

evidence
action



Employee Handbook

Africa Region

Dear Employee,

Welcome

to Evidence Action!

We are excited to have you as part of our team. We acknowledge that you are the most important asset we have and as such, we have developed this employee handbook to help you get acquainted with our culture and answer many of your initial questions.

We have an ambitious mission to become a world leader in scaling evidence-based and cost-effective programs to reduce the burden of poverty. We have invited you to join us because we believe you can contribute to the achievement of our goals and share our commitment to our vision and mission statement.

We hope that your experience here will be challenging, enjoyable, and rewarding.

Welcome aboard!

Warmly,

Paul Byatta

Executive Vice President | Africa Region

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PURPOSE

This document provides an overview of the P&C policies and procedures, Standardized staff benefits for all Africa Region employees and provides the framework and regulations to ensure that all employees are treated fairly.

For detailed policy guidelines and procedures, employees should always refer to the Global P&C Policy Manual available on the [intranet](#). Information in the Global P&C Policy supersedes the information in this guide and will be referenced in cases of clarification or dispute.

All employees are expected to abide by the P&C policies and procedures throughout their employment with Evidence Action.

USING THIS HANDBOOK

This handbook references policy, procedures, Benefits and guidelines to the following definitions;

Policy: Evidence Action strives to attain the highest standards of professionalism and commitment to its mission by recognizing and building upon the individual capabilities of its staff to maximize the latter's productivity, contributions, and potential. Policies are reviewed and approved by the Executive Vice President, Africa and are adopted to guide decision-making

Procedure: A procedure is a set of instructions that outline the established or official way of carrying out a specific task in a certain order or manner.

Guidelines: A guideline aims to streamline particular processes by offering recommendations on how to carry out a particular routine or task. Unlike policy, guidelines are not mandatory.

Benefits: A form of non-monetary compensation that team members receive in addition to a regular salary.

For detailed policy guidelines and procedures, employees should always refer to the Global P&C Policy Manual, available on the intranet or their country-specific NRS Supplement. Information in the Global P&C Policy and NRS Supplements supersedes the information in this guide and will be referenced in cases of clarification or dispute.

ABOUT EVIDENCE ACTION

Our Mission

Evidence Action aims to be a world leader in scaling evidence-based and cost-effective programs to reduce the burden of poverty – defines how we contribute to that vision.

Our Vision

Building a world where hundreds of millions of poor people have better opportunities and their lives are measurably improved – articulates the state of the world we want to see.

Our Values

- *Evidence first.* We are led by facts. We go where the data takes us. Robust, rigorous evidence informs our choices and decisions.
- *Think big, act urgently.* We are unrelenting in our pursuit of results at scale. We know that poverty does not wait. We act so that the best ideas deliver benefits to millions.
- *Iterate, again.* We reflect constantly and adapt accordingly. We test, measure, and improve to ensure impact. If we can do something, we can do it better.
- *Economize without compromise.* The biggest impact at the lowest cost is what we are after. We ensure value for money for all our stakeholders but know there is no substitute for quality.
- *Challenge convention.* We ask “why” and “why not” in equal measure. We are sincere in our skepticism and incessant in our search for solutions.
- *Passion throughout.* We are driven to lessen inequality, to improve lives. We take action, converting impatience into impact.

What we do

Our approach fills the gap between research about what works and solutions for people in need. We operate in more than five countries across the globe and positively impact the lives of hundreds of millions of people every year in a measurable way. Below we highlight the programs that we are involved in.

1. Safe Water Now

An estimated 525,000 children under five die from diarrhea each year, often due to unsafe water. Our chlorine dispensers are installed directly next to untreated water sources, allowing residents to add a precise dose of diluted chlorine to their jerrican before filling it with water. At a cost of less than \$1.50 per person per year, Dispensers for Safe Water is an innovative and cost-effective approach to the challenge of unsafe water in poor, rural areas.

Our in-line chlorination program was incubated in Evidence Action's Accelerator and builds on our highly successful Dispensers for Safe Water program. By automatically treating communal piped water systems, this innovation has the potential to dramatically expand the number of people we can reach with lifesaving access to safe drinking water.

2. Deworm the World

More than 835 million preschool- and school-age children are at risk of parasitic worm infection. The Deworm the World Initiative partners with governments to develop and implement national, school-based deworming programs. We have supported the delivery of over 1.3 billion deworming treatments since 2014 at an average cost of less than USD \$0.50 per treatment, with measurable improvements in health, economic, and educational outcomes.

3. Equal Vitamin Access

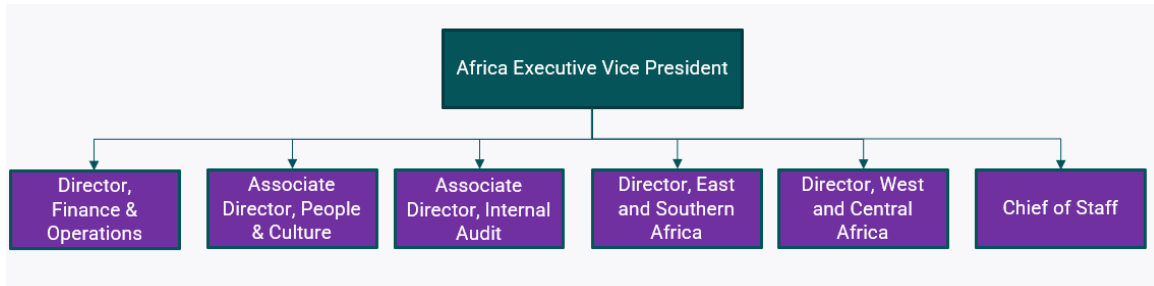
An estimated [600 million children](#) around the world suffer from anemia, a condition that impairs physical and cognitive development and weakens the immune system. Rigorous evidence shows regular iron and folic acid (IFA) supplementation significantly reduces the risk of this condition. Beginning in India, we're testing how this intervention can be delivered cost-effectively to millions of children through schools.

4. Syphilis-Free Start

Approximately [one million pregnant women](#) around the world are infected with active syphilis by preventing mother-to-child transmission of syphilis, we can avert thousands of cases of neonatal mortality and disability every year. We are seeking to change this paradigm by working with governments to adopt and scale rapid HIV/syphilis dual testing in prenatal care settings, dramatically increasing countries' ability to detect and treat the disease before it causes complications to the child.

Africa Regional Leadership

The Africa Region is led by the Executive Vice President and is divided into two sub-hubs; East & Southern Africa (ESA) and West & Central Africa (WCA). Each sub-hub has Country Operations, led by Country Directors and sub-regional programs and operations led by a Sub-Hub Director. Below is an illustration of the constitution of African Leadership.



- **Senior Regional Leadership (SRL)**
 - This is a 7 member leadership team comprising the Africa EVP, Director Finance & Operations, Associate Director, People & Culture, Associate Director, Internal Audit, Director, West and Central Africa, Director, East and Southern Africa and the Chief of Staff.
- **Sub Regional Leadership (Sub-RL)**
 - This is a sub-regional leadership team of 7-10 members from a sub region - the sub regional Director and sub regional department leads in program and compliance. The Sub-RL is convened by the respective sub regional director.
- **Africa Leadership Team (ARL)**
 - This is a larger regional leadership team of about 15 members; the SRL, the Country Directors and Associate Directors within the region.
- **The Regional Compliance Team**
 - This comprises the Finance & Operations, People & Culture, and Internal audit functions.

POLICIES & PROCEDURES

Summary

POLICY	CONTENT SUMMARY	Actions	By week/Month
Confidentiality	The Employee by virtue of working for Evidence Action will be required to carry out tasks for the organization which may require the staff member to disclose confidential and proprietary information ("Confidential Information") to you.	Read and sign	Week 1
Conflict of interest	Refers to any case where an employee's personal interest might contradict the interest of the company. All current employees and candidates for employment for Evidence Action are required to disclose familial, personal and financial affiliation relationships with other employees working for Evidence Action and all possible conflicts related to their affiliation with other entities. The aim of this disclosure is to protect both the organization and individual employees against issues arising from conflicts of interest. This helps Evidence Action ensure that familial, personal relationships or financial affiliations do not influence decision-making or interfere with personnel management and supervision	Read and sign	Week 1
Health and medical information	This provides insurance provider information intended to safeguard against the employee and dependent health care costs. It defines the financial limits, authorized medical providers, and services provided among other information. Refer to the In-country Medical cover policy.	Read	Week 1
Evidence Action Global P&C Manual	Details our most important policies and procedures and our way of life/culture. Employees should always refer to the Global P&C Manual for detailed policy guidelines and procedures.	Read	Week 2

POLICY	CONTENT SUMMARY	Actions	By week/Month
Grievance and Disciplinary Management	This ensures that issues of misconduct are managed and dealt with in a fair and consistent manner. The trust promotes high standards of behavior and conduct for all employees and takes appropriate corrective action where those standards are not met.	Read	Month 1
Safety, security, and emergencies	This describes the measures to identify and prevent risks to the safety and security of persons and property and prepare to respond effectively to threats and other emergencies	Read	Month 1
Travel(Finance)	This deals with business/work travel of employees, allowable expenses and travels subsistence reimbursement	Read	Month 1
Anti-trafficking	<p>This policy describes guiding principles with respect to non-engagement in trafficking in persons and the organization's commitment to mitigating the risk of trafficking in persons in connection with its operations.</p> <p>Link: Evidence Action Code of Conduct</p>	Read	Month 1
Child protection	As an Organization that respects the rule of law and tenets of good practices, Evidence Action will aim to ensure that its staff and formal partners are aware of and respond appropriately to issues of child abuse and the sexual harassment and or exploitation of children. This policy forms the basis by which Evidence Action Senior Leadership Team will ensure that anyone who represents our organization behaves appropriately towards children and does NOT abuse the position of trust that comes with being a part of Evidence Action.	Read	Month 1

POLICY	CONTENT SUMMARY	Actions	By week/Month
	Evidence Action's child protection policy, procedures and practices will also be informed by the In-country legal framework and Constitutional dispensation as outlined in the various NRSs.		
Anti-bribery	This explains Evidence Action's responsibility to comply with anti-bribery and anti-corruption laws Link: Evidence Action Code of Conduct	Read	Month 1
Fraud	This defines actions that are deemed to be fraudulent and the formal procedures that employees should follow if fraud is suspected. Link: Evidence Action Code of Conduct/Global Disciplinary Guidelines	Read	Month 1
Whistleblowing	This defines the reporting by employees of suspected misconduct, illegal acts or failure to act within the organization's policies and procedures. The aim of this policy is to encourage employees and others who have serious concerns about any aspect of the employee's work and action to come forward and voice those concerns. Link: Evidence Action Code of Conduct	Read	Month 1
Procurement and asset management	This defines purchasing processes and sourcing strategies to ensure that the services and goods we acquire are the results of transparent, objective, time and cost-effective decision-making and risk management.	Read	Month 2

POLICY	CONTENT SUMMARY	Actions	By week/Month
Performance management	This empowers employees to have greater input into their personal performance and career progression and will enable managers to identify better, recognize, and reward individuals based upon an agreed set of criteria. Evidence Action's performance management approach includes an orientation, a probationary period, planned work objectives and regular performance reviews.	Read	Month 3

CODE OF CONDUCT

Evidence Action's Code of Conduct (COC) establishes the basic level of conduct expected of all employees and persons under contract to Evidence Action. All employees are expected to read, adhere to, and remain familiar with Evidence Action's Code of Conduct.

Specifically, the Code of Conduct aims to:

- a) Specify standards of integrity and conduct to meet Evidence Action workplace standards;
- b) Foster accountability, supervision, and responsibility within the workplace;
- c) Reduce the risk of unlawful, unethical, or inappropriate behavior; and
- d) Foster open communication and transparency

The Code of Conduct cannot address all possible situations. Employees are encouraged to refer to the [Global HR Policy Manual](#) for more information on the code of conduct, and approach their Supervisors or People & Culture with questions regarding the Code of Conduct.

Evidence Action Dress Code: Business Casual

WORKPLACE DISCIPLINE

Evidence Action believes that good management practice aims to help and encourage employees to achieve and maintain high standards of performance, conduct, and behavior, and aims to encourage improvement in these areas at all times.

Our goal is to ensure that all employees are treated fairly and consistently in relation to cases of unsatisfactory performance, conduct and any action that may be taken as a result. While all cases should be dealt with as promptly as possible, thoroughness is also important to ensure the most appropriate course of action is taken in light of all available evidence.

Any disciplinary action taken will be in consultation with regional, local, and/or global People & Culture and will follow any applicable federal, state, or local laws.

Employees should refer to the specific country supplements for more detailed guidelines on workplace discipline.

EMPLOYEE GRIEVANCES

Evidence action shall do everything possible to avoid grievances from arising by providing a good working environment and atmosphere. Under normal working conditions, employees who have job-related problems, questions, or complaints shall first discuss the matter with their immediate supervisor. At this level, employees often reach the simplest, quickest, and most satisfactory solution. If the employee and supervisor fail to solve the problem, Evidence Action encourages the employee to contact the P&C Department.

Employees and their respective supervisors/ managers shall treat each other with appropriate sensitivity and respect while contributing towards a constructive working environment within the organization.

Evidence Action shall make sure that the lodging of the grievance shall not prejudice the employee's employment in any way. Detailed procedure is outlined in the various country NRSs.

PERFORMANCE MANAGEMENT

Evidence Action aims to improve the performance of its employees by developing their skills, knowledge and capabilities as individuals and as members of teams. Our performance management approach includes an orientation, a probationary period, planned work objectives, continuous informal performance conversations and bi-annual performance reviews.

Performance Appraisal

This is the process of identifying, evaluating and developing the work performance of employees to help achieve the goals and objectives of the organization. At the same time, appraisals benefit employees by providing them with recognition, feedback, career guidance, and development.

Performance appraisal involves managers and their staff members on one on one basis at regular intervals to discuss performance in relation to;

- Execution of roles and responsibilities
- The requirements of the organization and individuals' contributions to the achievement of the organization's objectives.

Effective performance appraisal relies on clear performance standards being established and discussed with employees. Appraisal involves;

- Observing the employee's work behavior and results, and comparing them against the agreed standards
- Evaluating job performance and the employee's development potential
- Providing feedback to the employee acting on the results of the appraisal process, for example through promotion, reward, recognition, counseling, training, or in some cases termination.

Small Improvements - [User Tutorials](#)

Small improvements is an ongoing performance management platform used by Evidence Action to help employees grow and succeed. It helps to encourage meaningful feedback and build strong working relationships with any combination of its core features: 1:1 meetings, Praise, Objectives, 360 feedback reviews, and ongoing feedback.

Praise

This gives the opportunity to publicly recognize other staff employees for their good work/positive contributions

Objectives

This allows all divisions within the organization to set and document their annual and quarterly objectives. The cycles at Evidence Action are editable every quarter.

- a) There will be a bi-annual (mid-year and end-of-year) review for all Evidence Action employees.
 - b) The performance of all employees shall be evaluated by their respective immediate supervisors with input from their secondary managers where applicable.
 - c) Evidence Action directly links salary increases with employees' annual performance. Employee performance reviews and planning sessions will have a direct effect on any changes on their compensation. Specifically, overall employee performance is used as a basis to award the annual salary percentage increase or promotion as per Compensation Plan.
 - d) The performance of all employees shall be evaluated in terms of quantity and quality of outputs consistent with Evidence Action's mission and focus. The supervisor shall likewise identify training and development needs during performance evaluation.
 - e) All probationary employees shall be evaluated at the end of the probationary period. After the initial review, the employee shall be appraised according to the annual performance review schedule.
 - f) The results of the performance appraisal shall also be used to identify future training needs.
- Management is committed to ensuring that every job is appraised as objectively as possible using transparent standards. The set job standards shall be the basis for rewarding the employee which shall subsequently improve individual accountability.

1:1 Meeting

Evidence Action encourages all employees to have frequent 1:1 meetings between the direct managers/supervisors and direct reports.

Reviews and ongoing feedback

This is the performance appraisal way of Evidence Action. It happens on a monthly basis where all staff performance for the year completed is measured and feedback is shared with them by their direct managers. In the final annual reviews, the staff are rated on a 5 scale rating;

1. Inadequate Performance - Unsatisfactory performance that needs further improvement and development to achieve requirements of the role, or is not consistently meeting role requirements.
2. Below Expectations - Needs improvement
3. Meets Expectations - Achieves the requirements of the role on an ongoing basis
4. Above Expectations - Consistently exceeds many of the requirements of the role
5. Exceptional - Consistently far exceeds requirements of the role

Individual Development Plan (IDP) and employee care needs will be determined during the Performance Review (PR) process, which will form the basis for training and improving the work-life balance needs of employees.

Performance Agreements (PA) will be used to set the agreed objectives to be achieved in the Financial year and will be used as reference documents in the review process to rate the performance.

Performance Improvement Plan (PIP)

- An employee who fails to meet expected performance standards; and scores a rating of 1 or 2 shall be part of a Performance Improvement Plan (PIP). The PIP can be initiated at any point in the performance year as long as the line manager has noticed significant undesirable change in the staff's performance.
- The PIP shall be developed by the line manager and the employee in consultation with the HR Department, secondary manager and second level manager. The line manager and HR shall monitor implementation of the PIP on a regular basis. The line manager will have a performance discussion with the staff at least every month and document the performance progress.
- The PIP shall be for an initial period of three months, and can be extended for up to another three months after which a final performance review is conducted.
- If a member of staff goes on any kind of leave for more than 5 working days during PIP, the duration of the PIP will be paused and continued upon return of the staff.
- If the employee does not improve he/she shall be deemed to have no interest in the job and shall be referred to HR to institute the necessary termination processes. The staff will receive notice before termination as stipulated in their employment contract.

360 feedback

This is when all employees get feedback regarding their performance and professional relationships from their peers and also share upward feedback with their managers.

STAFF BENEFITS

This guide provides an overview of the benefits and privileges to which employees of Evidence Action and their dependents are entitled in the execution of their duties. These benefits and allowances are over and above employees' normal remuneration and refer to both the time during the term of office and in some cases to the time thereafter.

Definitions

In this Guide unless the context otherwise indicates:

Dependents:

Refers to a legally recognized spouse or child of an Evidence Action employee

Provider:

Refers to a contracted Insurance company

Regular term contract:

Refers to an employment contract of a period of at least 1-year

Daily Rate Calculation:

Evidence Action shall consider the following in the calculation of the employee daily rate of pay 22 days in a month OR 264 days in a year.

Summary of Employee Benefits

Benefit	Eligibility	Coverage Levels
Pension	All Staff on regular contract (At least 1 year)	As guided by in-country statutory requirements, where none is provided, an equitable arrangement in the spirit of standardization will apply
COLA (Cost of labor adjustment)	All Staff on regular contract (At least 1 year)	Compensation and benchmarking exercise and adjustments will be conducted every 2-3 years to ensure parity with similar INGOs and competitiveness of Evidence Action salary and benefits.
End of year Gratuity	All Staff on regular contract (At least 1 year)	5% of basic pay paid annually
Health Insurance	All staff on regular contract (At least 6 months)	Inpatient Cover, Outpatient Cover, Dental Cover' Optical Cover Maternity Cover (Within inpatient limit) and as guided by the in-country medical cover policy
Group Personal Injury/WIBA	All Staff	As guided by in-country WIBA Policy
Last Expense/ Funeral Benefit <i>Death of an employee Dependent</i>	All staff	Employees who pass away while in the employ of Evidence Action will be eligible for: USD 2,000 (Funeral assistance) and 6 months' salary (up to a maximum of USD. 10,000 payable in 3 installments). This benefit will be applied through Group Life Insurance; or directly through Evidence Action in the absence of Group Life Insurance.

Benefit	Eligibility	Coverage Levels
		<p>For the death of family members of staff, Evidence Action will participate indirectly through the support of an in-country staff welfare scheme by matching employee contributions.</p> <p>Min monthly contribution = USD 150</p> <p>Max monthly contribution = USD 500</p> <p>*Employees will refer to the specific country NRS supplements for actual figures in local currency.</p>
<p>LEAVE</p> <p><i>Annual Leave</i></p> <p><i>Sick Leave</i></p> <p><i>Parental Leave</i></p> <p><i>Bereavement Leave</i></p>	All Staff	<p>27 days annual leave ; 3 days locked in for the period between Christmas and New Year's Day. These 3 days are not payable upon exit from the organization.</p> <p>As guided by in-country statutory requirements</p> <p>As guided by in-country statutory requirements where none is provided for Global policy applies</p> <p>As guided by the in-country statutory regulations. In absence of which the staff will be entitled to 5 days per loss of an immediate family member.</p>

Compensation and Benefits

Compensation

Evidence Action maintains a salary structure that is both equitable and competitive. The difference in the rates of pay among job positions within Evidence Action shall consider the relative ranking among jobs in terms of skills and knowledge, efforts, and responsibility. The salary levels shall be competitive with the prevailing market rates given similar conditions and compatible with the fundamental values of Evidence Action.

Salary Structure

- The salary structure provides for the minimum and maximum rate of pay for each position level.
- A compensation and benchmarking exercise and adjustments will be conducted every 2-3 years to ensure parity with similar INGOs and competitiveness of Evidence Action salary and benefits.
- Increases shall be determined on the basis of performance, adherence to organizational policies and procedures, and ability to meet or exceed duties per job description as well as the accomplishment of performance goals.
- Although Evidence Action's salary structure shall be adjusted periodically, management may grant other inflationary adjustments depending on the merit of the situation.

Payment of Salaries

- a) All employees are paid in arrears such that employee salaries shall be banked in respective employee accounts on or before the last day of each month. In the event that the regularly scheduled payday falls on a weekend or holiday, employees shall receive pay the next day of operation or the day before or the weekend as the case may be.
- b) All errors in salary computation shall be corrected in the next month's pay. All errors in the salary shall be communicated to the concerned employee immediately upon detection.
- c) Pay slips shall be accessible to the employees; the latest date would be the last day of the month. In the pay slip, the calculation of the salary for the whole month shall be shown.

Pension

Eligibility

All Evidence Action employees are on a regular contract of not less than 1 year.

Benefit Details

Evidence Action will match private pension contributions for all its employees on a regular contract of not less than 1 year. The company will choose a pension provider (where one does not exist).

Where the in-country statutory requirement explicitly stipulates the level of pension contribution on the part of the employer and the employee, Evidence Action will adopt such a position.

Where no such direction is given, the Regional P&C Policy will be applied in the country.

Procedure

All employees are required to fill out application forms to join the company pension scheme and provide prerequisite documents including dependent information to the local P&C Representative.

Evidence Action will match employee contribution to the pension schemes as guided by in-country statutory requirements. Where none exists, regional policy on % contribution will apply.

The in-country P&C department will be responsible for notifying the provider when employees enter or exit the scheme

End-of-Year Gratuity

Eligibility

All Evidence Action employees on regular-term contracts are eligible for gratuity benefits.

Benefit Details

The gratuity benefit is paid out to all regular contract employees at a rate of 5% of their annual basic salaries at the end of every calendar year in December. For employees who join during the year, the gratuity will be prorated.

Employees who voluntarily leave the company, have their contract terminated by Evidence Action or elect to not have their contract renewed before the payout period (i.e. December) will be paid their accrued gratuity on a pro rata basis.

This benefit will be replaced by the 13th month pay in countries where the 13th month is a legal requirement.

Procedure

Nothing is required by the employee to claim the gratuity benefit. The P&C and Finance departments shall liaise to calculate and issue the gratuity benefit for the last pay period of each year or as needed for staff who are voluntarily not-renewing their contract.

Insurance

Medical Insurance

Eligibility

An employee is eligible for medical insurance if such an employee is determined to be on regular contract with Evidence Action for a period not less than 6 months.

Benefit Details

The benefit is offered per family and will cover the employee as the principal member plus a maximum of 5 (five) dependents. Employee dependents include a legal spouse and up to four (4) children below the age of 26 years. The medical insurance will cover the following benefits within established cover limits;

- Inpatient Cover
- Outpatient cover
- Maternity cover (within inpatient limit)
- Dental cover
- Optical cover
- Last Expense

Medical insurance is renewed annually through a competitively selected medical provider.

Procedure

Employees will be required to fill out an application form from the insurer upon renewal
Required documentation from the employee

Employee/Principal Member	Duly filled application form Copy of ID
Dependent spouse	Affidavit of marriage or marriage certificate
Dependent children	Birth notification or birth certificate

Employees can add new dependents to their medical cover by notifying their in-country P&C representative and filling out the relevant application form.

New employees joining the company will be required to fill out a medical application form during their orientation period; they will immediately be added to the company health insurance scheme.

Group Personal Accident Insurance

Eligibility

All short-term and full-time Evidence Action employees are covered under the group personal injury benefit as part of statutory requirements.

Benefit Details

This benefit covers employees for work-related injuries leading to;

- Time off work injury
- Partial disability
- Total Disability
- Death of an employee

The personal injury insurance cover is renewed on an annual basis

Procedure

The in-country P&C representative is responsible for alerting the insurance provider whenever there are new employees who are then added on or removed from the cover.

Death of Employee and Approved Dependents

Eligibility

All Evidence Action employees are eligible for this benefit

Benefit Details

Death of an Employee

Where an employee passes away while still under the employ of Evidence Action, the organization will provide a one-time payment of **2,000 USD in cash support**, and **6 months' salary** to be paid to the staff's next of kin with a capping of 10,000 USD. This benefit will be administered through the Group Life Insurance Cover, or directly by Evidence Action in the absence of a Group Life Cover. The specific NRS supplements should be referred for the amounts in local currency.

Death of an employee's dependent

Evidence Action will support such occurrences indirectly through in-country registered staff welfare schemes.

Staff Welfare Schemes

Eligibility

All employees of Evidence Action may contribute to and participate in the staff welfare scheme in their respective countries.

Benefit Details

Evidence Action's contribution to the welfare schemes is dependent on the scheme meeting the below requirements.

1. Each in-country welfare scheme should be formalized - guided by an endorsed constitution or by-laws
2. Should have a membership of not less than 80% of active (current) employees
3. Should have officials in office as guided by the welfare constitution and clear guidelines on the selection of said officials
4. P&C will be in an ex-officio position as an official of each in-country welfare scheme
5. Periodic accountability (audit) of welfare funds

Evidence Action reserves the right to permanently or temporarily suspend its contributions to the scheme and institute disciplinary measures if any of the requirements stipulated above are not met or are violated. Should this happen, the schemes are free to continue their operations. Evidence Action participation in the schemes will however be suspended.

Contribution to the Welfare Scheme

Evidence Action will complement the monthly contribution of employees to the welfare scheme as per stipulated guidelines.

Min monthly contribution = USD 250

Max monthly contribution = USD 500

Leave Of Absence

Eligibility

All Evidence Action employees are entitled to leave as part of statutory requirements.

Where a country's statutory requirement explicitly gives direction on the length of leave, the country will adopt such leave as stipulated. Where no provision is stipulated in the country's labour laws, the Global P&C policy will take precedence.

Annual Leave

Evidence Action employees will be entitled to 27 days of annual leave in each calendar year.

However, 3 out of the 27 days will be locked to the period between Christmas and New Year holidays and will not be paid to the employee when leaving Evidence Action.

Departments with support from the in-country P&C rep are required to plan out all leave to ensure that it is utilized within the calendar year.

Sick Leave

All employees are entitled to sick leave as per the below schedule and as stipulated by country statutory requirements on sick leave.

Malawi	4 weeks with full pay (Equivalent to 20 working days) 6 weeks with half pay (Equivalent to 30 working days)
Uganda	30 days with full pay 30 days with half pay
Kenya	7 days with full pay 7 days with half pay Additional consideration will be given for 30 days at full pay, and 30 days at half pay in cases of short or long-term disability due to illness or injury.
Nigeria	12 days with full pay An additional consideration will be given for 30 days at full pay, and 30 days at half pay in cases of short or long-term disability due to illness or injury.
Liberia	10 days of paid sick leave per year
Other Countries	Based on locally available policies

Procedure

The employee's immediate supervisor must be notified as soon as possible and within twenty-four (24) hours of the commencement of sick leave. Requests for Sick Leave shall be recorded through the Leave Request System on BambooHR and noted as appropriate on the Timesheet.

Leave requests for more than two (2) days must be supported by a medical certificate of incapacity to work from a registered medical practitioner to be presented to the P&C office when the employee returns to work. If there is cause for the supervisor or P&C office to believe that an employee is abusing the use of sick leave, the employee may be asked to present a medical certificate of incapacity to work for all future leave requests.

Parental and Adoption Leave

All employees on a regular contract are entitled to leave as per the below schedule as stipulated in the in-country statutory requirements on parental leave. An employee who is legally adopting a child is entitled to leave with full pay similar to statutory parental leave. The child being adopted must be younger than 5 yrs. The employee is required to provide documentation evidencing the intention of the adoption society to place the child in the employee's custody, including a custody agreement between the employee and the adoption society and an exit certificate (which is written authority

given by the adoption society to the employee to take the child from the custody of the adoptive society).

Malawi	Maternity Leave: 8 weeks (equivalent to 40 days) Paternity Leave: 10 calendar days (Global Policy)
Uganda	Maternity Leave: 60 working days Paternity Leave: 10 calendar days (Global Policy)
Kenya	Maternity Leave: 90 calendar days Paternity Leave: 14 calendar days
Nigeria	Maternity Leave: 3 months Paternity Leave: 10 calendar days (Global Policy)
Liberia	Maternity Leave: 14 Weeks Paternity Leave: 10 calendar days (Global Policy)
Other Countries	Based on Locally available laws/policies

Procedure

All leave applications shall be requested through BambooHR. Supervisors are required to review, approve/reject leave applications before employees proceed on said leave.

Evidence Action does not allow carry-over of annual leave from one year to the next unless under exceptional circumstances where an employee is allowed to carry over a maximum of 5 leave days upon justification and approval by their supervisor.

Bereavement Leave

All Evidence Action employees are entitled to a bereavement policy of 5 days per every instance of bereavement as guided by Evidence Action Global Policy.

Acting Allowance

Eligibility

An employee may be appointed to act temporarily in a position higher than his/her usual job position. Employees appointed to act in positions that are determined to be level 2 or higher where an employee is expected to perform additional duties outside the scope of their current position for a period exceeding 30 calendar days but not exceeding six months.

Benefit Details

Such appointment shall be for a period exceeding thirty (30) calendar days but no more than six (6) months.

An employee acting in a higher position will receive their normal salary plus an acting allowance. Employees appointed to acting positions shall be paid an acting allowance of 10% of their basic pay.

Procedure

An acting appointment must be approved by the Executive Vice President after consultation with the Regional P&C Office and the Program or Department lead.

Annual Merit-Based Performance Increase

Eligibility

Employees are eligible for annual merit-based performance increases, which are dependent on annual performance reviews and percentages for each rating.

Procedure

Annual performance reviews will be conducted where an agreed rating between the employee and their supervisor will be communicated to P&C through Small Improvements.

A predetermined % increase within the range for that performance rating will be applied to the employee's salary based on the agreed-upon performance rating and will be communicated to the employee via an official letter.

For the same performance rating, the same percentage ranges for merit increases will be applied to all levels of employees.

Work Schedule

Work Hours

The work hours of all full-time employees will normally be 40 hours per week.

The regular days and hours of operation of Evidence Action offices will vary according to the customs and practices of the specific location, as confirmed by P&C.

How to Thrive / Work-life Blending at Evidence Action

Work-life blending measures

Life is made up of several parts working together to bring the balance needed for optimal wellness. Finding the ideal balance between work and life is rare and different for every person. It also changes over time. At Evidence Action, we try to help our staff think about work and life balance by focusing on;

- Physical state - nutritious food, safe drinking water, and exercise
- Mental state - intellectual challenges and knowledge and thought sharing
- Emotional state- the expression of feelings, belongings, security
- Social state- relationship with others, friendships
- Career - finances, fulfillment
- Recreational - leisure, fun, and sports through frequent staff team building activities

Managing workflow/Time management and prioritization: *Leave, health and wellness and flexible working hours*

Evidence Action acknowledges that staff have responsibilities and commitments outside work hence the keenness to better enable staff to try and blend their work and personal life through time away from work, flexible work schedules, and health and wellness benefits.

SEPARATION FROM EVIDENCE ACTION

There are several ways in which employees may cease their employment. These included:

- Completion of contract
- Resignation
- Redundancy
- Termination as a result of unsatisfactory performance or inappropriate conduct
- Retirement
- Death

All separating employees are paid to the last day worked, including benefits due, where applicable. Details on the separation package of each appointment category can be found in the relevant NRS or GRS P&C Policy Supplement.

Departing employees are required to follow Evidence Action's off-boarding procedures to settle accounts and to return assigned property, materials or written information issued to them or in their possession. Pursuit to federal, country or local laws, final payment may only be made after the separating employee returns all Evidence Action property and materials of value in his or her possession and settles all financial obligations.

Completion of Contract

The end date is specified in the contract and terminated in line with this date, unless a contract extension has been agreed upon. Evidence Action endeavors to provide adequate notice and confirm

in writing when it does not intend to renew a contract. Evidence Action will notify an employee in writing if it intends to extend the contract.

Please refer to the applicable NRS or GRS P&C Policy supplement for additional information.

Resignation

A resignation is a voluntary separation initiated by an employee.

A notice of resignation must be submitted in writing, addressed to the manager or supervisor and copied to the local People & Culture Representative.

Redundancy

Evidence Action may terminate the employment of an employee if his or her position becomes redundant due to changes in relation to Evidence Action's objectives such as:

- Changes in strategy;
- Organizational changes to improve operational or functional efficiency;
- A specific position is no longer required or revised to such an extent the employee no longer meets the qualifications/requirements; or
- Reduction in funding.

All redundancies are subject to federal, state, country or local laws. Please refer to the applicable NRS or GRS P&C Policy supplement for further details.

Termination Due to Unsatisfactory Performance and/or Inappropriate Conduct

Evidence Action may implement involuntary termination for reasons of unsatisfactory performance and/or inappropriate conduct.

- a) If an employee's performance is considered unsatisfactory, he or she may be subject to a Performance Improvement Plan. If there are no signs of significant improvements during this period, Evidence Action may decide to terminate employment.
- b) If it has been determined that an employee has committed a serious breach of the Code of Conduct or other Evidence Action policies, an employee's employment may be terminated as outlined in the applicable NRS.

Retirement


Employees shall retire at an age prescribed in their local labor laws. People and Culture will issue notice of retirement 6 months before the employee's retirement date. The final salary and benefits shall be paid to the staff including all insurance pension benefits. The usual clearance process shall be followed by retiring staff.

Death

In the event of the death of an employee, the final salary and benefits shall be paid to his/her appointed legal representative or next of kin. Insurance and pension benefits will be paid to the nominated beneficiaries.

Last Review Date: 3^d March 2024

Sign off and approval

Signature  Date 08/04/2024

Paul Byatta

Executive Vice President – Africa Region

Evidence first.

We are led by the facts. We go where the data takes us. Robust, rigorous evidence informs our choices and decisions.

Economize without compromise.

The biggest impact at the lowest cost is what we are after. We ensure value for money for all our stakeholders, but know there is no substitute for quality.

Think big, act urgently.

We are unrelenting in our pursuit of results at scale. We know that poverty does not wait. We act so that the best ideas deliver benefit to millions.

Challenge convention.

We ask “why” and “why not” in equal measure. We are sincere in our skepticism and incessant in our search for solutions.

Iterate, again.

Iterate, again. We reflect constantly and adapt accordingly. We test, measure, and improve to ensure impact. If we can do something, we can do it better.

Passion throughout.

Passion throughout. We are driven to lessen inequality, to improve lives. We take action, converting impatience into impact.