be conducted every three years, or on ad hoc basis, for new or revised roles.
- iii. The process shall be:
  - Coordinated by the HR & Administration Department
  - Facilitated by trained evaluators
  - Participatory, involving management and employee representatives
- iv. The Human Resources Department (HRD) shall maintain:
  - An up-to-date grading structure.
  - Records of all evaluated positions.
  - Documentation of interim evaluations.

The process shall be guided by and be compliant with the Labour Institutions Act, 2007 – Wage Determination and Job Classification Guidelines.

## CHAPTER FOUR – RECRUITMENT POLICY

### 4.1 Policy Statement

MARWASCO is committed to the principle of equal opportunity employment, ensuring that recruitment and promotion decisions are based solely on merit, qualifications, experience, and fair competition. The company is cognizant of the imbalances of skills within the County and will consider other factors such as regional balance, gender, and Persons with Disabilities (PWDs) inclusivity during the recruitment process.

The recruitment process shall be transparent, inclusive, and aligned with organizational needs, the Company's strategic objectives and manpower plan.

### 4.2 Manpower Planning

Manpower planning is the foundation of MARWASCO's recruitment process. It ensures that the Company maintains optimal staffing levels to meet current and future operational demands.

#### 4.2.1 Annual Planning Process

Each Head of Department (HoD), guided by HR, will prepare a departmental manpower plan annually, that includes:

- Current and projected departmental objectives
- Staffing needs (existing and anticipated)
- Expected promotions, demotions, retirements, resignations, and dismissals
- Skills gaps and training needs
- Opportunities for automation or technology integration
- Compliance with regulatory staffing ratios as stipulated by the regulator (WASREB)
- Cost-benefit analysis of current and proposed staffing

#### 4.2.2 Consolidation and Approval

- i. The Head of Human Resources and Administration will convene an annual manpower planning meeting.
- ii. Approved departmental plan will be consolidated into a corporate manpower plan for Board's approval.
- iii. The approved plan shall forecast the number and type of positions to be filled during the year.

### 4.3 Recruitment Process

The recruitment process is designed to attract and select the most suitable candidates efficiently and cost-effectively.

#### 4.3.1 Advertising Vacancies

- a. All vacancies are advertised internally and externally, including:
  - MARWASCO noticeboards (staff and customer areas)

- Print media (as needed) preferably newspapers with nationwide circulation
- Digital recruitment platforms and job portals (e.g., MARWASCO website)

b. The Head of Human Resources and Administration is responsible for drafting job advertisements based on approved job descriptions.

c. Advertisements will clearly state:

- Job title and department
- Key responsibilities
- Required qualifications and experience
- Application deadline and submission instructions

#### 4.3.2 Application Handling

- HR receives, screens and maintains a record of all applications received for the advertised position.
- Applicants who do not meet minimum criteria are issued regret letters.
- Eligible applications are forwarded to the relevant HoD for shortlisting (minimum of six candidates per vacancy).
- Shortlists are reviewed by HR and approved by the Managing Director.

### 4.4 Selection Process

#### 4.4.1 Selection Committee

i. The committee comprises of:

- Supervisor of the position being recruited for.
- Supervisor's manager or HoD
- Head of Human Resources and Administration, who will chair the committee.
- Managing Director or his / her delegated representative
- Finance Manager

ii. The committee determines:

- Assessment methods (e.g., written tests, technical evaluations, oral interview)
- Interview dates and logistics for the interview.

#### 4.4.2 Interview Preparation

HR coordinates logistics, including:

- Interview room setup
- Preparation of interview packs for panel members (job advertisement, job description, CVs, application forms, test scores)
- Preparation of interview guide and rating sheets

Shortlisted candidates are notified at least five (5) working days in advance via phone, recruitment email or official letters.

Candidates are instructed to bring original academic and professional certificates, proof of age and valid Chapter 6 documents as per the requirements of the Constitution of Kenya 2010 (COK 2010).

#### 4.4.3 Application Forms and Verification

- Candidates will complete a standardized application form prior to assessment/interview.
- HRD will verify academic credentials and age documentation. In exceptional cases, affidavits may be accepted for age verification.
- All documents are certified and filed.

#### 4.4.4 Assessments

- Tests to be administered to the candidates may include language ability, technical, aptitude, or personality assessments.
- HR will design or procure such tests and administer them with relevant technical experts.
- Results are compiled and shared with the selection committee for consideration along with interview results.

#### 4.4.5 Interviews

i. All candidates are interviewed using a structured guide, where the panel assesses:

- Technical competence
- Behavioral attributes
- Cultural fit
- Communication and interpersonal skills

ii. Candidates are asked to provide:

- Current and expected salary
- Required Notice period at their current employment
- Two non-family referees

#### 4.4.6 Final Selection

i. The committee tallies scores and agrees on the final candidate(s).

ii. Panel members complete rating sheets and unanimously recommend:

- a. Appointment
- b. Hold for another role
- c. Regret

iii. Final approval is granted by the Managing Director or Board (if the role reports to the MD).

## 4.5 Reference Checks and Job Offer

### 4.5.1 Telephone References

- a) HRD will contact two referees via phone (excluding current employer) to confirm work history and character.
- b) In case the phone references are unsatisfactory, the recruitment for the respective candidate will be terminated.
- c) Written confirmation will be requested after the candidate has been selected and recommended for hire.

### 4.5.2 Letter of Offer

i. Upon satisfactory phone references, HR prepares a Letter of Offer of Appointment (Annex 2) detailing:

- Job title, grade, and salary
- Terms and conditions of employment
- Reporting date

ii. Only the Managing Director (or his/her authorized representative) may sign the Offer Letter.

iii. Two copies of the offer letter are sent to the candidate; one signed copy is returned to HRD and constitutes part of the employment contract.

## 4.6 Appointment and Onboarding

Onboarding is the structured process of welcoming and integrating new employees into an organization. It's about helping the staff feel confident, connected, and equipped to succeed in their new role. Therefore, onboarding is more than just orientation and will include:

- Preboarding: Starts before the first day—sending welcome emails, paperwork, and preparing workstations.
- Orientation: Introduces company culture, policies, and team members to the prospective employee.
- Training: Covers job-specific skills, tools, and expectations and answers new staff's questions and concerns.
- Mentorship: Assigning a buddy or mentor to guide the new hire.
- Check-ins: Regular follow-ups during the first weeks or months to ensure smooth adjustment.

An effective onboarding for MARWASCO new staff is critical since it will boost employee engagement and confidence; improve retention and reduce turnover; accelerate productivity and performance and reinforce company culture and values.

#### 4.6.1 Medical Examination

i. All candidates being considered for a position at MARWASCO will be required to undergo a medical exam covering:

- Blood test
- Chest X-ray
- Blood pressure
- Eye test
- General check-up

ii. Only candidates certified as fit for work by authorized medical practitioners are confirmed in position.

iii. In line with data protection Act, the HRD will maintain strict confidentiality of medical reports received for each candidate.

iv. Any candidate may request a copy of their medical report from the Human Resources and Administration Manager.

#### 4.6.2 Documentation and Employee File

HR opens a confidential personnel file containing:

- Personal record form containing using a standardized form that contains all crucial data of the recruited staff. The personal record form template is in Annex 4.
- Application documents and references
- Certified academic and professional certificates; ID and age verification documentation.
- Medical report
- Confidentiality bond or Non-Disclosure Agreement (NDA)
- Signed copy of the summary code of code (Annex 7)
- Emergency contact details
- Subsequent records (e.g., promotions, salary changes, leave, training, appraisals, disciplinary actions)

#### 4.6.3 Induction

HR and the supervisor of the recruited position to develop a one-month induction plan.

On Day One, the employee receives:

- Company ID card
- Induction booklet (Vision, Mission, organizational structure, policies, benefits perks)
- Schedule of meetings with key departments and personnel
- Induction training plan (see Chapter Ten)



#### 4.7 Probation and Confirmation

Probation is a trial period at the start of a new job during which an employer evaluates whether a new hire is suitable for a permanent role. During this period the employer will assess performance, and employees get a feel for the workplace.

- i. Employees with contracts of up to one year, to serve a three-month probation period.
- ii. Employees with contracts longer than one year and those on permanent and pensionable terms to serve a six-month probation period.
- iii. Performance objectives are set in the first month by the supervisor.
- iv. In the third month and sixth month, the supervisor conducts a formal performance review for those with one year and longer contracts respectively.

#### **Probation Outcomes and actions to be taken:**

- i. If the employee meets expectations: He/she is confirmed to position. The Managing Director will issue a letter of confirmation in the position using the template in Annex 3.
- ii. If the expectations are partially met: Probation is extended by three months with the employee's consent.
- iii. If the employee does not meet expectations: Employment is terminated due to poor performance.

#### **Requirements for confirmation in appointment are:**

- a. Satisfactory probation report
- b. Three positive references
- c. Medical fitness confirmation report

## CHAPTER FIVE – CODE OF CONDUCT

### 5.1 Purpose

This Code of Conduct outlines the ethical and professional standards expected of all employees of Marsabit Water and Sewerage Company Limited (MARWASCO). It serves as a guide to appropriate behavior, promotes integrity, and ensures that all employees uphold the Company's values in the execution of their duties.

### 5.2 Scope

This Code of Conduct applies to all MARWASCO employees, regardless of grade, contract type and duration, or location. It is the responsibility of every employee to understand, comply with, and uphold the provisions of this Code.

### 5.3 Ethical Conduct and Integrity

All employees shall:

- a. Treat customers, colleagues, and the public with respect, courtesy, and professionalism.
- b. Perform duties diligently, loyally, and in accordance with lawful instructions.
- c. Raise concerns about improper instructions through the grievance procedure (see Chapter Six).
- d. Provide honest, impartial advice and avoid favoritism or negligence.
- e. Maintain public confidence by conducting private affairs with integrity.
- f. Avoid giving false or misleading information to the public, colleagues or Management.
- g. Refrain from soliciting or accepting bribes, kickbacks, or questionable gifts.
- h. Avoid financial embarrassment by meeting personal financial obligations.
- i. Comply with tax obligations and avoid tax evasion.
- j. Safeguard Company property and avoid theft, misappropriation, or collusion for personal gain.
- k. Reject nepotism, tribalism, favoritism, or discrimination in recruitment, training, promotion or procurement practices.
- l. Remain sober and free from the influence of alcohol or drugs while on duty.

### 5.4 Conflict of Interest

Employees must:

- i. Devote their full professional time, efforts, and attention to MARWASCO during working hours.
- ii. Avoid engaging in external employment or business that competes with or conflicts with MARWASCO's interests.
- iii. Declare any potential conflicts of interest by writing to the Managing Director and sign a declaration form (Annex 9) confirming the interest or no conflict of interest.

- iv. Seek written approval before engaging in any external activity that may conflict with Company interests.
- v. Consult the Managing Director if uncertain about a potential conflict of interests.

### 5.5 Confidentiality

Employees shall:

- Protect MARWASCO's confidential information and documents from unauthorized access or disclosure.
- Not to use or disclose confidential information for personal gain or to third parties, during or after employment.
- Obtain written permission from the Managing Director before publishing or sharing official information.

Confidential information includes, but is not limited to, data on operations, finances, customers, suppliers, and internal processes.

### 5.6 Use and Accountability of Company Property

Employees are responsible for:

- a. The proper use and safekeeping of all Company-issued tools, equipment, and documents.
- b. Avoiding misuse, damage, or unauthorized use of Company property.
- c. Limiting personal use of Company resources (e.g., telephones) to reasonable levels.
- d. Returning all Company property upon separation, including documents, devices, uniforms, and access credentials.
- e. Settling any outstanding liabilities (e.g., rent, utilities, damaged items) before final clearance.
- f. Completing the official clearance process as outlined in Chapter Thirteen – Separation.

### 5.7 Employee Identification

- a) Permanent and contract employees are issued with official Company ID cards.
- b) Temporary staff, interns, and casuals working for more than two days will receive temporary ID cards.
- c) Employees must visibly wear their ID cards during working hours.
- d) Lost ID cards must be reported immediately to HR; replacement is issued at a nominal fee.
- e) ID cards must be surrendered upon separation.

### 5.8 Dress Code

Employees shall:

- i. Dress in a manner that is smart, modest, and professional.
- ii. Avoid wearing transparent, tight, or revealing clothing, short skirts, shorts, shorts, shorts, collarless T-shirts, or sportswear in the office.

- iii. Wear issued uniforms neatly and appropriately while on duty.

### 5.9 Weapons

No employee or visitor may carry or possess unauthorized weapons on Company premises or in MARWASCO vehicles without **explicit written approval from the Managing Director**.

### 5.10 Acceptance of Gifts

- i. Employees may not accept gifts, favors, or benefits from business associates in their official capacity, except:
  - o Items of nominal value ( $\leq$  Kshs 500)
  - o Traditional or promotional items (e.g., calendars, diaries, flowers, sweets)
- ii. Gifts exceeding Kshs 500 must be declared and approved by the Managing Director.
- iii. Cash gifts are strictly prohibited.
- iv. Breach of this policy may result in disciplinary action.

### 5.11 Political Activities

- I. MARWASCO is a non-political entity.
- II. Employees may participate in political activities as private citizens, not as Company representatives.
- III. Employees shall not:
  - a. Hold office in a political party or politically affiliated organization
  - b. Contest for elective office while employed at MARWASCO
  - c. Engage in illegal demonstrations, strikes, or political agitation while on duty
  - d. Participate in political movements or campaigns during working hours
- IV. Employees seeking elective office must resign from the Company before engaging in political campaigns in line with Kenyan Laws.

## CHAPTER SIX – EMPLOYEE RELATIONS

### 6.1 Policy Statement

MARWASCO is committed to fostering a respectful, inclusive, and safe work environment for all. The Company promotes open communication, mutual respect, and meaningful engagement between employees, management, the board, and external stakeholders.

### 6.2 Employee Welfare and Wellbeing

At MARWASCO, the welfare and wellbeing of our employees form the foundation of a resilient, productive, and purpose-driven workforce. This section outlines our commitment to fostering a safe, healthy, and supportive work environment, recognizing that our people are our most vital asset. Through holistic initiatives spanning physical wellness, mental health support, and socio-economic care, we aim to promote a culture where employees feel valued, empowered, and equipped to thrive both at work and beyond.

#### 6.2.1 Employees Welfare Association

- i. Employees Welfare Association (EWA) is open to all employees. This Association provides a platform for support, recognition, and engagement.
- ii. EWA is chaired by the Head of Human Resources and Administration, with representatives from all Company sections.
- iii. Key activities include:
  - o Counseling services and peer support
  - o Staff social and sports events
  - o Annual staff party
  - o Managing the employee recognition program
  - o Leading Corporate Social Responsibility initiatives (e.g., World AIDS Day, Environment Day)
  - o Facilitating the establishment of the MARWASCO SACCO (membership is voluntary)

### 6.3 Diversity and Inclusion (D&I)

Diversity and Inclusion (D&I) are two interconnected principles that help create fair, respectful, and thriving workplaces. Diversity refers to the variety of differences among people in an organization including race, ethnicity, and nationality; gender identity; age and generation; disability status; religion and beliefs; socio-economic background; education and experience. The aim is to have a mix of people with different perspectives, cultures, and life experiences.

Inclusion is the practice of ensuring everyone feels welcomed, respected, and valued and aims at creating a culture where all voices are heard; ensuring equal access to opportunities;

encouraging participation and collaboration and removing barriers to success. For MARWASCO to promote diversity and inclusion, the company:

- a. Will remain an equal opportunity employer that values the unique skills, backgrounds, and experiences of its workforce.
- b. Will actively promote inclusivity of Persons with Special Needs, gender equity and visible representation of women in leadership.
- c. Will ensure that all employment practices are aligned with national diversity and inclusion regulations.
- d. This diversity will be reflected in our recruitment, promotions, and capacity development opportunities.

#### 6.4 Occupational Health and Safety (OHS)

At MARWASCO, safeguarding the health, safety, and wellbeing of our employees is a core priority, especially within the water and sanitation sector, where operational environments can present unique risks.

This Occupational Health and Safety (OHS) section outlines our commitment to maintaining safe workplaces, preventing accidents, and ensuring compliance with relevant laws and standards.

Through proactive measures, training, and continuous monitoring, we strive to foster a safety-first culture that empowers staff, protects communities, and supports the delivery of high-quality water and sanitation services.

##### 6.4.1 OHS Management

- MARWASCO will ensure a safe working environment for all employees, visitors, and the public by complying with all laws under the Occupational Safety and Health (OSH) Act.
- The Technical Services Department will lead OHS registration and oversight, including:
  - Formation and training of the OHS Committee
  - Conducting risk assessments and annual independent safety audits
  - Implementing corrective actions based on safety audits

##### 6.4.2 Workplace Safety Measures

- i. Clearly labeled chemical storage, use of personal protective equipment (PPE), establishment of emergency response protocols, and first aid readiness.
- ii. Safe handling and storage of hazardous materials and flammable substances.
- iii. Sanitary, ventilated, and well-maintained workspaces with rest areas, lockers, clean drinking water, and first aid kits.
- iv. All platforms, machines, and confined spaces are accessed only by trained personnel under supervision and with work permits.

### 6.4.3 Training and Emergency Preparedness

- Employees will receive ongoing safety and hazard awareness training at recruitment and periodically. These include when job roles or technologies change.
- Fire drills, evacuation plans, and emergency response protocols will be conducted regularly to ensure the staff team is up to date with safety protocols.

### 6.4.4 Employee Responsibilities

Employees are expected to:

- Cooperate with the Company management to uphold safety standards
- Use protective gear and adhere to safety procedures
- Report risks, incidents, or unsafe acts
- Avoid substances and behaviors (e.g., smoking, drug use) that endanger safety of themselves and others.
- Ensure environmentally responsible disposal of materials

## 6.5 HIV/AIDS Policy

- MARWASCO guarantees non-discrimination based on HIV status and always protects confidentiality of those affected and infected.
- Employees with HIV have full access to medical benefits and employment opportunities if they are fit for duty.
- Awareness and prevention campaigns will be run through the Welfare Association and include:
  - Induction briefings
  - Free, Voluntary Counselling and Testing (VCT) services by certified providers
  - Provision of counselling and educational materials
  - Peer educator programs and community outreach

## 6.6 Sexual Harassment

Sexual harassment of any kind is strictly prohibited. Sexual harassment is defined as unwelcome verbal, physical, or non-verbal conduct of a sexual nature. This includes:

- **Verbal:** Sexual jokes, propositions, comments
- **Non-verbal:** Sexually suggestive messages, emails, or gestures
- **Physical:** Unwanted touching, indecent exposure

Victims of sexual harassment are encouraged to report through the grievance procedure in Section 6.7.

MARWASCO will develop and implement a specific Sexual harassment policy to operationalize this section of the HR Policy and procedures Manual.

## 6.7 Grievance Procedure

Employees can raise concerns without fear of retaliation. The process includes:

1. **Informal Stage** – The aggrieved party seeks amicable resolution, possibly with a colleague or supervisor's assistance.
2. **Formal Hearing** – A written complaint is submitted to HRD; HR convenes a grievance hearing within 3 working days with both parties and witnesses.
3. **Appeal** – Either party may appeal to the Managing Director within 7 days. The MD's decision is final.
4. Where offence is related to the office of the MD or Board, the remedial measures may be sought through legal re-dress by the aggrieved party.

## 6.8 Disciplinary Policy

### 6.8.1 Overview

Discipline is handled fairly and consistently to maintain workplace standards and uphold MARWASCO's reputation. The process begins with counseling and escalates only when necessary.

### 6.8.2 Disciplinary Process

- **Step 1: Counseling** – Initial informal intervention for minor issues.
- **Step 2: Investigative Review** – If the issue persists or is serious, HR gathers facts. Employees may be suspended (with/without pay).
- **Step 3: Disciplinary Hearing** – Conducted by a 3-member panel. The employee may bring a colleague for support. The process is led by HRD.
- **Step 4: Outcome Notification** – Panel submits a recommendation to the MD for final decision. Employees are notified in writing.

### 6.8.3 Disciplinary Actions

- **Caution** – For minor misconduct (e.g., lateness, idling); expires after 3 months
- **First Written Warning** – For repeated minor or moderate offenses; expires after 6 months
- **Final Written Warning** – For serious breaches (e.g., fraud, insubordination); expires after 12 months
- **Summary Dismissal** – For gross misconduct without prior warnings (e.g., theft, physical assault, drug use at work)

Employees may appeal disciplinary action within 7 working days.



## CHAPTER SEVEN – TIME AND ATTENDANCE

### 7.1 Policy Statement

MARWASCO is committed to promoting a disciplined, efficient, and responsive workforce. This chapter outlines the Company's expectations regarding working hours, attendance, punctuality, and absence management. All employees are expected to adhere to the prescribed duty schedules and reporting protocols in accordance with their terms of service and applicable Kenyan labor laws.

These provisions are guided and are compliant with the Employment Act, 2007 – Sections 27, 28, 35, 44; Occupational Safety and Health Act, 2007 – Section 6 and Labour Institutions Act, 2007

### 7.2 Standard Working Hours

- Normal Working Days: Monday to Friday
- Working Hours: 08:00 hours to 17:00 hours
- Lunch Break: 13:00 hrs to 14:00 hrs
- Total Weekly Hours: 40 hours
- Rest Days: Two per week, typically Saturday and Sunday unless otherwise scheduled

This complies with the provisions of Employment Act, 2007 – Section 27(2)

### 7.3 Shift Work and Standby Duty

Certain operational roles require shift-based or standby arrangements:

#### 7.3.1 Shift Schedule (24-Hour Operations)

| Shift   | Time                                     |
|---------|------------------------------------------|
| Shift 1 | 00:00 hrs – 08:00 hrs                    |
| Shift 2 | 08:00 hrs – 17:00 hrs                    |
| Shift 3 | 17:00 hrs – 00:00 hrs<br>(Saturday only) |

#### 7.3.2 Bakuli Pump Attendants and Security Guards.

- i. The staff assigned to Bakuli Dam will work on two-week rotational shift to meet MARWASCO's operational and security needs for the Bakuli Dam water infrastructure.
- ii. The pump attendants will follow a structured shift work schedule that allows for 24-hour coverage and rest periods for the personnel in line with the Labour Laws provisions.
- iii. The pump attendants are entitled to a weekly food ration allowance per person per week as per MARWASCO's Finance Policy and Procedures Manual.

- i. The Bakuli Dam security guards will be entitled to a monthly allowance as per the Provisions of MARWASCO's Finance Policy and Procedures Manual. The **Bakuli Pump attendants are entitled to an extraneous allowance of Kshs 3,000 per week. Bakuli Security guards' remuneration is based on SRC guidelines and is capped at Kshs 18,000 per Month.**
- ii. The weekly and monthly allowances may be reviewed from time to time to adjust for cost of living and inflation.

### 7.3.3 Standby Duty

- i. Employees on standby duty rooster must be reachable and report to duty within agreed response times.
- ii. Standby schedules must be approved by the Head of Department.
- iii. Timesheets must be completed weekly and signed by the Supervisor and Head of Department

### 7.4 Attendance Recording

- a. All employees must sign the Attendance Register upon reporting to and leaving the workplace. This may be via electronic login or attendance register kept at the reception desk.
- b. The register is maintained by the Human Resource and Administration Department
- c. Failure to sign in/out is deemed unauthorized absence and may result in deduction of leave days or disciplinary action

### 7.5 Time Off and Overtime Compensation

Any time worked beyond 40 hours per week shall be compensated through:

- i. Time off in lieu, or
- ii. Monetary compensation, as approved by the management

The HR Department shall:

- Notify eligible employees of their time-off entitlements
- Maintain records of time-off taken or forfeited

This shall be executed in compliance with the provisions of the Employment Act, 2007 – Section 27(1)

### 7.6 Punctuality and Movement During Working Hours

- a) Employees must report to work punctually and adhere to assigned duty schedules
- b) Habitual lateness shall be treated as misconduct and addressed through the disciplinary process
- c) Employees leaving the office during working hours must:
  - Inform their immediate supervisor
  - Leave a message with a designated colleague or deputy

### 7.7 Absence Management

#### 7.7.1 Definition of Absence

Absence refers to failure to report to work at the scheduled time and place without prior authorization from HRD or immediate supervisor.

#### 7.7.2 Unauthorized Absence

- a. Three instances of unauthorized absence in a month shall result in a written warning
- b. Continuous absence of eight (8) days or more without communication shall be treated as voluntary abandonment of duty, triggering termination proceedings, as per the provisions of Employment Act, 2007 – Section 44(4)(a)

#### 7.7.3 Emergency Situations

During emergencies, employees may be required to work beyond normal hours

All employees must comply with emergency duty instructions issued by their supervisors

#### 7.8 Roles and Responsibilities

| Role                        | Responsibility                                                     |
|-----------------------------|--------------------------------------------------------------------|
| Head of HR & Administration | Communicate working hours and changes via circulars/memos          |
| Supervisors                 | Monitor attendance, approve movement, verify timesheets            |
| Employees                   | Adhere to duty schedules, sign attendance register, notify absence |
| HR Department               | Maintain attendance records, compute time-off, enforce policy      |

## CHAPTER EIGHT – LEAVE MANAGEMENT

### 8.1 Policy Statement

MARWASCO is committed to managing all categories of leave fairly, consistently, and in compliance with relevant legislation. The Company provides the following types of leave:

- Annual Leave
- Sick Leave
- Maternity Leave
- Paternity Leave
- Compassionate Leave
- Study Leave
- Compulsory Leave
- Unpaid Leave (under special circumstances)

Further details of each category of leave are explained in the sections that follow.

### 8.2 Leave Application Process

Employees must complete a standard leave application form (Annex 6) indicating the type and duration of leave. The form is submitted to the immediate supervisor for review and approval, then forwarded to the HR Department for authorization, record-keeping and filing.

### 8.3 Annual Leave

- i. **Entitlement:** 24 working days per 12-month period (2 days per month worked).
- ii. **Leave year:** January to December.
- iii. One leave block must be at least 12 consecutive days to support operational efficiency, learning, succession, and risk mitigation.
- iv. Leave schedules must be developed annually by each department.
- v. Applications must be submitted at least 14 working days in advance.
- vi. Supervisors may defer or instruct staff to take leave based on business needs.
- vii. Written handover is required at least one day before leave begins.
- viii. Leave may be cancelled or recalled, if necessary, based on the work demands.
- ix. HR will provide quarterly leave balance reports to HODs and the MD for guidance to staff who need to plan for and take their due leave.

#### 8.3.1 Carry Forward & Forfeiture of Annual Leave

- Up to 10 days may be carried forward to the next year with MD's written approval.
- Leave carried forward must be taken within the first 3 months of the New Year, otherwise it will be forfeited.
- If the staff does not obtain prior approval by the end of the calendar year, unused leave will be automatically forfeited.

## **Unpaid Leave**

- Unpaid leave will be considered on special instances and must be fully justified.
- The unpaid leave may be granted for up to one month if all leave is exhausted and the staff has justifiable cause for unpaid leave.
- The salary for the staff for the period he/she will be away shall be used to pay for a temporary replacement to ensure continuity of the duties of the staff on unpaid leave.

## **On Exit**

- Excess leave taken is deducted from final dues.
- Unused leave is compensated in final dues.

## **Encashment**

- Only allowed if leave was denied or staff was recalled for business reasons.
- Requires MD's written approval.

## **Probationary Employees**

Will earn 2 days per month, taken after confirmation.

## **Contract/Temporary Staff**

Employees with contracts under 1 month will not be entitled for any leave

For contracts over 3 months, the employee will earn 2 days per month.

## **8.4 Sick Leave**

Sick leave is a designated period when an employee is allowed to take time off from work due to illness, injury, or medical appointments.

It provides the staff with an opportunity to recover without the stress of work obligations and helps prevent the spread of contagious diseases in the workplace.

As per this policy:

- i. Employees are entitled for up to 21 working days per year of sick leave based on medical reports from certified and authorized medical practitioners.
- ii. For short-term illnesses, the leave will be  $\leq 21$  days and for Long-term sickness the leave will be  $> 21$  days.
- iii. The employee on sick leave must notify supervisor on Day 1 of absence.
- iv. The employee is required to provide a medical certificate from a certified medical practitioner to confirm sick leave.
- v. In cases of doubt, MARWASCO may request examination by its doctor or a medical practitioner appointed by the company.
- vi. Unapproved sick leave will be deducted from annual leave or salary.
- vii. No Sick leave shall be carried forward.

#### **8.4.1 Sick Pay**

- a. When an employee is on approved sick leave, he/she will receive full pay for the first 21 days
- b. For the next 21 days, half pay rule will apply.
- c. If the sickness extends for further 21 days, there will be no pay
- d. Beyond the 63-day period, the MD will decide on continued employment of the staff based on available medical reports.

#### **8.4.2 Medical Retirement**

- i. Medical retirement is a form of early retirement granted when an individual is no longer able to work due to a long-term illness, injury, or disability.
- ii. Unlike regular retirement, which typically occurs at a set age, medical retirement can happen at any point in a person's career if their health prevents them from fulfilling job requirements.
- iii. MARWASCO recognizes that medical retirement may occur upon doctor's certification or employee's request.
- iv. Whichever the case, for staff to proceed on medical retirement, MD's authorization is required.

#### **8.5 Maternity Leave**

Maternity leave is a legally protected period of absence from work granted to female employees around the time of childbirth, to allow mothers time to recover and bond with their newborns.

To activate maternity leave, employees must provide written notice to their employer at least seven days before the intended start date.

- i. Employees on maternity are entitled to leave for 90 calendar days on full pay.
- i. The leave shall begin on the 9<sup>th</sup> Month or date of delivery, whichever comes first.
- ii. If the staff has not pre-applied for leave, birth notification confirms start of the leave.
- iii. Pre-natal clinic time is excused and not deducted from the maternity leave.
- iv. If the staff are on medical cover, this will be subject to maternity limits.
- v. Illness outside maternity period is treated as sick leave.
- vi. Nursing mothers may take 1 hour daily for breastfeeding, and this will be planned and agreed with immediate supervisor
- vii. Annual leave continues to accrue during maternity leave.
- viii. The employee must return to work for at least one day before taking annual or unpaid leave.
- ix. Unpaid maternity leave may be granted with supervisor's approval and treated as per unpaid leave policy described in this manual.

### 8.6 Paternity Leave

Paternity leave is a legally protected period of absence from work granted to male employees following the birth of their child to allow fathers to support their partners and bond with their newborns during the early stages of parenthood.

For the employee to qualify for paternity leave, the child must be born to his lawful wife.

- a. The employee qualifies for 14 calendar days leave with full pay.
- b. The paternity leave beneficiary must notify MARWASCO in writing, at least seven days before the intended start of leave.
- c. MARWASCO shall maintain the employees' position and terms of employment during the leave period.
- d. The leave shall apply once per childbirth event and is not cumulative across multiple births.

### 8.7 Compassionate Leave

Compassionate leave is a type of time off granted to employees so they can attend to urgent personal matters, involving serious illness, injury, or death of a close relative or loved one.

- i. It's designed to support employees during emotionally distressing times when their presence is needed at home. Therefore, this leave reflects MARWASCO's workplace empathy and flexibility.
- ii. MARWASCO will grant compassionate leave for bereavement (death of immediate family member including spouse, child, parent, sibling, grandparent, parent-in-law), serious illness of a family member, or other personal emergencies.
- iii. The leave shall be granted to employees who have exhausted their annual leave or are facing an unforeseen crisis.
- iv. The compassionate leave shall be for a period of 5 days per calendar year with full pay.
- v. MARWASCO may, at its discretion, request proof of the event triggering the need for compassionate leave. Such proof includes a death certificate or medical report, depending on the situation.
- vi. Approval of compassionate leave is discretionary and subject to management approval and will require a formal written request.

### 8.8 Study Leave

Study leave is a special type of leave granted to employees to pursue further studies, conduct research, or professional development that enhances their skills and job performance.

- a. MARWASCO will grant study leave for employees who are attending full-time studies for a period of 5 – 10 days.

- b. To qualify for the study leave, the employee must have worked with the company for at least 3 years and hold a long-term contract.
- c. If the employee had benefitted from a previous study leave, he/she must wait for at least 2 years between the study leave.
- d. Employees who are above 55 years will not qualify for study leave of more than 6 months. The course for which an employee is granted study leave must be relevant to his / her work at MARWASCO.
- e. Only one personnel per department may be on study leave at one time.
- f. For MARWASCO sponsored courses, study leave will be on full pay. For self-sponsored studies and courses that are not directly relevant to employees' work at MARWASCO, the study leave will be without pay.
- g. The employee will need to apply for leave 60 days before start of their studies and provide evidence of enrolment including admission letter, course outline among others.

### 8.9 Public Holidays

Public Holidays are officially recognized days when employees are entitled to time off work with full pay.

These holidays reflect national, religious, and cultural observances and are governed by the Public Holidays Act (Cap. 110).

- i. MARWASCO employees are automatically entitled to all gazetted public holidays with full pay.
- ii. If an employee is required to work on public holiday, the employee will be compensated at double the normal rate or receive compensatory leave (time off in lieu) as per the Labour Laws.



## CHAPTER NINE – PERFORMANCE MANAGEMENT

### 9.1 Policy Statement

MARWASCO is committed to a performance-driven culture that aligns individual contributions with the Company's strategic objectives. This policy ensures that performance is managed fairly, transparently, and consistently, fostering continuous improvement, accountability, and employee development.

### 9.2 Performance Management Cycle

The performance cycle consists of four key stages:

#### Stage I: Objective Setting

- I. The objectives are set at all levels—corporate, departmental, sectional, and individuals to ensure alignment with MARWASCO's strategic plan.
- II. All objectives must be SMART: Specific, Measurable, Achievable, Relevant, and Time-bound.
- III. **Objectives are documented in:**
  - Strategic Plan (corporate level)
  - Departmental Work Plans and Budgets
  - Sectional Work Plans
  - Staff performance appraisal form (Annex 5) and Individual Performance Improvement Plans (PIPs)
- IV. Supervisors are responsible for explaining objectives and expectations to their staff.
- V. Employees are expected to confirm understanding, raise concerns where necessary, and identify potential barriers.

#### Stage II: Coaching and Continuous Assessment

- i. Supervisors must ensure employees have the tools, training, and support needed to succeed.
- ii. Supervisors conduct monthly one-on-one check-ins to:
  - Review progress
  - Address underperformance issues early
  - Identify training needs and plan on how to meet those needs
  - Adjust goals if necessary
- iii. Both parties should maintain notes for reference during formal reviews.

#### Stage III: Formal Performance Review

Formal Performance Review will be conducted biannually and includes:

- i. **Self-Assessment:** The employees evaluate themselves against their set objectives
- ii. **Performance Discussion:** Supervisor and employee meet to:

- Review achievements, challenges, and key lessons
- Provide feedback and coaching
- Agree on a performance rating

### iii. Performance Ratings:

| Rating Scale | Interpretation                                                                          |
|--------------|-----------------------------------------------------------------------------------------|
| A. Excellent | The employee exceeds expectations in multiple areas of performance.                     |
| B. Good      | The employee satisfactorily meets all set objectives.                                   |
| C. Marginal  | The employee meets some objectives and improvement is needed                            |
| D. Poor      | The employee has failed to meet objectives. Requires immediate management intervention. |

During appraisals, no salary discussions are held since these will be handled separately by management.

- iv. **Approval:** Reviews must be signed by the employee, supervisor, and supervisor's manager.
- v. **Disagreements:** Employees may appeal ratings through a structured escalation process up to the Managing Director, whose decision is final.

### Stage IV: Outcomes of Performance Assessment

- i. **Development Plans:** All employees receive a Personal Development Plan (PDP).
- ii. **Career Growth:** High performers may be considered for promotions or special assignments.
- iii. **Recognition:** Top performers may receive bonuses, awards, or public recognition.
- iv. **Performance Improvement Plans (PIPs):** Marginal performers are placed on a structured plan with clear targets and timelines to support their improvement through coaching, strict supervision, and training where necessary.
- v. **Disciplinary Measures:** Poor performers may face probation or disciplinary action if no improvement is shown.

### 9.3 Performance Documentation

- i. All performance records are filed in the employee's personnel file by the Human Resources Department.
- ii. HR is responsible for maintaining confidentiality and ensuring compliance with the Data Protection Act.

## CHAPTER TEN – TRAINING AND DEVELOPMENT

### 10.1 Policy Statement

MARWASCO is committed to developing its workforce through structured, cost-effective, and value-driven learning initiatives. The goal is to equip employees with the skills, knowledge, and competencies necessary to deliver high-quality services and support the Company's strategic growth.

Learning and development are a shared responsibility where employees are expected to identify their development needs, while the Company provides the infrastructure, resources, and opportunities to meet them.

### 10.2 Identifying Learning and Development Needs

Learning needs are identified through:

- a. **Competency Assessments:** Each role has its defined competencies. Employees are assessed during recruitment and periodically thereafter using a five-point scale ranging from “fully demonstrates” to “does not demonstrate.”
- b. **Performance Reviews:** During biannual reviews, employees and supervisors agree on development areas linked to performance objectives.

### 10.3 Personal Development Plans (PDPs)

Each employee receives a prioritized PDP aligned with departmental and corporate goals. The HR Department coordinates:

- Consolidation of PDPs across departments
- Identification of synergies and delivery methods
- Scheduling training activities
- Budget allocation and monitoring

### 10.4 Learning and Development Methods

#### A. On-the-Job Training including:

- a. **Job Rotation/Shadowing:** Exposure to different roles or departments
- b. **Secondments:** Temporary assignments to other units
- c. **Coaching:** Short-term, task-specific guidance by supervisors
- d. **Mentoring:** Long-term support from experienced colleagues

#### B. Taught Courses

- i. **Induction:** This shall be mandatory for all new hires, including provision of an induction pack
- ii. **Management Skills Development:** For supervisors and managers
- iii. **Technical Training:** Sector-specific courses (e.g., water and sewerage)

- iv. **Certification Programs:** Offered through professional bodies, subject to relevance, seniority, and budget

### **C. Self-Learning**

Access to books, journals, videos, and digital resources which are made available by MARWASCO.

### **D. Further Education**

- Employees may pursue further studies at their own cost and time.
- MARWASCO may sponsor programs with direct benefit to the Company. In this case, the company will provide paid leave for the personnel to pursue the sponsored training.
- For the sponsored training, MARWASCO may require employees to sign a training bond as per section 10.7 of this policy.

### **10.5 Evaluation of Training Impact**

Training effectiveness is assessed through:

- a. End-of-Program Evaluations: Participants and facilitators assess content and engagement
- b. 3-Month Follow-Up: Supervisors evaluate application of new skills on the job
- c. HR Analysis: HR compiles reports and recommends improvements

### **10.6 Attendance and Accountability**

Employees who miss Company-sponsored training without valid reason may face disciplinary action and be required to reimburse full costs plus a 10% administrative fee.

### **10.7 Training Bonds**

MARWASCO may require employees to sign a bond for sponsored training for long-term capacity development. The bond period will depend on the cost of the course and duration of the program. Failure to honor the bond, the employee will be required to reimburse the costs.

## CHAPTER ELEVEN – CAREER PROGRESSION

### 11.1 Policy Statement

MARWASCO recognizes that its success depends on the capability and growth of its workforce. The Company is committed to supporting employees in realizing their full potential through structured career development opportunities that align with organizational goals.

### 11.2 Lateral Moves

Employees may be assigned to different sections or departments to broaden their experience and enhance their versatility. These lateral transfers are considered a foundational step in career development and succession planning.

### 11.3 Stand-In Assignments

Employees may be requested to temporarily cover for colleagues who are away for up to one month. These assignments:

- i. Do not alter the employee's salary or grade
- ii. Are not eligible for additional allowances
- iii. Serve as on-the-job learning opportunities to build capacity and readiness for future roles

### 11.4 Acting Appointments

Acting roles are used to assess readiness for higher responsibilities and support succession planning.

Key provisions include:

- i. **Duration:** Minimum of one month, maximum of six months, after which the personnel are confirmed in position or position is declared vacant triggering commencement for recruitment.
- ii. **Triggers:** Vacancy, restructuring, new role creation, or extended absence of the incumbent
- iii. **Appointment:** Formal written notification, including job description and performance objectives
- iv. **Support:** Coaching and mentoring provided by the supervisor and relevant managers
- v. **Compensation:** For staff who are seconded to MARWASCO, the Employee retains current salary grade but receives an acting up allowance equal to the difference between their current salary and the entry salary of the acting grade
- vi. **Assessment:** At the end of the acting period, performance is reviewed against objectives

### **Outcomes of the acting up appointments:**

- a. If the acting role was due to a temporary absence, the employee returns to their substantive role
- b. If the acting role was part of a promotion assessment:

- **Meets expectations:**

The employee is confirmed in the new role with a formal appointment letter, Job description and updated performance objectives.

- **Does not meet expectations:**

The employee's acting period may be extended, or the employee reverts to their previous role

### **11.5 Promotion**

Promotions are based on merit and the availability of a higher-level vacancy.

Internal candidates are given priority where they meet the qualifications and demonstrate the competencies required for the role.

### **11.6 Succession Planning**

Succession planning ensures continuity in key positions by identifying and developing high-potential employees.

The process includes:

- i. Identifying critical roles and potential successors
- ii. Evaluating readiness based on performance and potential
- iii. Creating individual succession development plans
- iv. Monitoring progress and readiness for placement

The Head of Human Resources and Administration is responsible for maintaining documentation on succession evaluations and development plans to ensure transparency and fairness in appointments.

## CHAPTER TWELVE – REWARD

### 12.1 Policy Statement

MARWASCO's reward policy is anchored in performance and value creation. The Company offers a competitive and equitable reward package that attracts, retains, and motivates employees while reinforcing the link between individual contributions and organizational priorities.

### 12.2 Salary and Grading Structure

- Salaries are based on an approved grading structure (Annex 8) determined by the Board of Directors.
- The structure is reviewed periodically to ensure market competitiveness and internal equity.
- Employees are paid monthly in arrears via bank transfer between the 25<sup>th</sup> and 30<sup>th</sup> of each month.
- All statutory deductions (PAYE, NSSF, NHIF) are made in accordance with Kenyan law and reflected on itemized pay slips.
- Employees must submit statutory documents (PIN, NHIF, NSSF) and bank details before being placed on payroll.

### 12.3 Allowances

Allowances are granted to reimburse work-related expenses or compensate for additional responsibilities. These include:

- **House Allowance:** Paid according to grade. Employees in institutional housing either pay rent or forfeit the allowance, whichever is lower.
- **Commuter Allowance:** Applicable to personnel who are not provided with company transport.
- **Hardship Allowance:** Paid to employees deployed in areas designated as hardship areas either by Government of Kenya or determined by the MARWASCO's Board of Directors.
- **Leave Allowance:** Paid annually. Employees in hardship areas who take leave twice a year (at least half their entitlement each time) may receive the allowance twice.
- **Overtime Allowance:** Paid for work on weekends, public holidays, and extra hours beyond the recommended 40-hour week.
- **Staff who are verified to have worked overtime are entitled to monetary compensation of Kshs 1,000 per day worked. The need for overtime work will be determined by the supervisor and documented.**

- Any employee who by virtue of work is unable to go for lunch break is entitled to a lunch allowance. Job Group Q and above are entitled to Kshs 2000; K to P Kshs 1000 and all other lower levels Kshs 500 per day.
- Any employee who abuses overtime will not receive any compensation.
- **Acting Allowance:** Paid when an employee temporarily assumes a higher role. The allowance is calculated as per the difference between current salary and the basic salary of the acting grade.
- An employee who assumes lower role in acting, e.g. manager covering for his officer, the manager will not be eligible for acting allowances.
- **Responsibility Allowance:** Staff seconded to MARWASCO and subsequently assigned managerial roles by the organization are entitled to monthly responsibility allowance at a rate of 20% of the salary of the Substantive position at MARWASCO. This allowance will be paid through MARWASCO's payroll system.
- **Board Members Allowances:**  

When the Board meets or travels for official MARWASCO business, the members are entitled to Night outs of Kshs 16,800 for Board Chair and 14,000 for board members; transport reimbursement based on mileage, valid fuel receipts or public transport receipts.

For meetings within Marsabit, board is entitled to a sitting allowance of Kshs 15,000 for Board Chair and Kshs 10,000 for each member. No transport reimbursement will be claimed for meetings within Marsabit County.

#### 12.4 Deductions

- Statutory deductions: PAYE, NSSF, NHIF
- Voluntary deductions: SACCO contributions, pension schemes among others
- Total deductions must not exceed one-third of basic salary.

#### 12.5 Loans

- The Company may facilitate staff loans through financial institutions for asset acquisition (e.g., car, house, land, furniture).
- Eligibility is based on repayment ability and remaining years of service.
- Available loan schemes are communicated by the HR Department.

#### 12.6 Salary Increments

- Reviewed annually on 1<sup>st</sup> July.
- Increments are merit-based and not automatic.



- Employees on probation, under disciplinary review, or who have not completed a full year of service may be ineligible or receive prorated increments.
- Employees who have resigned or are serving notice are not eligible.

#### 12.7 Salary Advances

- Not standard policy but may be granted in emergencies at the discretion of the management. No salary advances for staff serving notice period and those on probation.
- **Maximum:** One month's basic salary, recoverable in two months instalment.
- Limited to two advances per year, subject to the one-third rule.
- Requests must be made in writing and approved by the Managing Director in consultation with HR and Finance.

#### 12.8 Bonus

- Bonuses may be awarded based on achievement of Company-wide objectives.
- Approval is at the discretion of the Board of Directors.

#### 12.9 Itemized Pay Statement

Each pay slip includes:

- Gross salary
- Statutory and voluntary deductions
- Net salary
- Payment method

#### 12.10 Tax Returns

- MARWASCO will file its returns monthly as per KRA requirements.
- Employees are responsible for filing their annual tax returns with KRA.
- HR provides P9 forms to facilitate compliance.

#### 12.11 Benefits

##### Medical Scheme

- The staff who are seconded to MARWASCO from the County Government will have their medical insurance catered for by the County Government.
- MARWASCO recruited staff will be put under group medical cover scheme approved by the board of directors. Similarly, MARWASCO will insure the staff under Worker Injury Benefits Act (WIBA) as per the requirements of OSH Act 2007.
- Falsification of claims is subject to disciplinary action.

## **Retirement Scheme**

- A pension scheme will be established for permanent and pensionable staff. Staff on contract may opt to join the scheme.
- The scheme is subject to Board approval following a cost-benefit analysis.

## **Gratuity**

- Employees on fixed-term contracts exceeding one year are eligible for gratuity of 31% of the basic salary at the end of the contract.
- Gratuity is paid through payroll and not subject to taxation as per the applicable laws.

## **Work Injury Benefit**

- All employees are covered under a work injury insurance scheme approved by the Board of Directors.
- Compensation is provided in accordance with the Work Injury Benefits Act, 2007.
- MARWASCO may deduct medical expenses incurred by the company on behalf of the employee from compensation received.
- Employees are ineligible for compensation if:
  - The incident was not reported within 48 hours
  - The employee was not on official duty at the time of injury.
  - The injury results from willful misconduct or illegal acts

## CHAPTER THIRTEEN – EMPLOYEE SEPARATION

### 13.1 Policy Statement

MARWASCO is committed to managing employee separation in a professional, lawful, and compassionate manner. All separations shall be handled with dignity, fairness, and in accordance with the Company's values and applicable Kenyan legislation. The process shall minimize operational disruption and ensure compliance with statutory and contractual obligations.

### 13.2 Modes of Separation

An employee may separate from MARWASCO through the following circumstances:

#### 13.2.1 Resignation

Employees may resign by submitting a written notice to the Managing Director, copied to their Head of Department and the Head of Human Resources and Administration.

The letter of resignation must state the reason and propose effective date.

The Managing Director shall formally accept the resignation in writing.

#### **Notice Period:**

1 month notice for all positions or alternatively, payment of 1 month salary in lieu of the notice.

This is in line with the requirements of Employment Act, 2007 – Section 35

#### **Entitlements upon Resignation:**

- i. Pro-rated salary and allowances up to last working day
- ii. Payment for accrued leave days (or deduction for overdrawn leave)
- iii. Provident fund dues (as applicable)
- iv. Final dues payable upon return of all Company property and clearance

#### 13.2.2 Retirement

Normal retirement age is 60 years, except for PWDs (65 Years), unless otherwise stated in the contract.

Employees shall receive retirement notice at least 3 months in advance.

The Board may offer fixed-term contracts in exceptional cases, for example rare skills/expertise for employees who have retired but possess rare expertise required by the company.

The employee will mentor successor during this post retirement contract period.

#### **Entitlements upon Retirement:**

- ✓ Pro-rated salary and allowances
- ✓ Payment for accrued leave days
- ✓ Provident fund dues
- ✓ Retirement letter and Certificate of Service
- ✓ Counselling and transition support (where applicable)

This process shall comply to Retirement Benefits Act, 1997; Employment Act, 2007 – Section 35(5)

### 13.2.3 Redundancy

Redundancy arises when a position becomes superfluous due to restructuring, automation, or operational changes.

The process shall comply with Section 40 of the Employment Act, 2007 and in practice ensure that:

- i. For employees who are members of a trade union, MARWASCO will notify the union and the local labour officer at least one month before the intended termination.
- ii. For employees who are not members of a trade union, MARWASCO will notify the employee personally in writing and inform the labour officer.
- iii. In determining who qualifies for redundancy, the organization will consider seniority, skill, ability, and reliability of affected employees.
- iv. If a collective bargaining agreement (CBA) exists, MARWASCO will not disadvantage the employee based on union membership status.
- v. Affected employees shall be notified by writing at least 1 month in advance.

These provisions shall not apply if redundancy is due to company insolvency, in which case Part VIII of the Employment Act 2007 will apply.

#### **Entitlements upon Redundancy:**

- a. Salary and allowances up to last working day
- b. Payment for accrued leave days in cash
- c. Severance pay: Not less than 15 days' pay for each completed year of service
- d. Notice period of at least one month or payment in lieu
- e. Provident fund dues
- f. Ex-gratia (if approved by the Board)
- g. Counselling and outplacement support
- h. Certificate of Service

### 13.2.4 Medical Separation

Initiated upon certification by a registered medical practitioner that the employee is permanently unfit for duty.

Before initiating the termination on medical grounds, MARWASCO will endeavor to:

- i. Support the employee's recovery and attempt reasonable accommodations.
- ii. Conduct a formal medical assessment to determine the employee's ability to resume work.
- iii. MARWASCO will ensure that all efforts have been exhausted to accommodate sick employees and confirm that the conditions that prevent job performance and reasonable adjustments are not feasible.
- iv. Provide written notice of the intended termination and allow the employee to respond.
- v. Ensure the employee has a representative present during the explanation (e.g., union rep or colleague).

The Managing Director shall authorize the separation.

#### **Entitlements upon termination on physical incapacity (Medical Grounds):**

- ✓ Pro-rated salary and allowances
- ✓ Payment for accrued leave days
- ✓ Provident fund dues
- ✓ Certificate of Service
- ✓ Access to last expense insurance (if applicable)

Further reference can be made to Occupational Safety and Health Act, 2007 – Section 6; Employment Act, 2007 – Section 35

#### **13.2.5 Summary Dismissal**

Summary dismissal is a process that allows an employer to terminate an employee without notice due to gross misconduct.

- i. MARWASCO will execute summary dismissal for any employee who commits gross misconduct evidenced by:
  - Absence without lawful cause
  - Intoxication during working hours
  - Willful neglect or careless performance of duties
  - Use of abusive or insulting language
  - Disobedience of lawful instructions
  - Arrest for a criminal offence and held for over 14 days
  - Criminal offence against employer or employer's property
  - Fraud
  - Insubordination
- ii. MARWASCO will ensure due diligence by ensuring that employee is informed of the allegations in writing and given chance to respond.
- iii. During the disciplinary hearing the employee can be accompanied by a colleague or union rep.

The process shall follow due procedure, including a disciplinary hearing.

**Entitlements:**

- ✓ Salary and allowances up to last working day
- ✓ Payment for accrued but unused leave days
- ✓ Provident fund dues (if not forfeited under scheme rules)
- ✓ Service pay (if not covered by NSSF or pension schemes)
- ✓ Certificate of Service

The process shall be guided and comply with the provisions of Employment Act, 2007 – Section 44.

**13.2.6 Termination by Employer**

MARWASCO may terminate the contract of employment of employees when there are valid and fair reasons for termination, including:

- Misconduct (e.g. theft, insubordination)
  - Poor performance
  - Physical incapacity
  - Redundancy due to operational changes
- i. The organization will provide written notice of termination as per the contract of the affected staff, stating the reason for termination.
  - ii. In case of misconduct or poor performance, the staff will be provided with fair disciplinary hearing
  - iii. The organization will notify Labour Office within 7 days of dismissal.

The Managing Director shall issue a formal termination letter.

**Entitlements:**

- ✓ Payment in lieu of notices.
- ✓ Pro-rated salary and allowances
- ✓ Payment for accrued leave days
- ✓ Provident fund dues
- ✓ Certificate of Service

**13.2.7 Death in Service**

MARWASCO will manage employee's death in service as per the provisions of the Employment Act, 2007, the Work Injury Benefits Act (WIBA), 2007, and the Pensions Act (Cap 189). The following procedures will be followed:

- i. Upon confirmation of death of the employee, the organization will notify the Labour Office and County Commissioner's Office of the death of the employee.

- ii. Upon proof of capacity, the deceased's legal representatives will be paid outstanding wages, any other remuneration and property due as of the date of death. These payments are to be processed within 30 days of proof submission.
- iii. If no claim is made within 3 months, MARWASCO will hand over all dues to the Labour Officer or District Commissioner, who will manage them under the Law of Succession Act (Cap 160).
- iv. For compensation for work related deaths e.g., accidents, dependents will be compensated as per WIBA provisions.
- v. MARWASCO will cover reasonable funeral expenses, subject to limits set by the Minister

#### **Entitlements to Beneficiaries:**

- ✓ Pro-rated salary and allowances
- ✓ Payment for accrued leave days
- ✓ Work injury or group life insurance benefits (if applicable)
- ✓ Provident fund dues
- ✓ Certificate of Service (issued posthumously)

This process shall be guided by and comply with the provisions of Work Injury Benefits Act (WIBA), 2007; Employment Act 2007; Law of Succession Act, Cap. 160

#### **13.3 Final Dues and Clearance**

Final dues are subject to statutory deductions and recovery of any outstanding liabilities (e.g. imprests, loans, training bonds).

Employees must complete a Separation Clearance Form signed by all relevant departments.

Final dues shall be processed within 30 days of clearance.

#### **13.4 Other Provisions**

- a. Training Bonds: Outstanding amounts shall be recovered from final dues or through a repayment agreement.
- b. Loan Schemes: Outstanding balances become immediately due and may attract commercial interest post-separation.
- c. SACCO Contributions: The Company shall notify the SACCO of the separation date; the employee must liaise directly with the SACCO for settlement.
- d. Certificate of Service: Issued to all separating employees in accordance with Section 51 of the Employment Act, 2007.

#### **13.5 Exit Interviews**

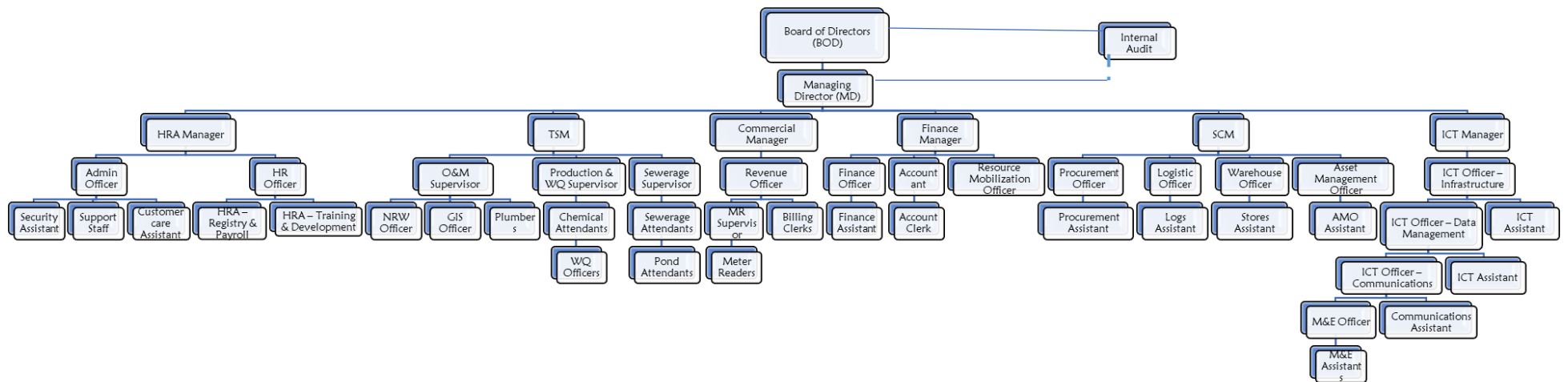
HR Department will arrange for exit interviews for staff leaving the organization and conduct a structured review of staff experience with MARWASCO, key lessons learnt and

recommendations where applicable. This will be guided by an exit interview checklist (Annex 10).

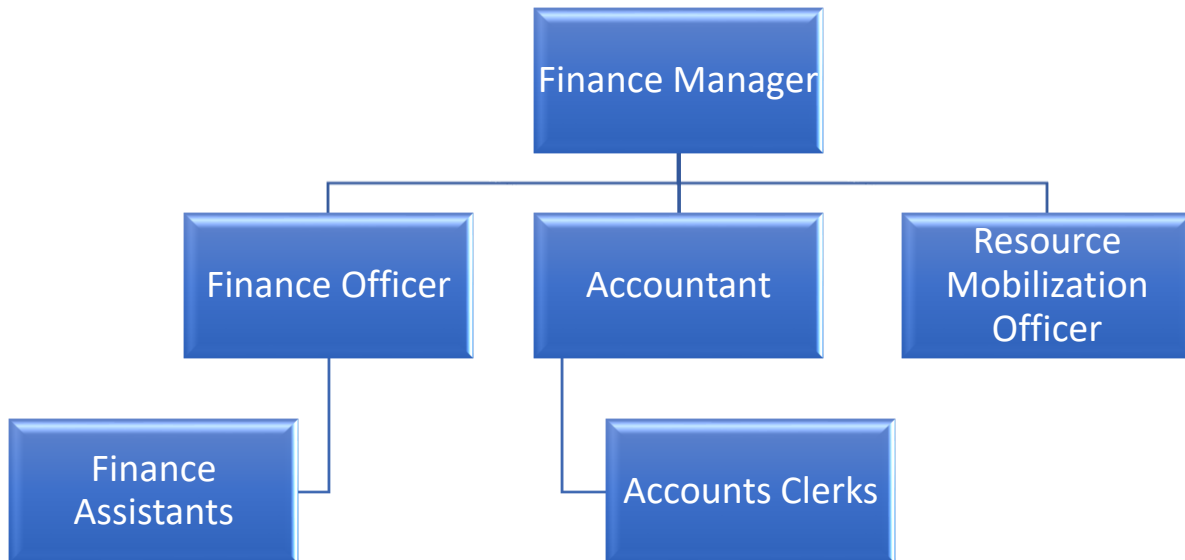


## Annexes

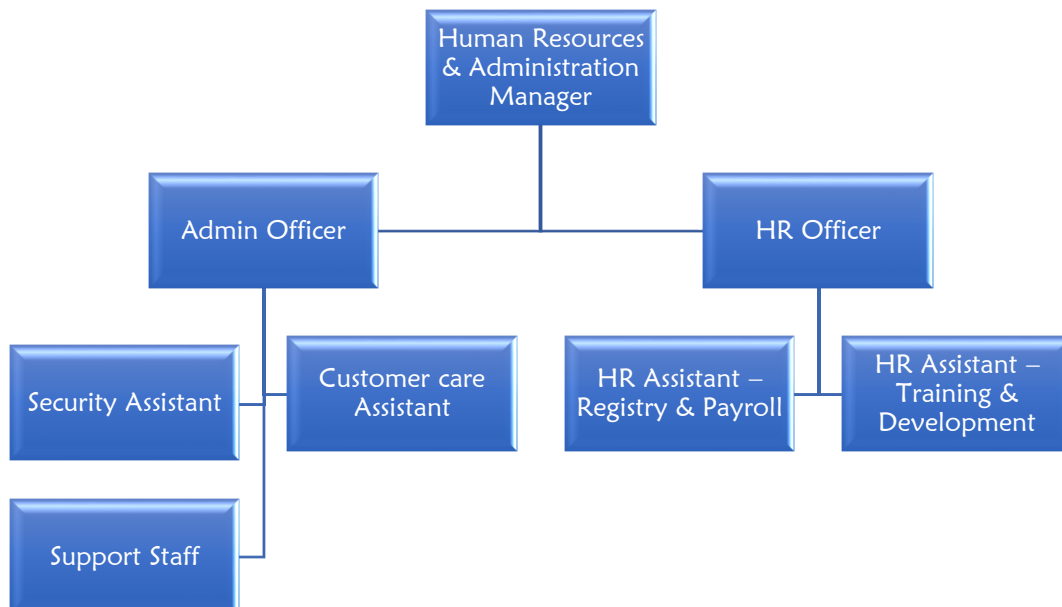
### Annex 1: MARWASCO Approved Organogram 2025 – 2030



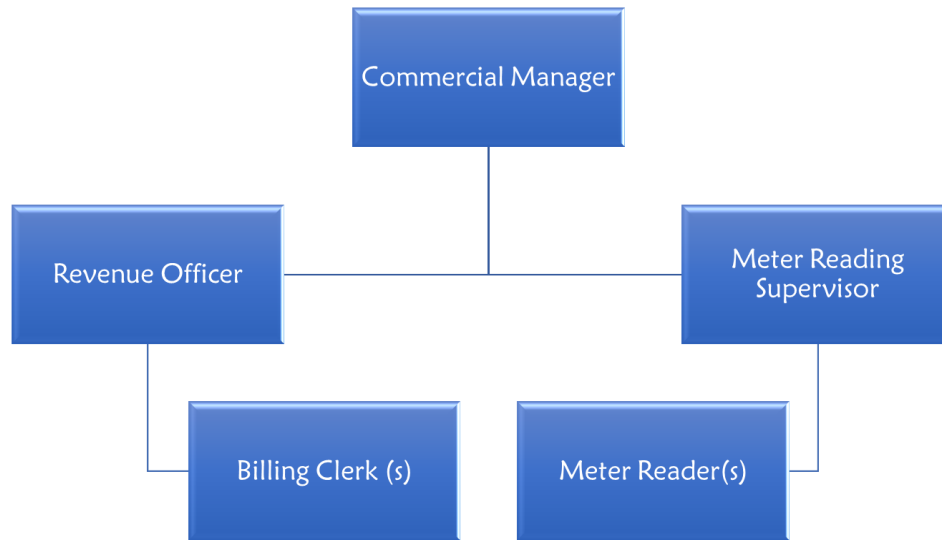
Annex 1A: Finance Department organogram



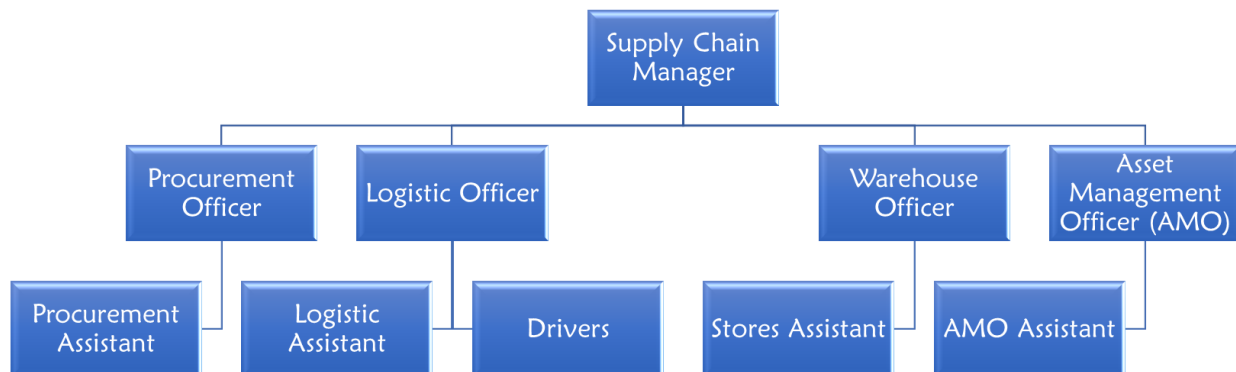
Annex 1B: Human Resources and Administration organogram



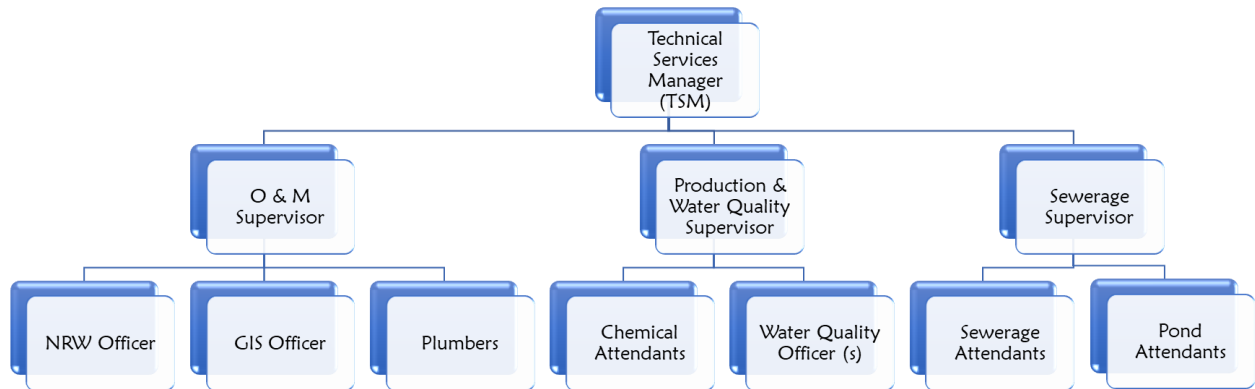
Annex 1C: Commercial Department organogram



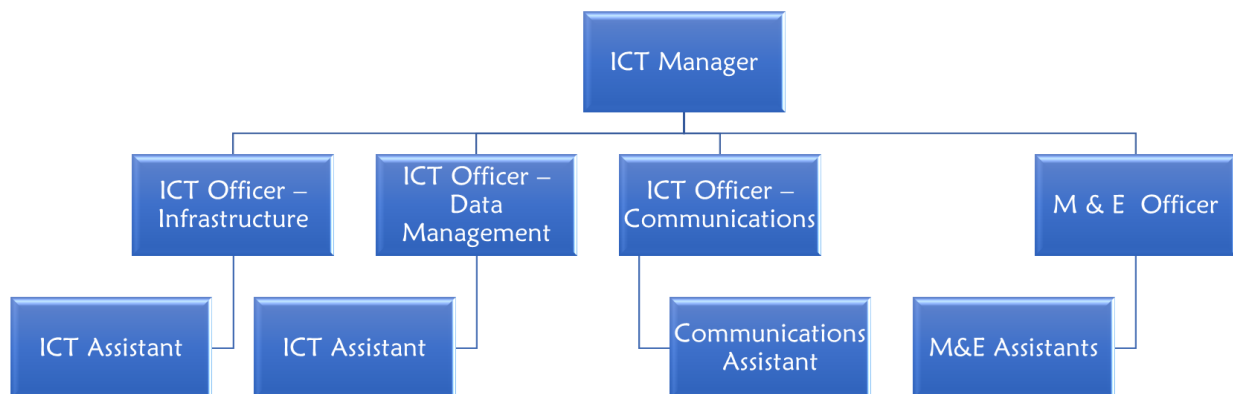
Annex 1D:Supply Chain Management Department organogram



## Annex 1E: Technical Services Department Organogram



## Annex 1F: ICT Organogram



## Annex 2: Sample Letter of Appointment

**[Company Logo]**

**Marsabit Water and Sewerage Company (MARWASCO)**

P.O. Box [XXX] – [Postal Code]

[Marsabit County]

Tel: [Company Phone] | Email: [Company Email]

Website: [Company Website]

### LETTER OF APPOINTMENT

**Date:** \_\_\_\_ / \_\_\_\_ / \_\_\_\_

**Ref No.:** WSC/HR/APPT/[Year]/[Serial No.]

**To:**

[Employee Full Name]

[Postal Address]

[Phone Number]

[Email Address]

---

Dear [Employee Name],

### RE: APPOINTMENT AS [Job Title]

Following your successful application and interview, we are pleased to offer you employment as a [Job Title] at [Marsabit Water and Sanitation Company Limited] effective [Start Date].

You will be stationed at [Workstation/Location] and report directly to the [Supervisor Title]. Your appointment is on [Permanent/Contract/Internship] terms, subject to the company's Human Resource Policy and Procedures Manual and relevant labor laws.

### TERMS OF EMPLOYMENT

- **Position:** You will be employed as ..... (Job title) with a specific job description to be issued to you by your immediate supervisor in consultation with the Human Resource & Administration Manager.
- **Place of Work:** You will be based at \_\_\_\_ with effect from \_\_\_\_\_ but you

will be required to serve and represent Marsabit Water and Sewerage Company (MARWASCO) in any part of the Company's Service area.

- **Medical Cover:** You are covered under the company's group medical cover scheme and Work Injury Benefits Authority (WIBA) scheme available for all MARWASCO staff.
- **Monthly Gross Salary:** Kshs. [Amount]
- **Allowances (if applicable):** ☐ Housing ☐ Transport ☐ Risk ☐ Other: \_\_\_\_\_ as per Human Resources and Administration Policy and Procedures Manual.
- **Working Hours:** Monday to Friday, 8:00 AM – 5:00 PM with one hour for lunch from 1.00 p.m. to 2.00 p.m. However, the nature of Marsabit Water & Sewerage Company activities may necessitate attending work at times other than those specified.
- **Leave Entitlement:** You are entitled to annual leave of 24 days for each completed year of service, accumulated on average of 2 days per month of work. The gazetted public holidays are automatically granted. Where company business demands require you to work on public holidays, these are compensated as per MARWASCO Human Resources Policy and Procedures Manual. Other leave benefits include sick, Maternity/Paternity and unpaid among others.
- **Probation Period:** [Duration, e.g., 3 months], after which performance will be reviewed.
- **Benefits:** NHIF, NSSF, Group Life Insurance, Work Injury Benefit (WIBA) among others outlined in the MARWASCO Human Resources Policy and Procedures Manual
- **Code of Conduct:** You are expected to sign the company's code of conduct and uphold integrity, professionalism, and compliance with MARWASCO's Human Resources and Administration Policy and Procedures Manual and related water sector regulations and safety standards.
- **Employment laws and staff rules and regulations:** You will also be subject to provisions of the Employment Act (Cap. 226 of the Laws of Kenya) and the Company's Staff Rules and Regulations including Human resources and administration, Finance, Procurement and ICT Policies as issued and/or amended from time to time.
- **Termination of employment:** Termination of employment will occur in the event of poor performance, summary dismissal, protracted illness, permanent disability or death, desertion or fraud. Desertion will be deemed to have occurred if you absent yourself from duty for seven (7) consecutive days without the

knowledge of the company. Either party shall be entitled to terminate the employment with just cause, by giving one month's notice of such intention in writing to the other party or, forthwith, by paying the other party one month's basic salary in lieu of notice. This condition does not apply in case of summary dismissal, desertion or fraud.

- **Obligation:** This offer and your acceptance thereof will constitute a binding contract between you and the company. This contract supersedes all other agreements and/or arrangements hitherto entered in to (if applicable) with you and the company.

---

## DOCUMENTATION REQUIRED

Please submit the following before your start date:

- Copy of National ID / Passport
- KRA PIN Certificate
- NHIF & NSSF Numbers
- Police Clearance Certificate
- Medical Fitness Certificate
- Two Passport Photos
- Signed Contract and Job Description
- Data Protection Consent Form

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We look forward to your contribution toward improving water and sanitation services in our community. Kindly sign and return the duplicate copy of this letter to confirm your acceptance.

Yours sincerely,

[Name]

Human Resources Manager

[Marsabit Water and Sewerage Company Limited]

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## ACCEPTANCE

If you accept this offer and Terms and Conditions as stipulated herein, please sign the duplicate copy of this letter to signify your acceptance, then retain the original and return the duplicate copy to the undersigned on or before .....(Date).

I, **[Employee Full Name]**, accept the terms of this appointment as per the Terms and conditions outlined above.

Signature: \_\_\_\_\_ Date: \_\_\_\_ / \_\_\_\_ / \_\_\_\_



### Annex 3: Confirmation of Appointment Letter

In reference to the offer of appointment letter dated....., I am writing to inform you that, following satisfactory completion of the probation period, the board/Management has decided to confirm your appointment in post with effect from..... (date of this letter).

Your employment henceforth will be on permanent/contract (delete as appropriate) terms subject to availability of funds, satisfactory performance of the duties assigned to you and continued need of the role.

On behalf of the MARWASCO Board and Management, I welcome you to the MARWASCO Team and wish you a happy and rewarding career with the company.

Yours sincerely,

Managing Director

c.c Human Resources and Administration Manager

## Annex 4: Personal Record Form

**MARWASCO - STAFF PERSONAL RECORD FORM** *(To be completed by all employees and filed by HR)*

### SECTION A: PERSONAL INFORMATION

| Field                          | Details                                                       |
|--------------------------------|---------------------------------------------------------------|
| Full Name                      |                                                               |
| Gender                         | <input type="checkbox"/> Male <input type="checkbox"/> Female |
| Date of Birth (ID Copy)        | ___ / ___ / ____                                              |
| National ID / Passport No.     |                                                               |
| KRA PIN (Attach Copy)          |                                                               |
| NHIF No. (Attach Copy)         |                                                               |
| NSSF No. (Attach Copy)         |                                                               |
| District of Birth              |                                                               |
| Location                       |                                                               |
| Sub Location                   |                                                               |
| Permanent Residence & Contacts |                                                               |
| Sub County of Residence        |                                                               |
| Postal Address                 |                                                               |
| Mobile Number                  |                                                               |
| Email Address                  |                                                               |
| Emergency Contact Name         |                                                               |
| Relationship                   |                                                               |
| Emergency Contact Number       |                                                               |
| Marital Status                 |                                                               |
| Spouse Name                    |                                                               |
| Contacts: Phone _____          | Email: _____                                                  |
| Dependents (if any)            | Name _____                                                    |
|                                | Date of Birth _____                                           |
|                                | Sex _____                                                     |
| Dependents (if any)            | Name _____                                                    |
|                                | Date of Birth _____                                           |
|                                | Sex _____                                                     |
| Dependents (if any)            | Name _____                                                    |

| Field               | Details             |
|---------------------|---------------------|
|                     | Date of Birth _____ |
|                     | Sex _____           |
| Dependents (if any) | Name _____          |
|                     | Date of Birth _____ |
|                     | Sex _____           |
|                     |                     |

## SECTION B: EMPLOYMENT DETAILS

| Field                  | Details                                                                                                                                                                             |
|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Job Title              | _____                                                                                                                                                                               |
|                        | <input type="checkbox"/> Technical Services <input type="checkbox"/> Water Quality <input type="checkbox"/> Commercial <input type="checkbox"/> Finance <input type="checkbox"/> HR |
| Department / Unit      | and Admin <input type="checkbox"/> ICT <input type="checkbox"/> Supply Chain Management <input type="checkbox"/> MD's Office: <input type="checkbox"/> Other<br>(Specify) _____     |
| Employment Type        | <input type="checkbox"/> Permanent <input type="checkbox"/> Contract <input type="checkbox"/> Intern <input type="checkbox"/> Casual                                                |
| Date of Appointment    | _____ / _____ / _____                                                                                                                                                               |
| Reporting Supervisor   | _____                                                                                                                                                                               |
| Workstation / Location | _____                                                                                                                                                                               |
| Job Grade / Scale      | _____                                                                                                                                                                               |
| Terms of Service       | <input type="checkbox"/> Full-time <input type="checkbox"/> Part-time <input type="checkbox"/> Shift-based                                                                          |

## SECTION C: QUALIFICATIONS & EXPERIENCE

| Field                              | Details                                                                                                                         |
|------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|
| Highest Academic Qualification     |                                                                                                                                 |
| Professional Certifications        |                                                                                                                                 |
| Years of Experience in WASH Sector |                                                                                                                                 |
| Languages Spoken                   | <input type="checkbox"/> English <input type="checkbox"/> Kiswahili <input type="checkbox"/> Local Languages (Name them): _____ |

## SECTION D: COMPLIANCE & DOCUMENTATION

| Document                     | Status                                                   |
|------------------------------|----------------------------------------------------------|
| Signed Employment Contract   | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Job Description              | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Code of Conduct              | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Medical Fitness Certificate  | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Police Clearance Certificate | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Data Protection Consent Form | <input type="checkbox"/> Yes <input type="checkbox"/> No |

## SECTION E: PAYROLL & BENEFITS

| Field               | Details                                                                                                                                 |
|---------------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| Bank Name           | _____                                                                                                                                   |
| Branch              | _____                                                                                                                                   |
| Account Number      | _____                                                                                                                                   |
| Salary Scale / Band | _____                                                                                                                                   |
| Allowances          | <input type="checkbox"/> Housing <input type="checkbox"/> Transport <input type="checkbox"/> Risk <input type="checkbox"/> Other: _____ |
| Insurance Coverage  | <input type="checkbox"/> Group Life <input type="checkbox"/> Work Injury <input type="checkbox"/> Medical <input type="checkbox"/> None |

## SECTION F: DECLARATION

I confirm that the information provided above is accurate and complete to the best of my knowledge. I understand that any false declaration may lead to disciplinary action.

Employee Signature: \_\_\_\_\_ Date: \_\_\_\_ / \_\_\_\_ / \_\_\_\_

HR Officer Signature: \_\_\_\_\_ Date: \_\_\_\_ / \_\_\_\_ / \_\_\_\_

## Annex 5: Performance Appraisal Form

### STAFF PERFORMANCE APPRAISAL FORM (Annual/Semi-Annual Review – Confidential HR Document)

#### SECTION A: EMPLOYEE INFORMATION

| Field                     | Details                                                                                                                                                                                                                                        |
|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Full Name                 | _____                                                                                                                                                                                                                                          |
| Employee ID / Payroll No. | _____                                                                                                                                                                                                                                          |
| Job Title                 | _____                                                                                                                                                                                                                                          |
| Department / Unit         | <input type="checkbox"/> Operations <input type="checkbox"/> Water Quality <input type="checkbox"/> Sanitation <input type="checkbox"/> Finance <input type="checkbox"/> HR <input type="checkbox"/> ICT <input type="checkbox"/> Other: _____ |
| Supervisor Name           | _____                                                                                                                                                                                                                                          |
| Appraisal Period          | From: ____ / ____ / ____ to: ____ / ____ / ____                                                                                                                                                                                                |
| Date of Appraisal         | ____ / ____ / ____                                                                                                                                                                                                                             |

#### SECTION B: PERFORMANCE OBJECTIVES & ACHIEVEMENTS

| Objective               | Target                  | Achievement             | Rating (1–5)                                                                                                                           | Notes to the scores |
|-------------------------|-------------------------|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| _____<br>_____<br>_____ | _____<br>_____<br>_____ | _____<br>_____<br>_____ | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |                     |
| _____<br>_____<br>_____ | _____<br>_____<br>_____ | _____<br>_____<br>_____ | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |                     |
| _____<br>_____<br>_____ | _____<br>_____<br>_____ | _____<br>_____<br>_____ | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |                     |
| _____<br>_____<br>_____ | _____<br>_____<br>_____ | _____<br>_____<br>_____ | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |                     |
| _____<br>_____<br>_____ | _____<br>_____<br>_____ | _____<br>_____<br>_____ | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |                     |

Rating Scale: 1 = Poor, 2 = Fair, 3 = Good, 4 = Very Good, 5 = Excellent

## SECTION C: CORE COMPETENCIES

| Competency                   | Description                                                                   | Rating (1–5)                                                                                                                           |
|------------------------------|-------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
| Technical Knowledge          | Understanding of water/sanitation systems, procedures, and safety standards   | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |
| Service Delivery             | Timeliness, reliability, and responsiveness to community needs                | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |
| Communication                | Clarity, teamwork, and stakeholder engagement                                 | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |
| Compliance                   | Adherence to company policies, water sector regulations, and safety protocols | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |
| Innovation & Problem Solving | Initiative in improving systems, resolving issues                             | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |

## SECTION D: TRAINING & DEVELOPMENT

| Field                                     | Details |
|-------------------------------------------|---------|
| Training Attended During Appraisal Period | <hr/>   |
| Skills Acquired                           | <hr/>   |
| Recommended Trainings                     | <hr/>   |

## SECTION E: SUPERVISOR COMMENTS

### ▪ Strengths:

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### ▪ Areas for Improvement:

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### ▪ Suggested Actions / Support:

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## SECTION F: EMPLOYEE COMMENTS

- Feedback on Role, Support, and Work Environment:

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- Career Development Aspirations:

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## SECTION G: OVERALL RATING & RECOMMENDATIONS

### Overall Performance Rating

☐ Unsatisfactory ☐ Needs Improvement ☐ Meets Expectations ☐ Exceeds Expectations  
☐ Outstanding

Promotion / Role Change Recommended | ☐ Yes ☐ No

Contract Renewal / Confirmation | ☐ Yes ☐ No ☐ Not Applicable |

## SECTION H: SIGNATURES

| Role       | Name & Signature | Date                  |
|------------|------------------|-----------------------|
| Employee   | <hr/>            | <hr/> / <hr/> / <hr/> |
| Supervisor | <hr/>            | <hr/> / <hr/> / <hr/> |
| HR Officer | <hr/>            | <hr/> / <hr/> / <hr/> |

## Annex 6: Staff Leave Application Form

*(To be completed by employee and approved by supervisor and HR)*

### SECTION A: EMPLOYEE DETAILS

| Field                     | Details                                                                                                                                                                                                                                        |
|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Full Name                 | _____                                                                                                                                                                                                                                          |
| Employee ID / Payroll No. | _____                                                                                                                                                                                                                                          |
| Department / Unit         | <input type="checkbox"/> Operations <input type="checkbox"/> Water Quality <input type="checkbox"/> Sanitation <input type="checkbox"/> Finance <input type="checkbox"/> HR <input type="checkbox"/> ICT <input type="checkbox"/> Other: _____ |
| Job Title                 | _____                                                                                                                                                                                                                                          |
| Workstation / Location    | _____                                                                                                                                                                                                                                          |
| Contact Number            | _____                                                                                                                                                                                                                                          |
| Email Address             | _____                                                                                                                                                                                                                                          |

### SECTION B: LEAVE DETAILS

| Field                   | Details                                                                                                                                                                                                                                                                         |
|-------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Type of Leave Requested | <input type="checkbox"/> Annual <input type="checkbox"/> Sick <input type="checkbox"/> Maternity <input type="checkbox"/> Paternity <input type="checkbox"/> Compassionate <input type="checkbox"/> Study <input type="checkbox"/> Unpaid <input type="checkbox"/> Other: _____ |
| Leave Start Date        | ___ / ___ / ___                                                                                                                                                                                                                                                                 |
| Leave End Date          | ___ / ___ / ___                                                                                                                                                                                                                                                                 |
| Total Days Requested    | _____                                                                                                                                                                                                                                                                           |
| Reason for Leave        | _____                                                                                                                                                                                                                                                                           |

### SECTION C: RELIEVING ARRANGEMENTS

| Field                              | Details |
|------------------------------------|---------|
| Name of Officer Taking Over Duties | _____   |
| Designation                        | _____   |
| Contact During Leave               | _____   |

### SECTION D: ATTACHMENTS (If Applicable)

| Document                             | Attached                                                                                         |
|--------------------------------------|--------------------------------------------------------------------------------------------------|
| Medical Certificate                  | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable |
| Birth Notification / Maternity Proof | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable |
| Bereavement Documentation            | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable |
| Study Admission Letter               | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable |



## SECTION E: APPROVALS

| Role                                  | Name & Signature | Date            |
|---------------------------------------|------------------|-----------------|
| Supervisor                            |                  | ___ / ___ / ___ |
| HR Officer                            |                  | ___ / ___ / ___ |
| Managing Director / CEO (if required) |                  | ___ / ___ / ___ |

## SECTION F: DECLARATION

I hereby declare that the information provided is accurate and that I understand the company's leave policy. I commit to resume duty on the agreed date unless otherwise communicated and approved.

Employee Signature: \_\_\_\_\_ Date: \_\_\_ / \_\_\_ / \_\_\_

## Annex 7: MARWASCO Summary Staff Code of Conduct

This Code of Conduct outlines the ethical and professional standards expected of all employees of Marsabit Water and Sewerage Company Limited (MARWASCO). It applies to all staff, regardless of grade, contract type, or location.

### **ETHICAL CONDUCT & INTEGRITY**

Employees shall:

- ✓ Treat customers and colleagues with respect and professionalism.
- ✓ Perform duties diligently and lawfully.
- ✓ Report improper instructions via grievance procedures.
- ✓ Avoid favoritism, dishonesty, and misleading information.
- ✓ Reject bribery, theft, and discrimination.
- ✓ Remain sober and financially responsible.
- ✓ Comply with tax obligations and safeguard company property.

### **CONFLICT OF INTEREST**

Employees must:

- ✓ Dedicate full working hours to MARWASCO.
- ✓ Avoid external engagements that conflict with company interests.
- ✓ Declare potential conflicts in writing to the Managing Director.
- ✓ Seek approval before engaging in external activities.

### **CONFIDENTIALITY**

- ✓ Protect company data and documents.
- ✓ Do not disclose confidential information for personal gain.
- ✓ Seek written permission before publishing official content.

### **COMPANY PROPERTY**

- ✓ Use tools and equipment responsibly.
- ✓ Return all assets upon separation.
- ✓ Complete clearance and settle liabilities before exit.

### **IDENTIFICATION & DRESS CODE**

- ✓ Wear official ID cards during duty hours.
- ✓ Dress modestly and professionally.
- ✓ Use issued uniforms appropriately.

## GIFTS & POLITICAL ACTIVITIES

- ✓ Only accept gifts ≤ Kshs 500 or promotional items.
- ✓ Declare gifts above Kshs 500; cash gifts are prohibited.
- ✓ Political engagement must be private and outside working hours.
- ✓ Employees must resign before contesting elective office.

## WEAPONS

Unauthorized weapons are strictly prohibited on company premises or vehicles without written approval.

## STAFF DECLARATION

I, the undersigned, acknowledge that I have read and understood the MARWASCO Code of Conduct. I commit to upholding its provisions and understand that violations may result in disciplinary action.

Name .....Job Department .....

Title: .....Signature: .....

Date: \_\_\_\_ / \_\_\_\_ / \_\_\_\_

## Annex 8: Approved Salary Scale and Grade

### MARWASCO APPROVED SALARY SCALE & GRADE 2025

| Grade | Job Group            | Min Salary (KES) | Max Salary (KES) |
|-------|----------------------|------------------|------------------|
| R     | MD                   | 235422           | 347826           |
| Q     | TSM                  | 178177           | 263249           |
| P     | Managers             | 103299           | 152620           |
| N     | Officer 1            | 88078            | 130131           |
| M     | Officer 2            | 84465            | 124793           |
| L     | Officer 3            | 85124            | 125767           |
| K     | Officer 4            | 62200            | 91898            |
| J     | Technical Assistants | 36265            | 53580            |
| H     | Clerical Staff       | 27146            | 40106            |
| G     | Support Staff        | 16491            | 24364            |

## Annex 9: Conflict of interest declaration form



### Conflict of Interest Declaration Form

*Annex to HR & Administration Policy and Procedures Manual*

*Confidential – To be completed by all staff annually or upon change of role*

#### SECTION 1: Employee Information

| Field                | Details |
|----------------------|---------|
| Full Name            | _____   |
| Designation          | _____   |
| Department/Section   | _____   |
| ID/Passport Number   | _____   |
| Personal File Number | _____   |

#### SECTION 2: Declaration of Conflict

Please disclose any actual, potential, or perceived conflict of interest:

| Nature of Interest | Person/Entity Involved | Relationship to Employee | Estimated Value (if financial) | Date Interest Acquired | Date Interest Ceased (if applicable) |
|--------------------|------------------------|--------------------------|--------------------------------|------------------------|--------------------------------------|
|                    |                        |                          |                                |                        |                                      |
|                    |                        |                          |                                |                        |                                      |
|                    |                        |                          |                                |                        |                                      |
|                    |                        |                          |                                |                        |                                      |

#### SECTION 3: Examples of Conflicts (Tick if applicable)

- ☐ Financial interest in a supplier or contractor
- ☐ Family member employed by or doing business with MARWASCO
- ☐ External employment or consultancy related to MARWASCO operations
- ☐ Personal relationships affecting impartiality
- ☐ Other: \_\_\_\_\_

#### SECTION 4: Declaration Statement

I, the undersigned, hereby declare that the information provided above is true and complete to the best of my knowledge. I understand that failure to disclose a conflict of interest may result in disciplinary action in accordance with MARWASCO's HR policies and relevant Kenyan legislation.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

---

#### SECTION 5: For Official Use Only

| Field                    | Details                                                                                                                            |
|--------------------------|------------------------------------------------------------------------------------------------------------------------------------|
| Received By              | _____                                                                                                                              |
| Designation              | _____                                                                                                                              |
| Date Received            | _____                                                                                                                              |
| Review Outcome           | <input type="checkbox"/> No Conflict <input type="checkbox"/> Conflict Identified <input type="checkbox"/> Further Review Required |
| Comments/Recommendations | _____<br>_____                                                                                                                     |

Signature (HR/Admin Officer): \_\_\_\_\_

Date: \_\_\_\_\_

## Annex 10: MARWASCO Staff Exit Interview Checklist

**Purpose:** To document feedback from departing staff, identify organizational strengths and gaps, and improve retention, culture, and operational efficiency.

---

### 1. Employee Details

Full Name: \_\_\_\_\_

Department: \_\_\_\_\_

Designation: \_\_\_\_\_

Date of Joining: \_\_\_\_\_

Date of Exit: \_\_\_\_\_

Supervisor/Manager: \_\_\_\_\_

### 2. Exit Interview Logistics

Interview Date: \_\_\_\_\_

Interview Conducted By: \_\_\_\_\_

Designation of Interviewer: \_\_\_\_\_

Mode: ☐ In-person ☐ Virtual ☐ Written

Reason for Exit: ☐ Resignation ☐ Retirement ☐ Termination ☐ Contract Expiry ☐ Other:

---

### 3. Feedback Themes

#### A. Job Role & Responsibilities

- Were your duties clearly defined? ☐ Yes ☐ No
- Did your role evolve during your tenure? ☐ Yes ☐ No
- Suggestions for role improvement:

---

---

## B. Work Environment

- How would you rate the work culture? ☐ Excellent ☐ Good ☐ Fair ☐ Poor
- Were you treated respectfully by colleagues and supervisors? ☐ Yes ☐ No
- Any concerns regarding workplace safety or inclusivity?

---

---

## C. Management & Supervision

- Was your supervisor supportive and communicative? ☐ Yes ☐ No
- Did you receive regular feedback and guidance? ☐ Yes ☐ No
- What did you enjoy most about management and supervision at MARWASCO?

---

---

- Suggestions for improving supervision:

---

---

## D. Training & Development

- Did you receive adequate training for your role? ☐ Yes ☐ No
- Were there opportunities for career growth? ☐ Yes ☐ No
- What would you recommend as priority training areas for future staff:

---

---

---

## E. Compensation & Benefits

- Was the compensation package fair and competitive? ☐ Yes ☐ No
- Were benefits (e.g., NHIF/SHA, Pension, Leave) clearly communicated and accessible? ☐ Yes ☐ No
- Suggestions for improvement: \_\_\_\_\_

---



---

## F. Organizational Policies & Communication

- Were HR policies clear and consistently applied? ☐ Yes ☐ No
- Was internal communication timely and transparent? ☐ Yes ☐ No
- Any policy gaps or inconsistencies noted? \_\_\_\_\_

---

## 4. Reason for Leaving

- Please describe your primary reason for leaving:  
\_\_\_\_\_  
\_\_\_\_\_
- Was this decision influenced by internal or external factors?  
☐ Internal (e.g., management, role fit) ☐ External (e.g., relocation, personal growth)

## 5. Suggestions for MRWASCO Improvement

- What should MARWASCO start doing? \_\_\_\_\_
- What should MARWASCO stop doing? \_\_\_\_\_
- What should MARWASCO continue doing? \_\_\_\_\_

## 6. Final Remarks

- Would you consider rejoining MRWASCO in the future? ☐ Yes ☐ No ☐ Maybe
- Would you recommend MRWASCO as an employer? ☐ Yes ☐ No
- Any additional comments: \_\_\_\_\_

## 7. HR Use Only

- Clearance Status: ☐ Completed ☐ Pending
  - Exit Documentation Filed: ☐ Yes ☐ No
  - Exit Interview Summary Submitted to Management: ☐ Yes ☐ No
  - Follow-up Actions Required: \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

## Annex 11: Casual Engagement Service Agreement Template

*This annex provides a standard template for engaging short-term service providers under casual terms. It is applicable for technical support, community outreach, or operational assistance within MARWASCO.*

---

### CASUAL ENGAGEMENT SERVICE AGREEMENT

**This Agreement is made between:**

**MARWASCO** (“the Utility”)

and

**[Insert Service Provider Name]** (“the Consultant”)

**Effective Date:** [Insert Date]

**Engagement Period:** [Insert Duration, e.g., 3 months or project-based]

---

#### 1. Purpose of Engagement

This agreement outlines the terms under which the Consultant will provide short-term services to MARWASCO, including but not limited to:

- [Insert brief description of services, e.g., “Community training on water conservation and support in meter installation.”]
- 

#### 2. Scope of Work

The Consultant shall (Specify the scope of work by replacing the highlighted text):

- Deliver agreed services as per the engagement terms.
- Submit brief activity reports to the designated supervisor.
- Coordinate with MARWASCO’s relevant department for scheduling and logistics.

#### 3. Working Hours and Location

- Engagement is part-time and flexible, based on mutual agreement and services that may be delivered at MARWASCO offices, field sites, or remotely as per agreement between the parties.

#### **4. Payment Terms**

- The Consultant shall be paid a rate of [Insert KES] per day/session.
- Payments will be processed [weekly/monthly / at the end of assignment] upon submission of timesheets and activity reports.
- No additional benefits, allowances, or gratuities shall apply.

#### **5. Confidentiality**

The Consultant agrees to maintain confidentiality regarding any sensitive information, data, or internal processes encountered during the engagement.

#### **6. Termination Clause**

Either party may terminate this agreement with [Insert notice period, e.g., 7 days] written notice. Payment will be made for services rendered up to the termination date.

#### **7. Acknowledgement and Acceptance**

By signing below, both parties confirm their understanding and acceptance of the terms outlined in this agreement.

**Signed:**

[Name & Title of MARWASCO Representative]

Date: \_\_\_\_\_

[Consultant Name]

Date: \_\_\_\_\_

## Annex 12: HR Policy Acknowledgement Form

Human Resources Department – Marsabit Water and Sewerage Company Limited (MARWASCO)

### Employee Information

- Full Name: \_\_\_\_\_
- Employee ID / Staff Number: \_\_\_\_\_
- Designation / Job Title: \_\_\_\_\_
- Department / Unit: \_\_\_\_\_
- Date of Issue: \_\_\_\_\_
- Policy Version: \_\_\_\_\_

### Acknowledgement Statement

I hereby confirm that:

I have received and read the Human Resources Policy Manual issued by *Marsabit Water and Sewerage Company Limited (MARWASCO)*.

1. I understand the contents of the policy, including:
  - Recruitment procedures
  - Code of Conduct and Ethics
  - Leave and Attendance Procedures
  - Disciplinary and Grievance Procedures
  - Performance Management Guidelines
  - Data Protection and Confidentiality
  - Occupational Health and Safety
  - Employment Terms and Exit Protocols
2. I acknowledge that it is my responsibility to comply with the provisions of this policy.
3. I understand that non-compliance may result in disciplinary action as outlined in the manual.
4. I will seek clarification from HR if any part of the policy is unclear.

### Employee Declaration

I affirm that I have read, understood, and will adhere to the HR Policy.

Employee Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**HR / Supervisor Confirmation**

Received and recorded by:

Name: \_\_\_\_\_

Designation: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_