



3. REMUNERATION

Remuneration is defined here as any payment/fee or entitlement to which the recipient is not expected to account to the organization. They include salaries and allowances due an employee of the organization. BOK rely on voluntary for most of its work. It is generally, not a paid staff organization. In line with its Constitution of BOK 1.7 “..... *The income and property of the BOK AFRICA shall be applied solely towards the promotion of the objects, and that no portion thereof shall be paid or transferred directly or indirectly to the members as profit, dividends or bonuses except legal entitlement for officers.*” BOK remuneration is based on the following principles:

1. Fairness and equal pay

Pay systems are adjusted to ensure that equal work (all other things being constant) have equal compensation.

2. Employees feel valued

Monetary rewards are not the basis of measuring the value of staff.

3. Transparency

The pay system is simple and easily communicated, and information about it is available.

4. Ownership

Employees are equal participants in the vision and objectives of the organization.

5. Sustainability

The system is enduring, affordable, simple and easily administered.

6. Predictability/certainty

Any reasonable expectations staff have of how they will progress through the pay scales will be met. The organisation will be able to plan and budget.

3.1. Board of Directors

According to the Constitution of BOK 2.3 “.....*Membership of BOD are **not paid**, hence members are not necessarily entitled to allowances except provided for or for refund of out-of-pocket expenses and travel compensations.*”

Members of the Board of directors are not given any allowance or pay for their membership or attending meetings. It is voluntary service.

3.2. Staff

A staff is any person authorized carry-out activities in the name of and for the organization. All staff respond to the Executive Director as the head of administration. A staff of BOK may be a volunteer, intern, or paid employee. BOK depends on unpaid staff for most of its activities. Staff maybe adhoc, temporal, consultant, part-time or full-time but hardly permanent employee.

3.3. Salaries/Compensations

The following is the procedure on salaries: -

a) All permanent employees shall be issued with appointment letters signed by the organization (Chair, President or Executive Director) and employee-signifying acceptance of the terms and



conditions set forth thereto. The appointment letter shall contain the initial salary, responsibilities, duties and the general terms and conditions.

b) Subsequent changes in salary, responsibilities, duties, terms or conditions of employment shall be communicated to the employee in writing.

c) A personal file shall be opened for every employee. Copies of job application letters, Appointment letters, biodata and any other correspondence between employer and the employee shall be kept in this file.

d) Salaries shall be paid monthly in arrears. A salaries schedule showing the gross pay, advances, deductions, and net pay shall be prepared by the Accounts, checked and verified by the Finance manager and approved by the Executive Director (or higher authority) prior to the preparation of payment vouchers and the cheque/transfer/order.

e) A personal data card shall be opened for each member of staff. Salaries shall be paid by bank transfer/cheque/cash through the respective bank accounts, or a means appropriate for the environment.

f) Employees shall be issued with a pay slip every month, which will show the computation of his/her net salary.

g) Signing the payment vouchers for the net pay, and the monthly transfer sheets where applicable shall evidence authorization of salary payments.

3.4. Structure of Remuneration

BOK Africa has a salary structure (with 12 levels and 9 ranks) and per diem rates categorized into Standard, urban/cities and rural areas for Daily Subsistent Allowance (DSA) and Accommodation. The extent of remuneration is determined by specific projects and resource availability. BOK Africa is heavily projectized and remuneration is dependent on projects. The determination of salary scale for a staff are based on

3.4.1. **Expertise:** Qualification and relevance to the tasks (40%)

3.4.2. **History:** Experience in the relevant areas of duties (35%)

3.4.3. **Position:** level of responsibilities (25%)

BOK remunerations are not purely on salary scale. It is also determined by the specific function and the market value of the function, in the case of consultants and adhoc staff.

3.5. Fringe benefits

The benefits due to staff of BOK generally rests on the achievements of the organizational goals rather than personal (especially, monetary) benefits. All staff are expected to be motivated at contributing to and sharing in the goals of the organization.

There are no benefit systems assigned to staff. Provision of accommodation, vehicle, health support, etc are not meant as benefits but for the performance of duties of officers of the organization. There is no bonus system.