

HUMAN RESOURCE POLICY AND PROCEDURES MANUAL



ክዳ-ኢትዮጵያ EYU-ETHIOPIA

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ABBREVIATIONS

ALO	Administration and Logistics Officer
CED	Chief Executive Director
CSOA	Civil Societies Organization Agency
CTO	Compensatory Time Off
DL	Driver Logistician
ETB	Ethiopian Birr
ESLCE	Ethiopia School Leaving Certification Exam
EE	Eyu-Ethiopia
FOD	Finance and Operations Director
HHE	Household Effects
HR	Human Resource
IGO	Income Generation Officer
PC	Project Coordinator
PD	Programme Director
PmO	Programme Officers
TOR	Term of Reference

1. WELCOME TO EYU-ETHIOPIA

1.1. Introduction

Eyu-Ethiopia (EE), here after called the “Organisation” or “Employer” is a non-profit, non-governmental organization established with the aim of reducing the burden of avoidable blindness in Ethiopia through research, training and integrated community-based service delivery.

Ethiopia, the second most populous country in Africa with above 100 million population, has one of the highest burdens of visual impairment worldwide. Recent data from the Vision Loss Expert Group indicates that Ethiopia is in the top 20 countries with the highest prevalence of visual impairment in all ages with 6 out of 100 people visually impaired from avoidable causes. More than 2.8 million people are visually impaired among which about 0.9 million are blind. Based on the 2007 national blindness survey, the commonest causes of blindness are cataract (49.9%), Trachoma (11.5%), and refractive errors (7.8%). However, these figures are probably outdated with increasing number of aging populations, and the unprecedented efforts on trachoma control in the last decade. Life expectancy in Ethiopia increased from 52 years in 2000 to 63 years in 2011. It is likely that the burden of other age related blinding conditions such as Glaucoma (5.2%), and Macular degenerations (4.8%) might have increased in recent years.

Despite this huge burden, there are no adequate eye care services in most parts of Ethiopia and those existing are unsustainable disease focused vertical programmes with no or limited integration with the wider health system. Although there are cost effective treatment strategies for eye care, there is insufficient evidence on how to implement these interventions to address the huge needs of communities in resource limited settings such as in Ethiopia. There is no adequate rehabilitation and support service for people with low vision. Low vision is a [visual impairment](#) that cannot be fully corrected by regular eyeglasses, contact lenses, medication, or surgery. Eyu- Ethiopia will focus on addressing these gaps by generating evidences through research, training of eye care professionals, and integrated eye care service delivery.

1.2. Vision, Mission, and Goal

Vision

No one is blind or visually impaired and lose functional ability from avoidable causes in Ethiopia.

Mission

Reduce the burden of avoidable blindness, and provide support and rehabilitation services for those with low vision in Ethiopia, through research, ownership and capacity building of communities and eye care professionals, and health system integrated eye care service delivery.

Goal

Establish evidence led equitably accessible, affordable, integrated and sustainable eye care and low vision rehabilitation service system in Ethiopia.

1.3. Objectives

1. **Research:** Generate robust evidence on eye care challenges, burdens, management strategies, and their impacts through various clinical and implementation researches.
2. **Service:** Implement an integrated and comprehensive eye care service delivery programme thorough awareness creation, integrated case identification and referral at all levels of the health care service system to reduce the burden of avoidable blindness and its associated impacts.
3. **Training:** Increase and build the capacity of eye care and rehabilitation service personnel in Ethiopia and beyond.
4. **Rehabilitation:** Engage in restoring functional ability and improving quality of life and independence of individuals with low vision or which have lost visual function.

1.4. Values

Community First: EE is established with the priori aim of serving communities in need at all costs. We demonstrate our social responsibility selflessly and put the people's eye health first and strive and act timely to address their needs. I CARE is our motto.

Excellence: Quality is at the heart of EE. Whatever we do we do it in higher quality standards. We strive to deliver the best quality service to our community guided with the best available evidence and technical expertise. We strive to continuously develop ourselves and innovate to respond to the public's demand and a changing world.

Commitment: We are committed in heart and mind to serve communities in need and realise EE's vision. We are courageous and success driven. We will do whatever it takes to achieve our organisation's Goals.

Integrity and Respect: We are honest, open, ethical, and fair. People trust us to adhere to our word and keep our promises. We strive to show a deep respect for human beings inside and outside our organisation and for the communities they live in. We strive to make people feel safe, respected, empowered, fairly treated and duly recognized. Building a strong, trusting relationship with the community, stakeholders, and our employees, is our motto. We believe our employees are the backbone of our organisation. Respecting our employees means respecting their individual human rights and privacy, ensuring a safe and healthy workplace environment, and providing them a dynamic platform, where they can explore their creativity and skills and further enhance themselves.

Accountability: We are not only responsible for our actions but will ultimately be answerable for it. We are liable and responsible for decisions made and actions taken, both personally and on behalf of our organisation. EE expects its staff to achieve the highest professional standards and be transparent, resourceful, committed, trustworthy and loyal to serve communities in need of eye care services.

Diversity and Neutrality: EE believes it takes people with different ideas, strengths, interests, and cultural backgrounds to succeed. We eliminate all kinds and forms of discrimination, whether based on religion, belief, race, ethnicity, nationality, gender or physical disability, and rather encourage inclusiveness for diversified backgrounds and opinions, and provide equal opportunity for all. EE is affiliated neither with any political nor, religious organization.

Collaboration: EE believes in collective efforts to achieve its goals. It works in conjunction with the Community, Federal and State Governments of Ethiopia, and partners with the Ministry of Health and Regional Health Bureaus, various governmental and non-governmental stakeholders, and other individuals and groups working on the same area within and outside Ethiopia. EE avoids duplicating the efforts of other organisations or individuals.

Sustainability: EE will focus on building evidence led integrated eye care system through building local capacity and improving ownership on eye care services, instead of creating a new system. To achieve its mission EE would need to be both cause driven and financially viable. EE generates income from various local and international donors, community contributions, and engaging in profitable activities such as tourism, consultancy, clinic (subsidized tiered eyecare services), eyeglass shops...etc from which the income generated (after covering the expenses) will be entirely used to finance comprehensive community-based eye care service delivery in various regions of Ethiopia.

Leadership: We demonstrate the courage to shape a better future for our country and the will to win.

1.5. Organisation Structure

1.5.1. Staffing

Below are summaries of main EE staff only. Organisation Chart is presented in Figure 1.

Chief Executive Director (CED): is responsible for the overall management of Eyu-Ethiopia (EE) Programmes and Operations and operates under the Board. The CED serves as the principal EE representative liaising with donors and partner organizations on project related technical, policy, and financial issues. The CED is ultimately responsible for the generation, commitment and disbursement of all project funds and provide technical and administrative leadership to the overall achievement of the goals and objectives of the organisation. The CED will be responsible with for human resource management of EE.

Programme Director (PD): Operates under and closely with the CED and is responsible to oversee and coordinate eye care research, training, and service delivery programme activities and provide technical and programmatic leadership to the overall achievement of the goals and objectives of the program. With the CED, the PD leads the development, implementation, and monitoring of the organisation strategy and work plans and communicates results and

achievements to the community and other stakeholders. In the absence of the CED, the PD acts as the EE representative.

Finance and Operations Director (FOD): Operates under and closely with the CED and is responsible for developing and maintaining the financial systems of the organisation, managing financial and other organisational resources, and managing other organisational operations including, human resources, procurement of equipment and materials, and tracking inventory and managing fixed assets. The FOD will assist the CED in ensuring that financial controls and systems comply with acceptable accounting practices and meet donors and EE standards. The FOD ensures that programme activities adhere to the financial and operations policies and procedures of the organisation and donors. The FOD works closely with the PD and the technical team to ensure smooth implementation of programmatic activities. The Human Resource (HR) Manager in this document refers to the FOD.

Auditor: Operates under the Board and is responsible to controlling and regulating the financial and procurement system of the organisation.

Programme Officers (PmO) and Coordinators: Operate under and closely with the PD and are responsible to coordinate eye care research, training, and service delivery. With the PD, the PmO develops, implements, and monitors project activities and work plans. In the absence of the PD, the PmO acts as the Programme Director. The Project Coordinators (PC) operate under and closely with the Programme Officer and/or the Programme Director and are responsible to implement eye care research, training, and service delivery programmes at the community level. Research and Communications Officer will be appointed under the PD if deemed necessary in the future.

Administrative and Logistics Officer (ALO): Operates under and closely with the FOD and is responsible for the management of and supervision of support staffs (drivers, data clerk, store keeper, secretary, security guards, office assistants and cleaners), procurement, and logistics and managing vehicles.

Finance Officer (FO)/Accountant: Operate under and closely with FOD. Accountants assist the FOD and maintain the field accounting system, reviewing and processing purchase orders and expenditures, reviewing employee timesheets, and distributing checks, and executing payments with the cashier. The Finance Officer will take over in the absence of the FOD. The FO also can work as the cashier.

Income Generation Officer (IGO): EE will be involved in various income generating activities. These activities will be led by the IGO which operates under the PD and the FOD. The IGO designs, plans and ensures the executions of the income generating programmes. All other income generating finance and operational activities will be executed and led by other EE Ethiopia personnel and policies, except that the income generating department will have separate bank account.

Cashier: Operate under and closely with Finance Officer/Accountant and manage petty cash and executes payments. The cashier can be given various other responsibilities and serve as office assistance, store keeper... etc.

It is important that the duties of accounting/financial personnel be properly segregated. No staff member should be assigned duties that could lead to a situation where the person could carry out and conceal illegal acts or violations of rules. To accomplish a proper segregation of duties, different individuals should perform the following functions:

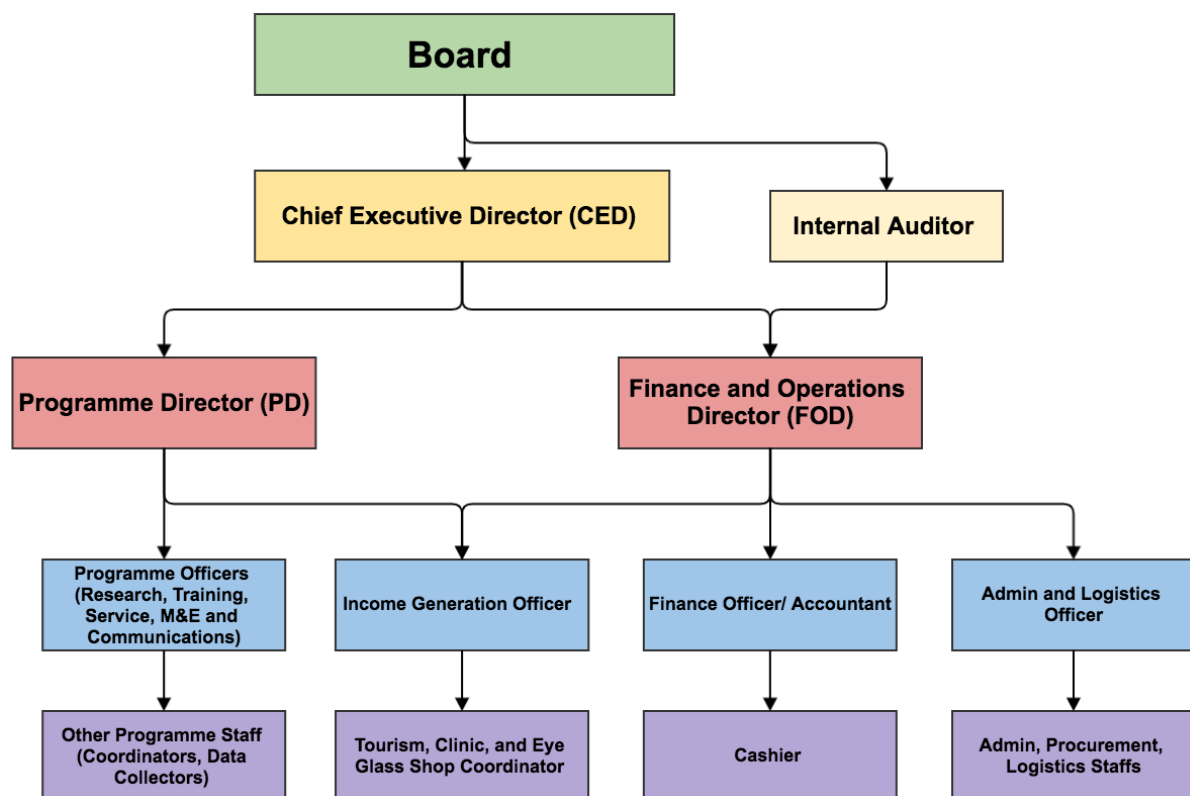
- Authorize transactions (CED and FOD),
- Record transactions (Accountants, Cashier)
- Maintain custody of the assets that result from a transaction (ALO and Store Keeper)
- Compare assets with the related amounts recorded in the accounting records (Auditor)

Minimum Required Staff: in times of limited resources the minimum required staff members for EE are:

- The Chief Executive Director
- The Finance and Operations Director
- The Cahier

Other staff members listed in this document will be appointed as necessary.

Figure 1: Organisational Structure



1.5.2. Offices

The Head Office of EE will be in Bahirdar, Amhara Region, Ethiopia. EE will work in multiple Regions of Ethiopia to achieve its mission. The projects will start in Amhara Region and will expand to other regions of Ethiopia. Programme activities will mainly be executed through Regional, Zonal, and District Health Offices of the existing health system. Therefore, project

coordinators will be assigned within the Health Bureaus of the different regions as appropriate and will serve as the regional representatives of EE.

2. THE HUMAN RESOURCE (HR) MANUAL

2.1. Purpose

Eyu-Ethiopia (EE) believes that its staff is its greatest asset and that they need enabling policies that would encourage them for excellence. This manual contains personnel practices, procedures, and guidelines for all employees of EE to the extent permitted by Ethiopia labour laws defining the rights and responsibilities between the employer and the employee.

This manual is intended to:

1. Describe guidelines for employee appointments, classifications, benefits, employee relations, and work conditions.
- Delineate uniform timekeeping and payroll practices with regard to hours worked, deductions, leave regulations, promotions, and salary increases.
- Ensure that employees are treated fairly and in accordance with established guidelines.
- Facilitate a working environment that promotes both individual job satisfaction and the achievement of EE goals.

2.2. Policy and Authority

1. This HR manual operates within the framework of Ethiopian Government Labour Law, hence, all EE employees enjoy inalienable rights to seek redressal, where necessary, under Ethiopian Labour Law.
2. This HR MANUAL applies to all employees of EE who are appointed and contracted by the organisation. All employees are obliged to be guided by the policies and procedures contained in this manual.
3. This HR manual should be considered in conjunction with other policies and procedures currently in use by EE.
4. The procedures and benefits contained in this manual may be reviewed and revised at the absolute discretion of EE. In making revisions, EE will consider the need for and appropriateness of changes. EE reserves the right to amend, modify, or revoke any provisions, procedures, or benefits described in this manual and will apply such changes to both current and future employees. Any modifications to the provisions in this manual shall be communicated, in writing, to the employee.
5. A copy of this manual shall be provided to all EE employees by the FOD (HR Manager). This manual and all copies shall be returned to EE when the employee leaves employment.

6. This manual shall be for EE employees only. No EE employee shall pass this document to other individual organisation without the permission of the CED. Each employee is required to sign a form indicating that s/he has read, understands, and agrees to all policies.
7. In case of lack of clarity about any particular clause, sentence or word contained in this manual, the interpretation of the CED shall be considered final.

2.3. HR Manual Changes

This document is subject to change and revision as and when the circumstances require it. If there is an item or a section in this manual that requires an update, the procedures outlined below should be followed to ensure that all employees receive and record the change. Once a year, if multiple changes have been made, a complete revised version will be produced and distributed. It is the responsibility of each employee to read, understand, and adhere to any policy changes that are made. Employees will be notified of a change via memo as outlined below.

Minor changes to an amount, name, or item:

1. Send a memo to all employees noting the change.
2. Each employee should insert the memo in his/her manual directly after this procedures page to keep track of who initiated the change and when.
3. The employee should locate and cross out the outdated item in his/her manual, writing in the change.

Major section changes

1. Send a memo to all employees noting the change and attach the revised section with the current date.
2. Each employee should insert the memo in his/her manual following this procedures page.
3. Each employee should insert the revised version in front of the original section, simply crossing out the pages that are no longer current.

The Chief Executive Director of EE must authorize all changes to the manual.

3. RECRUITMENT, SELECTION AND APPOINTMENT

3.1. General

1. The main objective of recruitment is to secure high standards of competence while providing equal opportunities for all applicants.
2. The responsibility of recruiting of staff in general is vested in the Chief Executive Director (CED), and Admin and Logistics Department.
3. EE gives equal opportunity of employment without any prejudice to race, ethnic background, sex, religion, economic status, etc.
4. Suitable candidates shall be determined by competitive recruitment procedures. Special considerations can only be made by the CED if deemed appropriate during the recruitment, selection and appointment process.
5. EE believes in giving opportunity to newly graduating capable individuals and mentoring them and building their capacity to help them achieve the professional they aspire to be. It is EE's policy to avoid the hiring of individuals moving through organisations for a better pay regardless of their experiences as such practices will be against EE's long-term plans of investing and building effective and sustainable eyecare research team in Ethiopia.

3.2. Classification of Posts

1. Every placement and/or hiring shall comply with the approved organogram and manning list. The HR department shall be responsible for compliance and reviewing re-classifications of positions under each grade.
2. All jobs are classified by grades as shown in **Table 1**. The grades shall be used for determining salaries and benefits to the staff members holding the posts.
3. The grades shall be used for job measurement and determining salaries and benefits to the employees holding the posts under the limits of prevailing market conditions and the capacity of EE.
4. Each grade category requires minimum educational qualifications and experience, which shall be the basis for recruitment as given in **Table 1**. In some cases, equivalent qualifications and experience shall be considered. In the case of promotion, academic qualifications may be waived at the discretion of the CED.

Table 1: Job Classifications and Qualifications

Grade	Positions	Qualifications and Experience
I	Security Guards, Gardeners, Office Assistants	Grade 10/12 (Complete ESLCE). 3+ years' experience is desirable.
II	Driver Logisticians (DL), Data Clerk, Cashier, Storekeeper, Secretary	Degree in the relevant field of study and computer literacy. 3+ Years' experience in the position listed is desirable. DL would need 3rd Grade Driving license + at least 5 years driving experience in any organisation.
III	Project Coordinators, Accountants	First degree in relevant field of study + Computer literacy. 3+ years' experience is desirable.
IV	Programme Officer, Finance Officer, Admin and Logistic Officer, Regional Project Managers	Second Degree + 1 years' experience, or First Degree in relevant field + 3 years' experience, or at least first degree and appointed by the CED.
V	Directors	Second Degree in relevant field of study + 3 years' experience and/or appointed by the CED; OR First Degree in relevant field of study + 5 years' experience and/or appointed by the CED; Or First Degree in Medicine + 2 years of experience and/or appointed by the CED; or PhD and/or appointed by the CED.
VI	Chief Executive Director	Appointed by the Board. Its is recommended that the CED shall have at least PhD or specialisation in Ophthalmology, and ≥2 years of experience in administrative position.

3.3. Personnel Classifications

1. Full-time Regular Employees are hired to work the normal, full-time, forty (40) hours or more work week on a regular basis.
2. Part-time Regular Employees are hired to work fewer than forty (40) hours per week on a regular basis. Part-time employees are eligible for benefits in working hour prorated basis as per local labor law and/or as are mandated by EE.
3. Temporary Employees are engaged to work full time or part time with defined starting and ending dates on EE payroll with the understanding that their employment will be terminated no later than upon completion of a specific assignment but in any case, for a period not more than six (6) months. Temporary employees are eligible for statutory or mandated benefits if indicated in their contracts only.
4. Consultants are not employees but are independent contractors providing services on a limited or occasional basis. They are generally paid an hourly or daily rate and do not receive benefits.

5. Paid internships are provided for individuals seeking the opportunity to gain insight into the field environment, gain practical experience, and put theoretical learning into practice. Typically, interns are not eligible for any benefits except those legally mandated or required by the specific internship. Internships may last up to one year at the discretion of the CED.
6. Volunteers are unpaid, not eligible for any employee benefits, and work for a limited period of time.
7. All EE staff shall be classified as either management or non-management.
8. Management staff are members of the management team, participating in the decision-making process of the organization. Management staffs are governed by the Ethiopian Civil Code of 1960. Employees of Grade IV and above are hereby given the designation of Management Staff.
5. Non-Management staff are those employees who are not management staff and governed by the Labor Law Proclamation 377/2003. Employees of Grade III and below are hereby given the designation of non-management staff.

3.4. Equal Employment Opportunity

1. EE subscribes to a policy of equal opportunity.
2. Employees and applicants for employment will not be discriminated against on the basis of age, race, colour, national origin, ancestry, creed, religion, gender, disability, marital status, sexual orientation, sexual preference, genetic information, political affiliation, or military status (special disabled veterans or veteran status) in any employment decisions, including but not limited to recruitment, hiring, compensation, training and apprenticeship, promotion, upgrading, demotion, downgrading, transfer, layoff, termination, fringe benefits, and all other terms, conditions, and privileges of employment except as provided by law.
3. All employment-related decisions are based solely on relevant criteria including training, experience, and suitability.
4. EE is committed to administering all employment-related matters in accordance with the principle of equal opportunity. EE also expects that each employee will abide by the principles set forth in this manual.
5. Discriminatory behavior or action by any employee, consultant, or any other person housed on EE's premises is cause for dismissal.
6. In addition to our affirmative action commitment, EE expects the same commitment from all prospective employees, sources of employment, customers and suppliers, and community leaders.

7. Incident(s) of discriminatory behavior or action should immediately be brought to the attention of a Supervisor, HR Manager or CED following the procedures outlined in this manual under **the section entitled Grievance Procedure and Dispute Resolution**. Such notification will be held in confidence.
8. EE reaffirms its policy of protecting employees, consultants, and applicants from coercion, intimidation, interference, or discrimination for filing a complaint or assisting in an investigation under equal employment opportunity statuses.

3.5. Vacancy Announcements

1. Vacancy announcements may be made internally or externally as appropriate.
2. Vacancy announcements would not be necessary for temporary employees, paid interns, and other short-term employments. Short term employment is here defined as a contract employment of not more than 6-months in one period.
3. Internal vacancy announcements shall be made for posts for which suitable candidates might be available within EE. The process of selection will be in the form of transfer or promotion.
4. Contents of vacancy announcement will include the following
 - Position title
 - Short summary of duties and responsibilities
 - Qualifications and experience required
 - Other skills, if necessary
 - Application procedures
 - Closing date of application
 - Specific reference, if necessary, may be made to duration, place of assignment and salary information etc.

3.6. Receipt of Application and Short-listing

1. All correspondence regarding the vacancy announcement shall be within EE HR Department.
2. Applications may also be submitted in person unless restricted.
3. The HR Department is responsible for opening a recruitment file, screening the applications, preparing shortlist on the basis of preliminary screening and inviting for interviews or exam.
4. The exam or interview shall be conducted in the presence of relevant department directors and officers.

5. The recommendation of the interviewing body shall be summarized by the HR department after duly signed by the recruitment members and presented to the CED.

3.7. Selection

1. With the exception of those positions reporting to the CED, the next immediate supervisor shall participate in the final selection.
2. Before the final selection is made for posts in the sectors a briefing on the duty station shall be given to the candidates.

3.8. Employment of Relatives

1. EE allows the hiring of spouses and relatives as long as potential candidates meet the skills and qualifications required for the position and go through the recruitment process outlined in this document.
2. Spouses and relatives may not supervise one another. It is important that EE conflict of interest policy be respected.
3. No staff member shall sit on an interview panel where his/her relative is an interviewee.
4. Failure to provide information on relationships or suppression of such information shall result in disciplinary action on the liable staff member.
5. In the case of employment of a relative, the assignment of the relative in the same department shall be avoided as much as possible.

3.9. Employment of Consultants

1. Consultants are independent contractors who are directly engaged by EE for a specific assignment and for specific periods of time.
2. Consultants are not legal employees of EE and thus the provisions stipulated in this manual shall not be applicable to them.
3. The recruitment of consultants shall be the responsibility of the CED in consultation with the relevant Department Director/Officer.

3.10. Medical Examination

1. All prospective applicants must produce a medical certificate from an authorized Health Facility or from EE selected or contracted health institutions, testifying his/her fitness to undertake the position.
2. Such certificate must be produced before the commencement of duty.

3.11. Contract of Employment

1. Any selected employee of the organization shall sign a contract of employment that shall contain at least, position title, type of employment and duration, remuneration, date of employment, place of work (Appendix 1).
2. A copy of the summarized job description for the post shall be attached to contract of employment.
3. The appointing authority in EE is the CED and he shall sign all employment contracts unless delegated.
4. Contract of employment shall be valid and complete when it is signed by the CED and the employee.
5. In addition to the contract of Employment each new employee needs to sign the Contract of Suretyship Form (Appendix 2) with EE representative and the Surety in the presence of two witnesses. The contract shall not come to effect without signing the Suretyship.
6. The surety will provide guarantee to any property or financial lose the employer would face in the event of the fault or negligence of the employee in the discharge of his/her duties.

3.12. Probation Period

1. All new non-management recruits shall be employed with a probation period of 45 consecutive calendar days during which time their performance for the post is being evaluated.
2. Probation period for management staff shall be for three months (90 days).
3. A letter of confirmation signed by the CED shall be given to an employee who has successfully completed the probation period.
4. In cases where an employee is found to be unfit for the job, the employment may be terminated by the CED at any time during the probation period without notice.

3.13. Orientation and Introduction

1. Every new incoming employee shall be given orientation and introductions. The HR Department and/or relevant departments shall be responsible to implement this process.
2. The orientation shall include the vision, mission, goal, policies, code of conduct, procedures and systems, functions of EE; and the job descriptions and responsibilities that come along with the positions.

3. The job description outlines the main tasks and responsibilities for each post. The actual task may vary and subject to change. Each year, during the evaluation process, and any other time deemed necessary, the Job description will be reviewed and, with mutual consent, may be changed.

3.14. Safeguarding Staff Recruitment

1. During Standard Recruitment:

- a. Job advertisements will include reference to EE's Safeguarding People Policy and Code of Conduct, stating that all candidates will be required to comply.
- b. A minimum of two verbal reference checks will be required for preferred candidates. These will include specific questions about suitability for contact with children and vulnerable people.
- c. Candidate will be required to disclose any and all allegations, charges, convictions and other outcomes of any offence which relates to Harm, specifically noting child Abuse and Exploitation.
- d. If such system is available and possible to gather such information, a police check will be undertaken on the preferred candidate. If police checks are not available in a country, a statutory declaration will be required of the preferred candidate disclosing any charges and spent convictions related to child protection.
- e. Candidates will be appropriately qualified and experienced and screened through behavioural-based questions during the job interview.
- f. Offers may be made to candidates who will not work with children prior to the checks being completed. However, in these cases the contract will explicitly state that employment will be terminated if the checks are unsatisfactory and additional supervision will be put in place until the check is finalised.
- g. Contracts will contain provisions for the prevention of a person from working with children if they present an unacceptable risk to children and dismissal, suspension or transfer to other duties for any employee who breaches the Safeguarding Code of Conduct (as commensurate to the conduct).

2. After Recruitment:

- a. For positions requiring contact or working with children:
 - i. specific attention will be paid to the individual's suitability to work with children; and
 - ii. child protection is included in the performance review.
- b. For all positions, police checks (if such system is available in Ethiopia) will be repeated every five years for existing employees.

- c. Individuals receive introductory, periodic refresher and where appropriate to the role more intensive in-person training on Safeguarding, including child protection.
- d. On occasion, positions may change such that a check referred above will be required. This shall be carried out before the activity commences.

3. **Accountability:**

- a. Accountability for the above rests with the HR Manager and CED.

3.15. Employee Records

1. A personal file shall be opened by the HR Department for a new employee and is to be kept confidential.
2. The following documents shall be included in each staff member's personnel file:
 - Application letter
 - Updated resume
 - Educational and experience documents
 - Medical examination certificate
 - Copy of identification document (Passport, ID)
 - Completed employee personal and emergency data form (Appendix 3)
 - Appointment letter
 - Copy of Job description signed by the employee and his/her immediate supervisor
 - Signed acceptance of Human Resource Manual (Appendix 4)
 - Signed Code of Conduct Form (Appendix 5)
 - Signed copy of list of equipment and furniture received for work
 - All correspondence related to the employee
 - Medical Insurance Beneficiary Nomination Form (Appendix 6)
 - Other employee related documents such as performance appraisals, compensations ...etc
3. Each new recruit shall be required to complete employee and emergency data form on which personal information, number and names of dependents, employment history, educational and training data, emergency contact information shall be recorded.
4. Recruits will be required to submit certificate of training, education, and experience to EE.
5. The HR Department is responsible for keeping proper employee records.

4. SALARIES AND ALLOWANCES

4.1. General

1. EE shall seek to provide a remuneration system that attracts, retains and motivates competent employees. Thus, it shall periodically survey the market and review its pay structure in a competitive and equitable manner with other comparable local non - profit-making organizations.
2. Salaries shall be paid in Birr in arrears ON THE 30th OF EVERY GREGORIAN MONTH to the staff member or duly authorized representative unless in special circumstances.
3. If the 30th and or the 29th fall on a holiday, then salaries shall be paid on the working day preceding the 30th.
4. Information on salary scales and benefits shall be open to all employees. However, individual salary information will be kept confidential.
5. Notice of authorization to make, stop or deduct payment of salary should be passed in writing to finance signed by CED.
6. Employees shall sign on the payroll/bank form confirming receipt of salary or transfers to their individual bank account.

4.2. Salary Structure

1. EE shall have a salary scale based on grades and horizontal incremental steps. However, the grade may change as required based on the availability of sufficient funds.
2. This salary scale shall be reviewed whenever necessary and be operational only after it is approved by the CED of the organisation.
3. Consultants, short term contract employees, part - time, casual employees and experts shall be paid in different manner that will be negotiable and at the discretion of the CED.
4. New recruits will, as much as possible, be placed at the first step of the applicable grade or could be negotiated based on their previous earning history.

4.3. Increment and Adjustments

1. Merit increments are made as a gesture of thanks and acknowledgement, meant to motivate employees for performance achieved.
2. Salary increments are made only if there are available funds.



3. Good performance will somehow be acknowledged in writing and appropriately rewarded later even when there may not be sufficient funds.
4. Annual increment shall be granted in the form of step increases as indicated in the job and salary grade based on performance.
5. The CED shall notify all payroll changes in writing to the Finance Section.
6. Employees who have reached the ceiling of the scale in the grade shall not be eligible for merit increments.
7. Authority to instruct the finance department to make pay increments or adjustments lies with the CED.

4.4. Salary Advances and Loans

1. Funds are mainly received to run projects and deliver services for those who needs them most. As a matter of priority and conscience, it is therefore not EE policy to give salary advances which may hamper the implementation of projects.
2. Loans are not allowable. Employees are expected to live within their means.

4.5. Overtime Pay

1. It is the policy of EE not to maintain funds for over-time work. All work is expected to be done during working hours.
2. Some tasks at any given time may require over-time work. Such exceptional circumstances in very rare instances may be offered with Compensatory Time Off (C.T.O).
3. No overtime shall neither be claimed nor paid for work done while on field trip.

4.6. Salary Deductions

1. Deductions from salary may be made for the following reasons:
 - Taxes, and other public charges
 - Court order
 - Voluntary contributions
 - Provident fund contribution
 - Administrative and disciplinary measures etc.
2. All deductions must have supporting documents and must be approved by the CED or other appropriate delegated body by the CED.

4.7. Travel Advance and Per-diems

1. The CED shall approve international travel advances; while local travel advances can be approved by the Finance Director/Officer.
2. Until settled, travel advance taken will be accounted as receivable from the employee who withdrew the advance.
3. Employees are required to settle the travel advance they took within three days after they return from their travel by detailing on **Travel Report Form** (See Appendix 5FO in the Finance and Operations Manual).
4. Valid transaction documents shall be produced while employees settle their travel advances.
5. Details of travel expenditures shall be reviewed and approved by the immediate supervisor before it is accepted as valid.
6. Per diems shall be paid if employees travel away from their duty station for EE business.

4.8. Acting Allowance

1. Decision to fill a temporary position by an acting staff shall be made by the CED.
2. Such delegation shall be made in writing copied to all relevant units and persons.
3. The staff member who fills up a position temporarily with written authorization shall receive an acting allowance. This acting allowance shall only be paid if the acting position is held by the person for a period exceeding 90 consecutive days.
4. The acting allowance shall be an amount equivalent to 15% of the acting member's monthly salary and shall be calculated in proportion to the actual period of service.
5. Acting allowance shall not take into account benefits.

4.9. Relocation Allowance

1. New staff hired relocated more than 400 KM from his/her home of record may be eligible for a relocation allowance to help them defray the cost of moving to the assignment post.
2. Employees will be eligible for relocation costs and/or temporary lodging per diem as follows:
 - 2.1. Relocation of employee and family shall be by the most expeditious transport (receipts required). Per diem will be paid only for the employee and his/her spouse during travel status according to EE per diem policy.

- 2.2. Expense of moving household effects (HHE) will be reimbursed to a maximum of ETB two thousand (2,000.00) (receipt required).
- 2.3. The employee is responsible for finding and paying his/her housing expenses at the new location. The Project will pay a maximum per diem of five (5) calendar days' and temporary lodging at the new location (receipt required for lodging expense).
- 2.4. Upon completion or termination of the Project or termination of the employee's position, an employee who received reimbursement for initial appointment relocation will be reimbursed, per above mentioned terms, for return relocation to his/her home of record at the time of initial employment. The exception is total reimbursement for HHE movement (receipts required) will be increased by ten percent (10%) for each full twelve (12)-month period employee has been employed by the Project.
- 2.5. Reimbursement for an alternative location may not exceed cost of relocation to residence of record at time of initial employment. Temporary lodging will not be paid during relocation to home of record.
- 2.6. Staff must submit proper documentation for reimbursement within 30 days of relocating, or by a pre-determined date as per the project closeout plan.
- 2.7. Transportation will not be provided in cases where staff resign or are terminated for cause.

5. BENEFITS

5.1. General

The objective of the benefits facility is to motivate employees', increase job satisfaction and enhance organizational image among others. The benefit package is subject to fund availability.

5.2. Ethiopia Government Pension Fund

1. As per Ethiopian Law, EE will monthly contribute to the Government of Ethiopia Pension Scheme for all employees. The rate is 10% from EE and 8% from the employee.
2. The pension fund shall be managed by the Finance Department.
3. All employees who have completed their probation period (of forty-five or ninety days) are eligible for this benefit.
4. Only regular staff members are eligible for this scheme.
5. All salary deductions will be shown on each employee's pay bulletin.

5.3. Health Insurance

1. EE shall have an insurance scheme for employees and dependent families.
2. EE will pay all initial, enrolment, and annual premiums for a local health care plan on behalf of the employees and their dependents.
3. Upon hire, each employee shall complete a "dependents form" listing the names and birth dates of all their eligible dependents. Dependents are defined as a spouse, unmarried children under 21-years-of-age, and children who, regardless of age, are incapable of self-support (proof must be submitted).
4. Employees and dependent families could get medical services from any recognized medical organizations as long as they are within the limits for outpatient and inpatient care cover of the insurance policy.
5. All employees and their immediate dependent family members shall be entitled to reimbursement of their medical expenses, as per the insurance policy.
6. The organization shall not cover any further medical expenses incurred by the employee.
7. The Health Insurance plan will cover the following for staff and their dependants):



- 7.1. Annual maximum benefit Birr 12,000 for employees and Birr 6,000 for dependents / year (Doctor's fee / card and hospital bed charges are unlimited);
- 7.2. Maternity benefit up to Birr 1,000 for female employee and Birr 500 for female spouse / year;
- 7.3. Pregnancy check-up, up to Birr 1,000 for female employee and Birr 500 for female spouse / year;
- 7.4. Delivery related expense for normal birth, and CS delivery up to Birr 3,000 for female employee and Birr 1,500 for dependents;
- 7.5. Eyeglasses benefit up to Birr 3,000 for employee and Birr 2,000 for dependent / year;
- 7.6. Dentures and/or dental filling up to Birr 4,000 for employee and Birr 2000 for dependent / year.
8. For reimbursement, the employee shall present valid receipts of treatments, prescribed medicines, advised by the designator clinic's physician, and medical certificate.
9. For the employees joining the organization midway during the calendar year, the benefit shall be calculated proportionally.
10. There shall not be carryover of the medical benefit from one calendar year to another calendar year.
11. All regular employees whose contract of employment is a year or more are eligible for this benefit.
12. The employee shall complete, sign and submit the Medical Insurance Beneficiary Nomination Form (Appendix 6).

5.4. Life Insurance

1. EE shall establish a protection plan to cover accident and injury costs for its employees.
2. Only regular staffs (Full time (40 hrs per week), and part time workers working for >50% of their time (20-39 hours/week) are eligible for Life and Disability Insurance. The insurance for regular part time workers will be prorated based on annual salary.
3. The scheme shall provide a compensation for death, permanent total disablement, temporary total disablement, and medical, surgical and hospital expenses incurred in connection with an accident.
4. Staff will have a group personal accident insurance. The benefit pays out a total of 5 years salary in case of death by accident. Moreover, staff will be covered by a system of life insurance. The life insurance benefit pays out Birr 400,000- or 2.5-years salary



whichever is higher to the beneficiary if all contingencies are met according to the insurers life insurance policy.

5. In the event that life insurance is denied by the vendor, EE is not liable for payment to beneficiaries.
6. The Insurance policy shall relieve the organization from liabilities stated as JOB RELATED ACCIDENT in the labour Proclamation 377/2003 and the Ethiopian civil code for the management staff.

5.5. International Travel Insurance

1. For EE staff traveling outside Ethiopia for work, additional medical coverage for emergency medical services and evacuation is provided at the expense of the project.

5.6. Professional Organization Membership

1. EE will reimburse employees up to Birr 500 annually for one (1) membership in a professional organization relevant to their job function. Reimbursement of membership costs is contingent upon submission of an invoice and proof of payment.
2. This program is subject to CED approval.

6. EMPLOYEE POLICIES

6.1. General

1. The reputation of EE is paramount for our successful work and each EE staff member is expected to take personal responsibility for their actions, conduct himself or herself in a positive and ethical manner, and adhere to the highest standards of honesty and integrity. Employees are expected to maintain satisfactory job performance. Appropriate measures, including immediate dismissal, may be rendered for failure to uphold these standards.

6.2. Work Hours

1. All regular full-time employees are expected to work for at least 40 hours per week.
2. The standard hours of work will be 8:20 AM to 17:30 PM Monday through Friday, with a one-hour unpaid lunch period between 12:30 PM and 13:30 PM from Monday to Thursday; and a 110 minutes unpaid lunch break between 11:40 AM 13:30 PM on Friday.
3. The following employee positions will have a forty-four (44)-hour workweek: Drivers, Cleaners and Office Assistants. The standard hours of work for these positions will be between 07:45 AM and 17:45 PM, with the same period of lunch break as other employees.
4. Changes in these hours will be made in instances where project or operational efficiency will be increased by hours other than those stated above.
5. Any changes in working hours must be authorized by the CED.
6. Employees are expected to arrive promptly in accordance with established working hours unless prior permission to be absent or late has been given by the supervisor.
7. Absences or delayed arrival must be reported to the employee's supervisor as soon as possible.
8. All public holidays (in Ethiopia) designated by law shall be observed. However, employees may be required to work on public holidays when special or emergency situations demand. In such cases they will be compensated with time-off, which will be arranged separately.
9. A day off is not allowed if public holidays fall on weekends.

6.3. Delegation

1. Only authority is delegated.



2. The one acting under delegation shall be responsible for the acts done or under performed. Responsibility lies also with the person giving the delegation.
3. Anyone under delegation will not introduce new policy.
4. Delegation will be done in case of leave, training, trips, or other reasons for a period of more than 5 working days. In such cases there needs to be someone to act on his/her behalf for the smooth operation of the work.
5. The position one step higher than the post being delegated shall approve the delegation. The delegation to the position of a department head shall be approved by the CED.
6. The person who proposes the delegation shall draft the delegation and submit in writing to the authority one step higher or other appropriate.
7. The CED may decide the persons to be delegated.
8. Delegation should always be in writing and copied to all departments.

6.4. Mobile Phone Policy

1. Mobile telephones are permitted to be used during work hours; however, employees should limit the use of cellular telephones for personal purposes and utilize them in a manner that is courteous to other staff and the work environment.
2. Staff will receive a fixed amount for mobile phone and internet service every month as per the allocation approved by the CED. Cash will not be given directly.
3. As a matter of personal safety and the safety of others, staff may not use mobile telephones while driving company-owned or company-hired vehicles. This applies to both verbal and text messaging, and staff are strongly encouraged to apply this rule to personal vehicle use as well.
4. Personal use of EE provided phones is not authorized. Any cost incurred when using the phone for personal use will be deducted from an employee's pay check.

6.5. Training and Development

1. EE encourages employees to increase their job proficiency in their current position, or to meet future requirements of the project they are working on.
2. Eyu- Ethiopia will organise on the job- trainings, seminars and conferences in relevant areas. Attendance of these type of trainings will require approval from by the CED.
3. Staffs can request relevant trainings to support their work. In such cases the supervisors must check availability of funds and will request approval from the CED.

4. Staffs are allowed to peruse trainings or educations privately. However, this must be done with the approval of the CED and will only be approved if the training will not harm performances at work and deducts working times.
5. Any training that is found to be negatively impacting Eyu-Ethiopia's work and working times must be stopped. In such cases, employees will be told in writing, and if the employee is not willing to stop the training his/her contract will be terminated without further notifications.

6.6. Waste Reduction Initiatives

1. Staffs are encouraged to avoid printing if unless deemed necessary.
2. Double side printing is encouraged.
3. Turn off computer, monitor, speakers, and office lights and the end of each workday.
4. Set computers to sleep when not in use during the workday.

6.7. Substance Abuse

1. It is Eyu-Ethiopia's policy to create and maintain a drug-free working environment. In support of this policy, the following guidelines need to be followed.
 - 1.1. The unlawful manufacture, distribution, dispensing, possession, or use of any controlled substance (as listed in the US Schedule I-V of Section 202 of the Controlled Substances Act, 21 U.S.C. 812, and implementing regulations) is prohibited on EE premises or on any other site where work is performed on behalf of EE.
 - 1.2. The use of a controlled substance pursuant to a valid prescription or other legal use is not covered by this policy and should be reported to the HR department.
 - 1.3. The use of controlled substances deemed culturally appropriate is not allowed.
 - 1.4. Anyone reporting to work while under the influence of a controlled substance or alcohol will be asked to leave the company's premises and may not return until the employee is completely free from the influence of drugs or alcohol.
 - 1.5. As a condition of employment, each employee must agree to abide by EE's drug-free workplace policy, and to notify EE no later than five (5) days following his/her conviction (or plea of no contendere) for violation of a criminal drug statute which occurred in the workplace. Within thirty (30) days following such notice, the employee will be required to participate in a drug abuse assistance or rehabilitation program.



- 1.6. Failure of an employee to abide by the guidelines established in this policy will be grounds for summary discharge.
- 1.7. By signing the **Employee Manual acceptance form (Appendix 4)**, employees acknowledge that they have received a copy of this policy, understand its content, and are aware of the consequences of their failure to follow these guidelines. Further information about substance abuse can be obtained from the HR Manager.

6.8. Smoking Policy

1. Smoking is prohibited in the EE office and vehicles.
2. This smoking ban applies to the entire building, including private offices, storage areas, restrooms, and internal stairwells. It applies at all times, including hours outside the normal workday.

6.9. Anti-Slavery and Human Trafficking Compliance Directive

1. EE subscribes to a policy of opposing prostitution and human trafficking because of the psychological and physical risks they pose for women, men and children.
2. EE personnel and programs are not allowed to promote or advocate the legalization of prostitution, or sex or human trafficking.
3. It is EE's policy:
 - a. Not to directly support any organisation, initiative or activity that causes, promotes or contributes to modern slavery or human trafficking.
 - b. Not to knowingly engage, contract or work with any entity or organisation that causes, promotes or contributes to modern slavery or human trafficking. •
 - c. To maintain risk-assessed and transparent supply chains.
 - d. To remain aligned and co-operate with activities of the in country and Global Anti-Slavery directive and policies.
4. During interviews with potential EE staff, candidates shall be informed EE's Safeguarding Policy.

6.10. Communicable Diseases in the Workplace

1. EE will make every feasible effort to provide a safe and clean environment for employees including minimizing the spread of communicable diseases such as TB or influenza in the workplace.
2. It is EE's position that each employee has the responsibility to protect colleagues by not coming to work when s/he has either symptoms and/or a diagnosis of a communicable disease. Please refer to the **Sick Leave policy in Section 8.3**.

6.11. Safety and Security

1. To assist in providing a safe and healthful work environment, all employees are expected to obey safety rules and to exercise caution in all work activities.
2. All employees must immediately report any unsafe condition to their supervisor.
3. Employees who violate safety standards, cause hazardous or dangerous situations, or fail to report may be subject to disciplinary action, up to and including termination of employment.
4. In the case of an accident that results in injury, regardless of how insignificant the injury may appear, employees should immediately notify their supervisors.
5. The EE Operations Manual details the safety and security procedures that are to be followed by all employees. Employees should review this section and familiarize themselves with all procedures.
6. All new employees are required to provide emergency contact information to the HR Manager so it can be added to the project phone tree.

6.12. Systems Resources

1. EE has developed its computer and telecommunications resources to support its programmes objectives and activities. These systems give us access to a wide range of software applications and the ability to interact with other computers via the Internet. As the possible uses of these systems grow, so does the possibility of resource constraints and abuses.
2. In order to ensure that computer resources are used efficiently and within applicable law, EE has developed the following guidelines to confirm that our systems are used primarily to support EE business activities:
 - 2.1. EE computers and telecommunications systems are limited to EE employees, consultants, and other individuals engaged in furthering the objectives of the organisation. The systems should not be used in a manner that is unlawful or jeopardizes the project's objectives.
 - 2.2. Any personal use of these systems by employees or consultants should be limited, should not hinder the resource by making it unavailable to others, and should not support any personal business venture.
 - 2.3. We consider limited use of electronic mail to include exchange of personal mail messages, but not the exchange of large files, inclusive of graphics, video clips or sound, etc.

- 2.4. Please be considerate when sending or responding to e-mail – individual or global. Assess the correspondence as it should be useful and appropriate to the receiving party (ies), limited but not exclusive of personal or political opinion.
- 2.5. The electronic mail system is not to be used to create and/or distribute any offensive or disruptive messages and/or photographic content. Among those which are considered offensive, are any messages which contain sexual implications, racial slurs, gender- specific comments, or any other comment that offensively addresses someone's age, race, colour, national origin, ancestry, creed, religion, gender, disability, physical or mental handicap, marital status, sexual orientation, sexual preference, or military status.
- 2.6. In the course of investigating problems with our systems, it is sometimes necessary for EE's computer system administrators to view files, e-mail, and other electronic communications. EE reserves the right to access this information at any time.
- 2.7. If an employee checks out a piece of equipment, s/he remains responsible for it while it is in her/his possession. If the equipment is lost, stolen, or damaged due to neglect or carelessness on the part of the employee, the employee may be held responsible for the replacement cost.
- 2.8. The Operations Manual further details conditions for appropriate information technology use as well as checking out computers and related equipment. All employees should be familiar with this section.

6.13. Confidentiality, and Publication and Dissemination of Information

1. EE employees have access to highly confidential and proprietary information, not only of EE, but research participants, clients and customers it serves.
2. Employees and clients trust EE with highly sensitive information. The unauthorized disclosure of such information or the improper use of the EE name would have an adverse impact on the integrity of EE and would have an adverse impact on our relationships with our employees, clients, or customers.
3. Such improper disclosures could expose EE and the disclosing employee to legal liability to other employees, study participants clients, or customers to the extent that they are harmed.
4. Each employee is responsible for safeguarding against theft, loss, unauthorized use, or disclosure of internal or external business transactions. Therefore, when you have access to such information in the course of your work, you must take whatever steps are necessary to assure that it is handled, stored, transmitted, or destroyed in a manner that will preclude loss or misuse.



5. Confidential or proprietary information includes but is not limited to all type of research data, copyright materials/photographs, trade information, data, procedures, methodology, developments, marketing plans, new products, financial information, software applications, licenses, or information regarding employees, clients, or customers. Such confidential or proprietary information has been created, discovered, or developed by, or has otherwise become known to EE, or is information in which property rights have been assigned or otherwise conveyed to EE.
6. Under no circumstances should any confidential or proprietary information be copied, disclosed, or removed from EE premises without the prior express permission of the CED.
7. All requests for employee information or reference from outside sources for persons currently or formerly employed by EE are to be referred to the CED . Such sources would include, but are not limited to, real estate firms, financial institutions, credit agencies, or prospective employers.
8. A breach of confidentiality may result in discipline up to and including termination.
9. The EE role of conducting human researches, providing managerial and research support to operational health programs requires sensitivity to the dissemination of data, procedures, and methodology.
10. Although EE's impact is dependent on the dissemination of research results and generalization of our experiences; it is necessary to abide by the desires of the organizations EE serves.
11. Staff members are encouraged only to use publication channels for sharing information when this action is approved by EE, and partners organizations.
12. All released of information or publications in an media by EE employees need to be first approved by the CED regardless of the involvement or the ownership of EE in the information to be released.
13. As the impact of EE work is in part determined by the clarity and precision of our communication, it is expected that the staff will take advantage, at a minimum, of internal criticism and editorial review of all professional work derived from EE activities. Issues such as timing and authorship should be decided upon with the CED as part of normal work plans.

6.14. Conflict of Interest

1. Employees of EE shall at all times act in a manner consistent with their fiduciary responsibilities to the organisation's programmes and shall exercise care that no detriment to EE results from conflicts between their interests and those of EE.
2. The use of EE's time, personnel, equipment, supplies, or good will should be used for nothing other than organizational activities, programs, and purposes.

3. No employee, officer, or agent shall participate in the selection, award, or administration of a contract if a real or apparent conflict of interest would be involved.
4. An individual is considered to have a conflict of interest when the individual, employee, officer, or agent, any member of his/her immediate family, his/her partner, or an organization which employs or is about to employ any of the parties indicated herein, has a financial or other interest (inclusive of accepting gifts) in the firm selected for an award which impairs or might appear to impair the individual's independence of judgment in the discharge of responsibilities to EE.
5. It is expected that employees will provide full disclosure in writing to the CED of any outside activities before joining EE and inform EE of any activities in advance of accepting them when employed by EE. This includes part-time employment, serving as a board member, or participating in management of any third party dealing with EE or a competing organization.
6. EE reserves the right to evaluate and require a change in outside activity should it be contrary to the conflict of interest policy to which we subscribe.
7. All disclosures will be maintained in a designated file within the EE HR files.
8. Non- disclosure will result in corrective action.

6.15. Long-term Illness/Disability Policy

1. Employees who have life-threatening diseases such as cancer, heart disease, or AIDS often wish to continue their normal pursuits, including work, to the extent their condition allows. EE supports such endeavours as long as employees are able to meet acceptable performance levels.
2. As is the case for other disabilities, EE will make reasonable accommodations to allow qualified employees with life-threatening illnesses to perform the essential functions of their jobs.
3. EE treats all employees' medical information confidentially and makes reasonable precautions to protect such information from inappropriate disclosure.
4. All employees have a responsibility to respect and maintain the confidentiality of employee medical information.

6.16. Outside Relationships and Consulting

1. EE staff are expected to allocate their entire professional work effort to EE approved activities and the mission of the organization.

2. While EE encourages appropriate participation in, and cooperation with other organizations involved in similar endeavours for the public good, it is expected that such relationships will normally be an integral part of regular work and will therefore be paid for by EE.
3. Where such relationships require separate payment for EE services, EE employees are expected to bill third parties for these expenses through EE; unless otherwise specifically stated in writing, personal consultation for fees in areas of EE interest is incompatible with its policy.

6.17. Anti-Fraud and Corruption Policy

6.17.1. Definitions and Scope

1. “Fraud” is defined by the US government as intentional deception to deprive the government unlawfully of something of value or to secure something for individual benefit, privilege, allowance or consideration.
2. Fraud can occur in all aspects of a project, and is not limited to individuals working on procurement or purchasing activities. Examples of fraud can include:
 - Product substitution
 - Ghost employees
 - Billing for services not rendered
 - Theft of materials
 - Overcharging of products and labour
 - Cutting corners
 - Kickbacks (“commissions”)
 - Bribes
 - Collusion/Bid rigging
 - Conflict of interest
3. Corruption is the abuse of entrusted power for illegitimate individual or group benefit. The most obvious example of this is bribery but other examples include extortion, conflicts of interest and favouritism.
4. Bribery involves the offering, promising, giving, accepting or soliciting of an incentive (financial or non-financial) to do something which is illegal or a breach of trust.
5. Money laundering is the process by which the proceeds of crime are converted into assets, which appear to have a legitimate origin. The following are illegal: the concealing, disguising, converting or transferring of criminally obtained property; becoming involved in an arrangement facilitating the above and the acquisition, use and possession of criminal property. It is also an offence not to disclose one of the above.

6. Unethical or fraudulent behaviour can have an extensive and serious impact on you, your colleagues, EE, projects, and ultimately, those we are working to help:
 - *Employees*: reprimand, fines, termination, jail.
 - *EE*: fines, loss of funding, loss of reputation, company forbidden from having any further contracts or grants with any funding agencies.
 - *Health Systems*: lower value for the money, lack of necessary medicines and supplies, reduced health outcomes.
 - *End Users*: poor quality services, no medicines, illness, premature death.
7. EE has Zero tolerance to fraud, corruption and money laundering activities. Zero tolerance means that we have put in place mechanisms to prevent, detect and deter abuse; and, that any suspicion or allegation of fraud, corruption, money laundering and terrorist financing, whether perpetrated by staff, trustees, donors, contractors, partners or beneficiaries will be fully investigated.

6.17.2. Prevention and Detection

1. Understanding the risk of fraud, corruption and money laundering that EE faces is key to being able to prevent these from happening. A periodic risk assessment will be undertaken to further strengthen our preventative and detective.
2. Everyone in EE is responsible for the Prevention and Detection of abuse. The commitment and dedication of all staff is a vital ingredient to improve protection. Our staff should remain vigilant and report all instances they become aware of using the reporting procedures below.
3. Below are indicators of possible fraud, corruption, money laundering:

3.1. Physical fraud indications

- Cash only transactions;
- Unusual discrepancies in accounting records and unexplained items on reconciliations;
- Documents or account books missing;
- High numbers of cancelled cheques;
- Common names unexpectedly appearing as payees;
- Duplicated payments or cheques;
- Transactions take place at unusual times with irregular frequency, unusual or 'round' amounts or to unknown recipients;
- Payments made to individuals or companies with family or business connections to an employee;
- One individual has control of a financial process from start to finish;
- Rising costs with no explanation;
- Customers or suppliers insisting on dealing with just one individual;

- Tendering to one supplier only or to the same suppliers;

3.2. Behavioural fraud Indicators

- Vague responses given to reasonable and legitimate queries and/or these queries are left unexplained;
- Employees who are excessively secretive in relation to their work / reluctant to accept assistance with finances;
- Format of financial information presented to management suddenly changed or became more complicated and difficult to understand;
- Someone trying to delay work reviews or audits;
- Employees who consistently work longer hours than their colleagues for no apparent reason;
- Employees who are reluctant to take holidays and/or time off;
- Employees known by others to be under duress for personal or financial reasons;
- Employees with a sudden change of lifestyle and/or social circle;
- Employees who are aggressive or defensive when challenged and/or controlling of certain colleagues;
- Employees who are subject to complaints and/or tend to break the rules;
- Employees who appear to make a greater than normal number of mistakes, especially where these lead to financial loss through cash or account transactions;
- Employees with competing or undeclared external business interests;
- Employees who submit inconsistent and/or unreasonable expense claims;
- Prospective employees who are reluctant to provide full background information or who provide inaccurate or inconsistent information;
- Managers who avoid using the procurement team.

3.3. Possible Indicators of Corruption

- Abnormal cash payments;
- Pressure exerted for payments to be made urgently or ahead of schedule;
- Payments being made through a third party - for example, goods or services supplied to entity 'A' but payment is being made, usually to a shell company/entity 'B';
- Abnormally high commission percentage being paid to a particular agency;
- Private meetings with public contractors or companies hoping to tender for contracts;
- Lavish gifts being received;
- An individual who never takes time off even if ill, or holidays, or insists on dealing with specific contractors himself or herself;
- Making unexpected or illogical decisions accepting projects or contracts;
- Abuse of the decision process or delegated powers in specific cases;
- Agreeing contracts not favourable to the organisation either because of the terms or the time period;
- Unexplained preference for certain contractors during tendering period;
- Avoidance of independent checks on the tendering or contracting processes;

- Bypassing normal tendering or contracting procedures;
- Invoices being agreed in excess of the contract without reasonable cause;
- Missing documents or records regarding meetings or decisions;
- Payment of, or making funds available for, high value expenses or school fees (or similar) on behalf of others.

3.4. Possible Indicators of Money Laundering

- Large donations from persons unknown to EE;
 - Donations conditional on particular individuals or organisations being used to do work for EE;
 - Offers of donations in cash, for a certain period of time, where the charity receives the interest, but the principal is returned to the donor at the end of the specified period;
 - Donations in foreign currencies, with the provision as above, but the principal is to be returned to the donor in the form of Ethiopian Birr.
4. Individually tailored training sessions on this policy will be conducted to support key business roles and functions to ensure that partners and staff understand the risks and how to mitigate them effectively.
 5. EE has a well-developed financial policy, which is documented in the Finance and Operations Policy Manual. It is absolutely essential that the provisions of the policy are complied with as the operation of these controls is the surest way to
 6. In addition to being preventative, EE' s Financial and Operation policy is designed to have a detective component that enables internal abuse and irregularity to be identified and investigated.

6.17.3. Reporting Unethical and Fraudulent Behaviour

1. If you observe unethical or fraudulent behaviour or if you are asked to engage in such behavior in the course of your work for EE, you must report it.
2. The report should be first orally and then in writing using the **Fraud and Corruption Reporting Form** (Appendix 7)
3. Please follow the following procedure:
 - a. Discuss with your immediate manager and/or the relevant functional head of department or the Finance and Operations Director.
 - b. If you believe your immediate manager is involved, discuss with it with the CED.
 - c. If the suspicion appears well grounded, The CED shall complete the Fraud and Corruption Reporting Form and submit it to the Board, and to the Civil Societies Organisation Agency (CSOA) if necessary.
 - d. If you believe the CED is involved report directly to the Chair of the Board and/or for bigger matters to the Civil Societies Organisation Agency (CSOA).



4. Should an investigation ensue as a result of a reported incident it is imperative that staff cooperate in the internal or external process.
5. Remember, if you directly observe unethical behaviour and do not report it, that is also considered unethical and fraudulent behaviour!
6. If you are uncertain about whether what you have seen is unethical or fraudulent, please discuss it with your CED or the Finance and Operations Director/HR Manager.
7. Should a suspicion of fraud, corruption, money laundering or terrorist financing be reported, this will be thoroughly investigated to determine the value and extent of EE's exposure. This investigation will be led by the CED and the Board Chair.
8. EE will take action as a result of reports and investigations. This may include, but is not limited to, informing the police, informing the Civil Societies Organisation Agency, informing the external auditors, terminating the partnership/supplier contract, terminating the contract of employment, or improving the control framework. In taking these actions EE will comply with local legislation.
9. If allegations are found to be deliberately false or malicious, this will be regarded by the organisation as misconduct and appropriate disciplinary action may be taken.

6.18. Overarching Safeguarding Policy

6.18.1. Definition and Purpose

1. **Safeguarding** means actions, policies and procedures that create and maintain protective environments to enable people to live free from harm including exploitation, bullying, harassment and abuse. A safeguarding approach minimises the risk of harm to children and adults and includes responding appropriately to any safeguarding concerns within communities where we work.
2. EE is committed to ensuring our programme activities are implemented in a safe and productive environment that prevents harm and avoids impacting the health and safety of all people, particularly children, vulnerable people and disadvantaged groups. This includes creating an environment where safeguarding concerns are responded to actively, effectively and confidentially with a victim / survivor-centred approach.
3. EE has a zero-tolerance approach to Sexual Exploitation, Abuse, Bullying and Harassment of any kind. This extends to inaction in response to Safeguarding Concerns and other allegations of misconduct. EE's position aligns to its Values of Integrity 'we hold ourselves accountable to the highest standards' and Empowerment 'we speak up for those who are not heard'.
4. EE recognises the importance of appropriate professional conduct in protecting people and reputation and creating harmonious and productive workplaces and Projects. This Policy lays out the guiding principles and commitments of EE and informs Personnel, Representatives, Partners and visitors to our Projects of their responsibilities in relation to Safeguarding.
5. All Personnel have an individual and collective responsibility to respect the rights of others in the workplace and to avoid being involved in or encouraging inappropriate or unlawful behaviour.
6. Legitimate comments and advice, including negative feedback and counselling, from a manager or colleague on the work performance or work-related behaviour of an employee or team is not Harm.
7. Our priority is to protect people, our operations, programme activities, and staff must do no harm to people that come into contact with our work. Nothing is more important!
8. EE expects all Personnel and Representatives to comply with this Policy and in particular to take action to report Safeguarding Concerns to the CED or **Safeguarding Officer** in accordance with the Safeguarding Concern Reporting Process set out below. The safeguarding officer responsibility is given to the Finance and Operations Director.



9. EE will treat all allegations of misconduct seriously, respond promptly and confidentially. There will be no Victimisation or other detriment for those who report Safeguarding Concerns on reasonable grounds.
10. After thorough investigation, Personnel, Partners or Representatives found to have breached this Policy may have corrective, disciplinary or remedial action taken against them. Where the matter is so serious, EE may be obliged to suspend or terminate the contract or appointment of Personnel, Representatives, Partners and/or report the breach to a relevant professional or legal organisation or authority.

6.18.2. EE's Safeguarding Guiding Principles

1. Culture: create a culture that supports safeguarding, prevents harm and protects people.
2. Empowerment: support and encourage people to act autonomously and make informed decisions with consent.
3. Prevention: our priority is to take action before harm occurs.
4. Protection: safeguard, support and represent those in greatest need.
5. Protection: safeguard, support, and represent those in greatest need.
6. Partnership: embed international, national and local solutions by working with communities, which have a critical part to play in preventing, detecting and reporting safeguarding concerns.
7. Accountability: be accountable and transparent in all aspects of safeguarding and respond actively and appropriately to safeguarding concerns.

6.18.3. Responsibilities and Accountabilities

1. **Board:** The Board is responsible for
 - a. Creating a culture of Safeguarding at EE;
 - b. Providing governance guidance for EE in relation to Safeguarding
 - c. Approving this Policy.
3. **Chief Executive Director:** The CED is responsible for embedding a Safeguarding culture in EE. The CED will:
 - a. Ensure this Policy is upheld and will inform the Board of any concerns relating to conduct and/or Safeguarding that may present risk to EE, its Personnel, Representatives, Partners, beneficiaries, reputation, operations or other activities;
 - b. Ensure progress in relation to conduct and Safeguarding activities across EE is included in standard reporting to The Board;
 - c. Ensure that all complaints of abuse, harm, exploitation, harassment and bullying are dealt with promptly, seriously and confidentially and in accordance with the internal grievance procedure;
 - d. Set a good example by treating employees with fairness, dignity and respect;
 - e. Hold the Safeguarding Officer accountable to this Policy.
4. **Safeguarding Officer (SO):** The Safeguarding Officer is the policy owner and is responsible for:



- a. Leading and overseeing Safeguarding and Harm prevention in EE including co-ordinating training and monitoring compliance;
- b. Providing all employees, line managers and supervisors with a copy of this policy and explain it to them;
- c. Providing appropriate training to line managers and supervisors;
- d. Setting a good example by treating employees with fairness, dignity and respect;
- e. Being alert to unacceptable behaviour and will take appropriate action to stop it;
- f. Monitor all incidents of abuse, harm, exploitation, harassment and bullying and review the effectiveness of this policy periodically;
- g. Ensuring the Policy complies with EE's obligations and contemporary practice and will update this Policy as required;
- h. Addressing any internal or external questions arising in relation to this Policy and Safeguarding generally and will be or arrange a point of contact for any issue of contention;
- i. Managing any Safeguarding Concern in accordance with the Safeguarding Concern Reporting Process; and
- j. Informing the CED of any key risk to EE regarding conduct and/or Safeguarding and will ensure relevant risk and incident registers are kept up to date and assist the CED prepare the reporting to the Board and other relevant bodies.

5. *Employee, Partners and representatives:* will

- a. Adhere to the principles and commitments under this Policy and any related procedures;
- b. Treat each other and the people they are serving with dignity and respect,
- c. Take all reasonable care to ensure that their actions or omissions are not in breach of this Policy, nor directly or indirectly encourage others to breach this Policy;
- d. Understand any unwanted behaviour included under section 6.18.6 "Terminologies and Definitions" will not be permitted or condoned, and will be treated as misconduct which may warrant dismissal from employment, and further legal action in court;
- e. All our employees should discourage any of the behaviours listed in section 6.18.6 "Terminologies and Definitions" by making it clear that they find such behaviour unacceptable and by supporting co-workers who suffer such treatment.
- f. Report any Safeguarding Concerns by following the Safeguarding Concern Reporting Process described below.

6.18.4. Employee Rights

- a. Our employees have a right to work in a good and harmonious environment that is free from, abuse, harm, exploitation, harassment and bullying and to complain about such behaviour should it occur.
- b. Employees who make complaints, and others who give evidence or information in connection with such complaints, will not be victimised (i.e. they will not be discriminated against, harassed or bullied in retaliation for their actions). Victimisation is also discrimination contrary to the equality laws and this policy. We will treat it as misconduct which may warrant dismissal from employment.

6.18.5. Monitoring

1. A report on the implementation of this Policy across EE will be submitted to the Board no less than every three years. The Safeguarding Officer is responsible for compiling this report and submission to the CED.
2. This Policy will be reviewed every three years by the Board and the Safeguarding Officer is responsible to prepare this review.
3. The CED has oversight for all Governance and Operational policies and will ensure the Policy is listed on the Policy Register and provide support to the Safeguarding Officer to ensure monitoring and reporting obligations are met.

6.18.6. Terminologies and Definitions

1. **Abuse:** occurs when an individual or individuals hurts an adult or child, either physically or mentally. In the majority of cases, the abuser is someone the victim knows well, such as a parent, other caregiver, relative or friend. Abuse can be intentional or unintentional and includes: Discriminatory Abuse; Emotional / Psychological Abuse; Exploitation (including Transactional Sex); Financial or Material Abuse; Harmful Traditional Practices; Neglect; Organisational Abuse; Physical Abuse; and Sexual Abuse (as further defined in this Policy).
2. **Best Interests of the Child** is an overarching principle in the UN Convention on the Rights of the Child (1989): in all actions concerning children (anyone below the age of 18 years), whether undertaken by public or private institutions, the best interest of the child should be a primary consideration. In all matters affecting the child, the views of the child should be seen as important and given due weight in accordance with the age and maturity of the child.
3. **Bullying:** is repeated behaviour towards a person or group of people which humiliates, offends, intimidates or threatens the person or group of people and that a reasonable person would have anticipated would humiliate, offend, intimidate or threaten someone. Examples of bullying include:
 - a. Physical or verbal Abuse;
 - b. Yelling, screaming or offensive language;
 - c. Excluding or isolating employees;
 - d. Psychological Harassment;
 - e. Assigning meaningless tasks unrelated to the job;
 - f. Giving employees impossible jobs;
 - g. Deliberately changed work rosters to inconvenience particular employees; and
 - h. Undermining work performance by deliberately withholding information vital for effective work performance.
4. **Discriminatory Abuse:** is repeated, ongoing or widespread discrimination due to a person's age, sex, gender, disability, racial heritage, religious belief, sexual orientation, appearance or cultural background, marriage or civil partnership, pregnancy and maternity. This can include unfair or less favourable treatment, sexual or gender

preference, slurs, harassment, name-calling, breaches of civil liberties and unequal access to health or social care.

5. **Emotional/Psychological Abuse:** is the emotional ill-treatment of a person that adversely affects their wellbeing or development. Some level of emotional abuse is involved in all types of ill treatment, though it may occur alone. It includes threats of harm or abandonment, deprivation of contact, humiliation, blaming, controlling, intimidation, coercion, harassment, verbal abuse, isolation or withdrawal from services or support networks. Other harmful experiences such as frequently being forced to witness violence in the domestic environment are also classified as emotional abuse.
6. **Exploitation:** is behaviour exploiting children or adults by seeking out those who are in vulnerable circumstances to use them for the perpetrator's own purpose, activity or gratification. This could be financial, commercial, sexual or related to extremism and terrorism. Exploitation involves a process of grooming; when someone builds an emotional connection with a child or adult to gain their trust for the purpose of exploitation. The perpetrator may also manipulate the environment, so victims become isolated from those who could help or support them. Those affected may not realise they have been groomed, or that what has happened is abuse. Exploitation includes but is not limited to: Modern Slavery; Radicalisation; Sexual Exploitation; and Transactional Sex, as further defined in this Policy, and may also be understood as adverse working and living conditions characterised by 'involuntariness' on the part of the worker.
7. **Financial or Material Abuse:** is theft or misuse of a person's property or assets. This includes money being withdrawn or stolen, goods or services purchased in someone's name without their consent, being deliberately overcharged for goods or services, misappropriation of property, possessions or benefits, or money being borrowed by someone who is providing a service to the vulnerable person.
8. **Forced Labour:** is a person, the victim, who provides labour or services if, because of the use of coercion, threat or deception, a reasonable person in the position of the victim would not consider himself or herself to be free to cease providing labour or services or to leave the place or area where he or she, the victim, provides labour or services.
9. **Fraternisation:** is any relationship occurring in the course of conducting business, that involves – or appears to involve – partiality, preferential treatment or improper use of rank or position including but not limited to voluntary sexual behaviour. It can include a close emotional relationship involving public displays of affection or private intimacy and the public expression or intimate relations. Fraternisation may be a type of Exploitation in very high-risk contexts.
10. **Harassment:** is any behaviour that is unwelcome, uninvited or unreciprocated and which a reasonable person, having regard to all circumstances, would anticipate as being offensive, humiliating or intimidating. It is no defence to a complaint of harassment that you did not mean to cause offence. Harassment includes but is not limited to Sexual Harassment. Examples of harassment include, but are not limited to:
 - a. pictures, graffiti or written materials which are offensive or obscene;



- b. phone calls, letters or messages, including SMS text messages on mobile phones, on electronic mail or PC networks which are threatening, abusive or offensive;
 - c. insulting or threatening gestures;
 - d. continual exclusion of a person or group from normal conversation, work assignments, work related social activities and networks in the workplace;
 - e. interference with a person's workspace, work materials, equipment or property, apart from that which is necessary for the ongoing work of The Foundation;
 - f. continual unjustified and unnecessary comments about a person's work or capacity for work;
 - g. dismissive treatment or material expressing prejudice or stereotypical assumptions about the group to which a person may belong;
 - h. offensive physical contact or coercive behaviour which may be taken to be derogatory or intimidating;
 - i. persistent following or stalking within the workplace;
 - j. spreading gossip or false or malicious rumours about a person; and
 - k. sabotaging a person's work, for example, by deliberately withholding or supplying incorrect information, hiding documents or equipment, or not passing on messages.
11. **Harm:** is any undue psychological or physical infringement of an individual's rights and includes Abuse, Bullying, Exploitation, Harassment, Unlawful Discrimination, Victimization and Vilification.
12. **Harmful Traditional Practices:** are forms of violence which have been committed, primarily against women and girls, in some communities and societies for so long that they are considered, or presented by abusers, as part of accepted practice. Such traditions include female genital mutilation and forced marriage. They may also include different forms of ritual ceremonies involving individuals in harmful religious or spiritual activities. Children and adults with disabilities may be at higher risk of becoming victims of witchcraft beliefs in certain contexts for example individuals with albinism. Harmful Traditional Practices are a type of Abuse.
13. **Human Trafficking:** is the recruitment, transportation, transfer, harbouring or receipt of persons, by means of the threat or use of force or other forms of coercion, of abduction, of fraud, of deception, of the abuse of power or of a position of vulnerability or of the giving or receiving of payments or benefits to achieve the consent of a person having control over another person, for the purpose of exploitation.
14. **Modern Slavery:** is Human Trafficking, Forced Labour, Servitude, debt bondage or coercing, deceiving and forcing an individual into a life of Abuse. People are trafficked for Sexual Exploitation, Servitude, labour, benefit fraud and involvement in criminal activity such as pick-pocketing, theft and illegal work. Some people are coerced, but most are trapped in subversive ways. For example, promised education or 'respectable' work in restaurants or as domestic servants, or parents may be persuaded that their children will have a better life elsewhere. Modern Slavery is Exploitation.

15. **Neglect:** is the continuing failure to prevent harm that damages or impairs health and/or development by not meeting a person's basic physical and/or psychological needs. This includes ignoring medical or physical care needs, failure to provide access to appropriate health, social care or educational services, withholding medication, inadequate hygiene, nutrition, housing or heating, or preventing someone from interacting with others. Neglect of children and adults with disabilities is more common than neglect of those without disabilities and is often under-reported. In an international development context, some of the individuals The Foundation works with may experience some form of neglect to basic needs. Professional judgement is needed to decide whether the experience of neglect is intentional or due to material deprivation, and should be based on the severity of the neglect and how the individual is being treated relative to their peers in the community and wider cultural norms. Neglect is a type of Abuse.
16. **Organisational Abuse:** is the mistreatment, abuse or neglect of children or adults by an organisation or its personnel. It can take place within settings and services that children or adults live in or use, and it violates their dignity, resulting in a lack of respect for their human rights. It can take the form of an organisation failing to respond to incidents of poor practice brought to its attention.
17. **Physical Abuse:** is deliberate injury to a person, however slight. This may involve hitting, shaking, throwing, poisoning, biting, burning or scalding, drowning, suffocating or otherwise causing or attempting to cause physical harm to a person. Physical Abuse may also be caused through the misuse of medication, restraint or inappropriate sanctions, for example, corporal punishment, or being given alcohol or a substance that is known to cause harm.
18. **Radicalisation:** is the process by which those who are vulnerable come to support terrorism or violent extremism and, in some cases, to directly participate in or support terrorist groups. There is no obvious profile of a person likely to become involved in extremism or a single indicator of when a person might move to adopt violence in support of extremist ideas. The process of radicalisation is different for every individual and can take place over an extended period or within a very short time frame. It may follow experience of racism or discrimination. They believe that joining a movement offers social and psychological rewards such as adventure, camaraderie and a heightened sense of identity. Radicalisation may be a type of Exploitation.
19. **Servitude:** is a person (the victim) who provides labour or services, if, because of the use of coercion, threat or deception: a reasonable person in the position of the victim would not consider himself or herself to be free to cease providing labour or services or to leave the place or area where he or she, the victim, provides labour or services and the person is significantly deprived of personal freedom in respect of aspects of life other than the provision of the labour or services.
20. **Sexual Abuse:** is the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions. It is the involvement of a person in sexual activities which they do not want or truly understand, or to which they are unable

to give valid or effective consent. This may involve rape (which includes attempts to force someone to perform oral sex), sexual assault (which includes non-consensual kissing and touching), inappropriate sexual contact or exposure to inappropriate material. Any kind of sexual activity involving a child constitutes sexual abuse, whether or not the child is aware of, or consents to, what is happening. This includes rape, incest, fondling genitals, masturbation, voyeurism, exhibitionism, exposing a child to adult sexual material, or making them take part in any sexual activity, real or simulated, whether face-to-face, online, or in any other medium.

21. **Sexual Exploitation:** is any actual or attempted abuse of a position of vulnerability, differential power, or trust for sexual purposes. It includes profiting monetarily, socially, or politically from sexual exploitation of another. It is a type of Abuse in which children or adults are sexually exploited for money, power or status. Some children and adults are trafficked into or within a country for this purpose. They may be tricked into believing they are in a loving, consensual relationship. Abusers will use various means to gain compliance such as drugs, alcohol, gifts, threats and bribes.
22. **Sexual Harassment:** is unwanted physical, verbal or non-verbal conduct of a sexual nature that can include indecent remarks or sexual demands, it is one type of Harassment and can take many different forms. A person sexually harasses another person if the person makes an unwelcome sexual advance or an unwelcome request for sexual favours, or engages in other unwelcome conduct of a sexual nature, in circumstances in which a reasonable person, having regard to all the circumstances, would have anticipated the possibility that the person harassed would be offended, humiliated or intimidated. Sexual harassment can take various forms. It can be obvious or indirect, physical or verbal, repeated or one-off and perpetrated by any person of any gender towards any person of any gender. Sexual harassment can be perpetrated against beneficiaries, community members, citizens, as well as Personnel. Examples of conduct which may be sexual harassment include, but are not limited to:
 - a. lewd comments or jokes;
 - b. staring or leering;
 - c. Verbal and/or physical conduct of a sexual nature or based upon a person's gender;
 - d. boasting about sexual performance or discussion about sexual behaviour;
 - e. unwanted and persistent physical contact including uninvited kisses, touching or embraces;
 - f. Requests for sexual favours during work or as a condition of employment;
 - g. displays of sexually graphic material including posters, pictures, calendars, magazines, videos and so forth;
 - h. unwelcome sexual advances including repeated invitations to go out after prior refusal;
 - i. behaviour which would also be considered an offence under criminal law including assault, indecent exposure; sexual or indecent assault;
 - j. stalking or obscene communications;

- k. sexually explicit or offensive conversations including phone calls, letters and e-mails or any kind of electronic communication questioning about a person's private life.
23. **Unlawful Discrimination:** is treating a person or group of people less favourably than another person or group. Discrimination is unlawful when a person is treated less favourably for one of a variety of grounds set out in the relevant legislation. These vary by jurisdiction, but include:
- a. sex, marital status, pregnancy or family responsibilities;
 - b. sexual orientation;
 - c. race, colour, descent, nationality, national origin, ethnicity or religion; disability or impairment;
 - d. gender identity including transgender;
 - e. age;
 - f. political belief or activity;
 - g. trade union membership or union or industrial activity; or
 - h. responsibilities as a carer.
- Unlawful discrimination can occur not only at the workplace, but at work related trips or functions or in any operational context. There are exceptions to the prohibition on unlawful discrimination which may apply in some situations, for example height due to the safety requirements of a particular job.
24. **Victimisation:** is unfavourable treatment or persecution of an employee during his/her employment or engagement because the employee has raised a Safeguarding Concern under this Policy or is the victim in a Safeguarding Concern raised by another.
25. **Vilification:** is incitement of hatred, serious contempt or severe ridicule of a person or group of persons on the ground of an attribute such as age, race, gender or disability.

6.18.7. Safeguarding Code of Conduct

1. Culture

It is the responsibility of every EE staff member to ensuring a safe environment and culture for those with whom we come in contact during the course of EE programme activities including children, vulnerable adults and all other people. We shall act to the standards set out below.

- a. Uphold a culture that supports Safeguarding of children and adults and the provision of a safe and inclusive workplace, projects and fundraising activities where all are treated with dignity, courtesy and respect.
- b. Be respectful of people's rights, background, culture and beliefs and treat them equally regardless of gender, race, religious or political beliefs, age, physical or mental health, sexual orientation, family and social background and culture or economic status.
- c. Safeguard people and EE and other partners reputation, interests and resources.

2. Prevention

- a. Not cause any person Harm including by way of Abuse, Bullying, Exploitation, Harassment, Unlawful Discrimination, Victimisation or Vilification.
- b. Treat individuals associated with EE and partner organisations with respect.
- c. Respect the privacy and confidentiality of personal information so that dignity and safety is not compromised.
- d. Refrain from using language that is inappropriate, harassing, abusive, sexually provocative, discriminatory, demeaning or culturally inappropriate.
- e. Not accept, receive or give inappropriate benefits, gains or gifts.
- f. Follow EE's Safeguarding People Policy and any associated procedures.
- g. Not commit any criminal acts and follow relevant local, state and national law relating to Safeguarding people, child protection and labour.
- h. Not attend work or our projects while adversely affected by drugs or alcohol, including when driving a motor vehicle, and not smoke on the project premises or in the project vehicles.

3. Empowerment

- a. Conduct oneself in a manner consistent with your position as a representative of EE and as a positive role model to children including adhering to EE's values of integrity, action, collaboration and empowerment.
- b. Use any computers, mobile phones, video cameras, cameras and social media appropriately and never to Harm people or children nor access exploitative material through any medium.
- c. Refrain from photographing people or using their photographs including in programme or promotional materials, social media or otherwise without their prior informed consent, and you must:
 - i. Obtain informed and documented consent of the child and his/her parents or guardians before photography/filming.
 - ii. Provide an explanation on how the photograph/film will be used.
 - iii. Ensure photographs, films, videos and DVDs present children in a dignified and respectful manner and not as vulnerable or submissive. Children should be adequately clothed and not in poses that could be seen as sexually suggestive.
 - iv. Ensure images are honest representations of the context and facts.
 - v. Ensure file labels, meta data or text descriptions do not reveal identifying information about a child when sending images electronically or publishing images in any form.

- vi. Take care to ensure the local traditions or restrictions for reproducing personal images are adhered to before photographing or filming a child or adult.

4. **Protection**

- a. Take all reasonable steps to protect children and adults from Harm.
- b. Ensure your response to any Safeguarding Concern is victim/survivor-centred.
- c. Do not hit, mistreat or cause other Harm to children.
- d. Refrain from any sexual act or behaviour towards children, including using sexually suggestive language and paying for sexual services or acts.
- e. Wherever possible, ensure that another adult is present when working near children.
- f. Refrain from inappropriate physical contact or provocative behaviour with children including not to hold, kiss, cuddle or touch a child in an inappropriate or culturally insensitive way.
- g. Do not seek to make contact or spend time with any child outside the Project times.
- h. Do not develop relationships with children that may be deemed exploitative or abusive.
- i. Avoid acting in ways that shame, humiliate, degrade or otherwise perpetrate any form of psychological harm against a child including the use of language that is inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate.
- j. Refrain from sleeping in the same room or bed as a child and do not invite unaccompanied children into your home/hotel or other private location, unless they are at immediate risk of injury or in physical danger.
- k. Refrain from developing relationships with children that could be deemed exploitative or abusive in any way (including using or supporting the use of child labour such as hiring children for domestic labour).
- l. Refrain from providing children with, or exposing them to, alcohol, tobacco or illegal drugs.
- m. Not show favouritism to the exclusion of others including through the provision of gifts or inappropriate attention nor act in a way that shows unfair or differential treatment of children.
- n. Nor encourage, support or condone the above conduct in others.

5. **Partners**

- a. Collaborate with and build the capacity of our partners to uphold a culture that supports Safeguarding and the provision of a safe and inclusive workplace, and activities where all are treated with dignity, courtesy and respect.

6. Accountability and Transparency

- a. Confirm there are no charges, convictions or other outcomes of an offence that relate to Abuse, Exploitation or any other Harm by you. If such confirmation cannot be provided, immediately disclose to EE any such charges, convictions or outcomes.
- b. Immediately report any Safeguarding Concern including possible or actual breaches of this Safeguarding Code of Conduct, the Safeguarding People Policy or the law by either you, any Personnel, Partner, Representative or any other to the Safeguarding Officer of EE using this address, within 24 hours:

Email: ethiopiaeyu@gmail.com

P.O. Box: 1718

Tel: (251-58) 320 7733

Fax: (251-58) 320 8866

6.18.8. Safeguarding Concern Reporting Process

1. In all situations first make sure the child or adult is safe. Arrange medical attention as needed.
2. If you are aware of or suspect harm to a child or adult within EE programme activities, our other related projects or otherwise while at work or any other breach of the Safeguarding Code of Conduct, you must immediately notify the EE Safeguarding Officer.
3. Please complete the EE Safeguarding Concern Reporting Form (Appendix 8) and submit it to the Safeguarding Officer as indicated above.
4. Please note that all information completed in the safeguarding reporting form will be treated confidentially.
5. The Safeguarding Officer will notify the CED immediately.
6. If the concern or allegation relates to activities receiving institutional funding, the CED will inform the institutional Donor within 48 hours. Donors and Partners notification requirements including DFID and USAID should also be checked case by case and followed strictly.
7. The CED with EE executive committee will jointly consider the nature of the alleged offence, and decide on the next steps, including any further action needed to ensure the safety and wellbeing of the child or adult and their wishes, and calling in advice from relevant staff members if required (for example, for Project related allegations this may include the Director of Programs).
8. Next step action may involve:

- a. Reporting to the Board Chair and calling the Board for a meeting
 - b. Initiate investigation led by SO, the internal auditor or an external expert depending on the nature of the Safeguarding Concern.
9. The CED and the Board will support the SO or other relevant investigating bodies to ensure that relevant laws are followed in relation to investigation, reporting and sanctions including that if the alleged incident is a breach of law the SO will report it to the relevant authorities (unless reporting poses a significant risk to survivors, is against their wishes or raises another risk of material concern). For example, in Ethiopia this would be by the SO to the Regional or Federal Police, or other appropriate authority.
 10. The CED, working with the SO where relevant, will inform the relevant stakeholders of the result of the investigation. This may include the person who made the report, the adult or child involved if different, and the person against whom the allegation was made against, if relevant.
 11. The CED will keep the institutional Donor apprised of developments as appropriate.
 12. The SO will ensure that a Safeguarding Concern has been raised is included in the **Safeguarding Register (Appendix 9)** and the incident section of the quarterly **Risk & Incident Report** presented to Board.
 13. If any allegations are made suggesting that EE itself as an organisation has committed an offence under any laws, then the SO must refer the allegation to the Board as appropriate in the circumstances.

6.19. Offenses and Penalties

1. The following aggravated offenses shall entail summary dismissal:
 - Abandonment of post
 - Abuse of authority
 - Abuse of any form as defined above in the safeguarding section.
 - Assault, intimidation and verbal abuse of other employees
 - Bullying
 - Corruption
 - Disorderly or indecent behaviour
 - Drug and/or alcohol use or possession in the work place
 - Exploitation of any kind
 - Fraud or dishonesty
 - Fraternisation
 - Giving false information in respect of educational qualifications or experience
 - Insubordination or disobedience
 - Harassment of any kind
 - Harmful traditional practices

- Human trafficking
 - Modern day slavery
 - Negligence in job or in handling property
 - Radicalisation
 - Repeated tardiness and absence from work for five consecutive days, ten days in a given month and thirty days in a year
 - Sabotage or wilful damage
 - Servitude
 - Theft, misappropriation, misuse etc. of property
 - Unlawful discrimination
 - Unauthorized disclosure of any confidential information
 - Unwillingness to perform prescribed duties in a satisfactory manner
 - Victimisation
 - Vilification
 - Violating safety and any of EE work rules
 - All other illegal acts
2. Depending on the magnitude of the offense the following disciplinary measure will be imposed
 - Verbal Warning
 - Written Warning
 - Fine
 - Suspension
 - Demotion
 - Dismissal
 3. All offenses except dismissal shall be cleared from the personal file of the respective employee after one year from the date of last offence. However, this will be decided by the CED based on the type of offense and its repeatability.
 4. In the event that any offence has resulted in the damage or loss of property or important asset, the employee shall in addition be required to pay for repairs or replacements.
 5. Refusal to accept letters from any organ of EE shall result in automatic dismissal.
 6. Employees are advised to accept letters and then file their case in writing to immediate supervisor or to the HR manager.

6.20. Grievance Procedure and Dispute Resolution

1. The objective of the grievance procedure is to resolve disputes as quickly and fairly as possible.
2. If, at any time, an employee feels that disciplinary action taken against her/him is unfair, or s/he has any grievance against the project or a work-related problem, s/he may invoke the grievance procedure as follows:

3. Any grievance must first be made, in writing by completing the **Grievance Form (Appendix 10)**, with the employee's immediate supervisor. The immediate supervisor shall attend to the matter within three (3) working days of receipt of the grievance. If the grievance is related to harassment or discrimination, it must be addressed immediately by the supervisor. Every effort must be made by both parties to resolve the grievance. If no satisfactory settlement can be reached, the grievance will be referred to the CED for resolution.
4. If a grievance is raised during disciplinary procedures, notice of dismissal may not be given until the grievance is resolved.
5. The decision of the CED in the issue is considered final.
6. Any grievances that cannot be resolved locally to the satisfaction of all parties should be referred to the Board for assistance.

6.21. Whistle-blower Policy

1. It is the intent of EE to adhere to all laws and regulations that apply to the organization, and the underlying purpose of this Policy is to support the organization's goal of legal compliance.
2. The support of all employees is necessary to achieving compliance with various laws and regulations.
3. How to file a complaint:
 - 3.1. Alleged unlawful activity, policy, or practice should be brought directly to the attention of your CED, the Board, or Civil Societies Organisation Agency.
 - 3.2. The employee will agree to provide EE with a reasonable opportunity to investigate and correct the alleged unlawful activity. The CED and the Board will assure that the matter is investigated, and that appropriate action is taken and reported to Civil Societies Organisation Agency
 - 3.3. EE will not retaliate against an employee who, in good faith, discloses or threatens to disclose, has made a protest or raised a complaint against some practice of EE, or of another individual or entity with whom EE has a business relationship, inclusive of governmental or non- governmental, on the basis of a reasonable belief that the practice is fraudulent or in violation of law or a clear mandate of public policy concerning health, safety, welfare, or protection of the environment.

7. PERFORMANCE APPRAISAL

7.1. General

1. The objective of the staff performance appraisal is to evaluate execution capacities of the employee, identify and discuss work standards and requirements, create competitive working atmosphere and assess training and other development needs.
2. EE employee performance is evaluated in an effort to assess an employee's progress towards achieving predetermined goals and to set performance goals for the upcoming year
3. It is EE policy that all employees have a formal performance appraisal on an annual basis a month before the end of the contract, and at least one week before the expiry of the period of probation for new employee.
4. Results of performance appraisals must be signed by the employee and the immediate supervisor and sent to the HR department (See **Appendix 11 for Performance Appraisal Forms**) .

7.2. Procedure

1. The HR Manager will notify the employee and the supervisor that evaluation is due.
2. The supervisor and the employee will select a date for the review.
3. The employee fills out the self-assessment section of the performance review form.
4. The employee's supervisor reviews and adds her/his assessment of the employee's performance
5. The supervisor and employee meet to discuss the following:
 - 5.1. Assessment of the past year's performance and feedback from supervisor
 - 5.2. Planned activities for the coming year.
 - 5.3. Employee's goal for personal and professional development in the coming year. □
 - 5.4. Any additional performance standards/expectations.
6. The employee's supervisor should provide written comments on the employee's performance, and the employee should be given an opportunity to respond.
7. Once the document has been finalized, the employee signs the evaluation as his/her indication of approval.
8. If the employee refuses to sign the appraisal form, the supervisor shall complete the evaluation process and note the employee's reason for refusing to sign the form.

9. All final evaluation forms are to be completed, signed by the supervisor and supervisee, and returned to the HR Manager.
10. The performance appraisal is a confidential document that, upon completion, will be filed in the employee's personnel file. The employee will be provided with a copy of her/his performance appraisal.
11. Performance appraisal systems and forms will be reviewed regularly for appropriateness and relevance by the HR Manager and CED and are subject to change.
12. In the event of unsatisfactory performance, the supervisor should discuss the performance with the HR Manager to begin the performance improvement process to support the employee as outlined below.
13. A good or superior performance review is not a guarantee for continued employment or salary increase. Policies related to salary increases are detailed below.

7.3. Performance Improvement Plan

1. In cases where a staff member is underperforming and needs support to improve her/his performance in specific areas, a performance improvement plan (PIP) with clear expectations, tasks, deliverables, and timelines will be developed by the supervisor and explained in detail to the staff member.
2. The improvement plan will be used as a managerial tool to measure the employee's performance during the set period of time and to decide on next steps.
3. Employees on a performance improvement plan are not eligible for a salary change until the process is complete. The salary change will not be retroactive.
4. The PIP process can be initiated by the supervisor at any time. It does not have to align with the probationary or annual review times.

7.4. Annual Merit Increases

1. Annual salary adjustments are made in the form of merit raises based on the employee's annual performance review. Length-of-service is not a factor in determining annual increases.
2. Increases may be earned through sustained or improved performance and are not automatic.
3. A satisfactory performance would result in a one-step increase.
4. An unsatisfactory performance may result in a 0% salary increase and will lead to a PIP as described above.

5. Annual salary increases are limited to a maximum of 5%.
6. Changes/increases will be dependent on availability of budget and compliance with Admin cost ratio.
7. Along with an employee's written performance appraisal, supervisors submit merit raise recommendations to be reviewed and approved by the CED.
8. Regardless of an employee's performance, all salary increases are based on budget availability.
9. Salary and annual increases are considered confidential and should only be discussed with the employee's supervisor or HR.

7.5. Promotion

1. It is EE policy to offer promotional opportunities as they occur to qualified and deserving employees.
2. Vacancies are filled by promotion of in-service employees when possible.
3. All project openings will be advertised and qualified employees are encouraged to apply.
4. When an employee is promoted to a higher position, the salary of that employee will be reviewed, and an increase may be proposed by the employee's supervisor.
5. The CED will approve all such increases. A new review date will be established based on the promotion date.

7.6. Transfer

1. A transfer is defined as the movement of an employee from one post to another of the same grade. It may take place within the same unit or from one duty station to another.
2. Transfer of employees may be made upon the request of the employees or by management decision and when the work necessitates.
3. Employees who seek to get a transfer should apply in writing to his/her immediate supervisor. The immediate supervisor then approves and forwards the application to HR department, provided that he/she is agreement with the request.
4. The HR Department shall consult the releasing and accepting department heads for their consent. When both are in agreement, the HR head shall forward their recommendation to the CED for approval.

8. LEAVE

8.1. General

1. Leave is valid only when it is formally approved by the immediate supervisor.
2. Any employee who wishes to take annual leave is required to notify the immediate supervisor one month in advance.
3. Records of leave request and approval shall be kept in HR Section.
4. There must always be sufficient documentation for eligibility and approval for any leave. Appropriate formats shall be used.
5. Below is the procedure to take all types of leave:
 - a) **Fill out the Leave Request Form (Appendix 12).**
 - b) Submit the form to the respective supervisor for approval and signature;
 - c) Return the signed form to the HR Manager to verify that the employee qualifies for leave;
 - d) Once the leave is verified by the HR Manager, the form will then be signed by the CED for final approval;
 - e) The Leave Request Form will be returned to the HR Manager to be filed in the Employee Personnel File and the HR Manager will notify the staff member that the Leave Request is approved.

8.2. Annual Leave/Vacation

1. Full-time employees are entitled to paid Annual Leave of 1.1666 days per month worked, for a total of fourteen (14) workdays during their first one (1)-year of service.
2. Part-time employees will be eligible for vacation time on a pro-rated basis.
3. Full-time employees are entitled to one (1) additional workday for every additional full year of service.
4. Employees may only carry over 10-days from one calendar year to the next, if only approved by the CED under special circumstances.
5. Any excess vacation balance days on the end of the fiscal years will be lost. Therefore, employees are encouraged to take vacation each year, as they will not be eligible to be paid for those days.
6. In order to properly manage peak periods, employees are encouraged not to plan vacation periods that fall within periods of high activity.

7. Employees still in the probation period are not allowed to take vacation, as highlighted in the employment contract.
8. Employees are entitled to take up to a total of three (3) weeks of vacation in succession. For periods longer than this, employees are required to seek approval from the CED.
9. Start and end dates of an employee's vacation are determined by her/his supervisor in coordination with the employee.
10. Vacation time taken in advance of being earned is at the discretion of the CED.
11. The CED may postpone or change the date of leave of an employee for reasons dictated by the work conditions.
12. No payment shall be made for earned annual leave, which is not taken unless the employee is leaving the organization

8.3. Sick Leave

1. After completing probation, employee who is incapable of work due to sickness other than resulting work injury is entitled to a sick leave for a maximum of six months consecutively or separately in the course of any twelve months period from the first day of his/her sickness.
2. The payment of wage or salary in the period of sick leave will be as follows:
 - a) the first one (1) month one hundred percent (100%) of wages,
 - b) the next two (2) months fifty percent (50%) of wages,
 - c) the next three (3) months without pay
3. An employee who is sick and absent from work must notify the office as early as possible on the day of his/her absence.
4. A medical certificate must be provided for Sick Leave of more than two (2) consecutive workdays from EE approved health facilities only.
5. Uncertified sick leave shall be charged to annual leave.
6. Medical appointments that cannot be scheduled during non-working hours shall be charged to Annual Leave.
7. Neither sick leave nor annual leave can be extended in the occurrence of either of the two over-lapping.
8. Sick leave due to employment injury shall be treated in accordance with the labour proclamation

8.4. Maternity, Paternity and Adoption Leave

1. A pregnant employee shall be eligible for time off for medical examination connected with her pregnancy after prior approval of the immediate supervisor.
2. Thirty (30) consecutive calendar days of paid maternity leave during the pre-natal period and sixty (60) consecutive calendar days of paid maternity leave is available to all full-time female employees who give birth to or adopt a child, and who have already completed the probationary period with the project.
3. If leave is not used during the pre-natal period, the full-time female employee may take up to a maximum of (90) consecutive calendar days of paid maternity leave.
4. Upon approval of the CED, annual leave, sick leave, or leave without pay may be used to extend the maternity leave period.
5. Annual leave will continue to accrue during paid maternity leave (e.g., maternity benefit or previously accrued vacation). However, leave and other benefits will not accrue during any unpaid maternity leave.
6. Employees must submit a maternity leave request at least 30 days prior to the anticipated date of departure along with medical certificate indicating expected delivery date to the immediate supervisor and EE HR Manager.
7. Submission of adoption documents is required to be eligible for the adoption leave benefit.
8. A male employee who has completed his probation is entitled to five (5) consecutive weekdays paid Paternity Leave, which must be taken within 1 month of the birth of his child.
9. Their request must be supported by valid evidence and prior approval from the immediate supervisor must be obtained.

8.5. Bereavement Leave

1. Employees are allowed three (3) consecutive days of leave upon the death of a member of the immediate family. Immediate family includes father, stepfather, father-in-law, mother, stepmother, mother-in-law, sister, stepsister, sister-in-law, brother, stepbrother, brother-in-law, spouse, child, grandchild, or grandparent.
2. This benefit cannot be claimed in cases such as death occurring during vacation, on paid holiday, or in any other case that would result in paying twice for the same time off.
3. This benefit also cannot be claimed if the employee is on leave of absence or is absent as a result of disability, illness, or other personal business.
4. Bereavement leave shall not exceed 9 days in a given year.

5. If the employee has used the allotted number of days and additional days off are necessary, the employee may take time without pay and upon approval of the CED.
6. EE reserves the right to have proof of absence under this policy.

8.6. Other Leaves

1. An employee who concludes marriage shall be entitled to leave with pay for seven working days.
2. Employees who give birth to a child are allowed one (1) hour of leave per day for breastfeeding for a period of six (6) months after the birth. This period cannot be extended beyond the six (6) months period. Any additional time needed will be counted against annual leave.
3. All employees shall be eligible for leave with pay for the time they need to appear before court, police stations or Kebele (village) to meet legal obligations. Such leave must be supported by genuine written evidence.

8.7. Leave Without Pay

1. EE will consider requests for leave without pay on a case-by-case basis.
2. Circumstances that require an extended leave of absence beyond the leave described above must be discussed with the employee's immediate supervisor, the CED for individual arrangements.
3. Failure to secure prior approvals for leave without pay shall be considered as unauthorized absence and shall be subject to disciplinary action.
4. All requests for leave without pay must be approved by the CED.
5. Employee benefits and accruals of leave-time (holidays, sickness, vacation, etc.) shall be suspended during the leave without pay period.
6. The number of leave-without-pay days per calendar year is limited to 15 working days.
7. No leave without pay shall be given to extend annual leave.
8. Employees who absent themselves for more than 5 working days without any notification shall be considered to have terminated their employment with EE.

9. CODE OF ETHICS

1. The mission of EE should be realized through a common code of ethics upheld by our Directors, Officers, Staff, and Volunteers.
2. Work and business relationships should be conducted with the highest level of integrity, respect, honesty, diligence, trust, and fairness which are the pillars of our EE culture.
3. Individuals purchasing goods and services on behalf of EE shall conduct business in a manner that is consistent with the purpose of EE.
4. All qualified vendors should be given equal opportunity to compete for EE business. Purchasing decisions should be made on reasonable assessment of quality, service, competitive pricing, and technical qualifications.
5. Procurement decisions shall be made with integrity and objectivity, free from any personal considerations or benefits, otherwise known as kickback.
6. The officers, employees, and agents of the recipient shall neither solicit nor accept gratuities, favours, or anything of monetary value from contractors, or parties to sub-agreements. However, recipients may set standards for situations in which the financial interest is not substantial, or the gift is an unsolicited item of nominal value.
7. Appropriate confidentiality and compliance with all applicable regulations and laws are equally important.
8. EE employees are expected and are held accountable for the following:
 - 8.1. Performing the work that is indicated in the job descriptions as per the expected plans and standards;
 - 8.2. Handling with due care all equipment, instruments and tools given to them for work;
 - 8.3. Reporting for work always in fit mental and physical conditions;
 - 8.4. All local contracts and compensation shall comply with national and local laws.
 - 8.5. Refraining from:
 - a) An intentional act that endangers life or property in the place of work
 - b) Taking away property from the work place without the authorization of the responsible person;
 - c) Unauthorized access, use or abuse of EE property, such as, but not limited to, vehicles, photocopiers, computers, computer software, internet access (i.e., pornographic sites), e-mails, fax machines and telephones will not be tolerated
 - d) Being repeatedly tardy for work;
 - e) Being absent from work without permission or outside the rules of the organization;
 - f) Creating or engaging in brawls or quarrels at the working place;
 - g) Accepting gifts or remuneration from a third party as a recognition of collaboration, which may be found irregular and result in dishonesty;

- h) Gambling or playing games during work hours;
 - i) Using information known to the employees by reason of their official position to their private advantage;
 - j) Breaching confidential information of EE;
 - k) Breaching any aspect of EE Code of Conduct.
9. All staff should follow the following during field works:
- 9.1. All instances in which staff are at heightened risk of harm due to program activities, civil unrest, natural disaster, or other exceptional events (e.g. being stranded, abducted) shall be reported to the CED immediately.
 - 9.2. All instances in which staff are injured shall be reported promptly.
 - 9.3. All EE vehicles should be operated in a safe manner to ensure safety of driver and passengers.
 - 9.4. No salary or salary top off to be paid to staff of other institutions.
 - 9.5. All business-related travel outside of the area of operation must be approved by CED.
10. Remuneration for staff must reflect the local labour laws and cannot exceed the maximum number of allowable months.
11. All non-routine research activities must be approved by CED and have all appropriate and adequate ethical/Institutional Review Board (IRB) clearance, in advance of field activities taking place.
12. All persons conducting research shall have undertaken the appropriate research ethics training.

10. SEPARATION/TERMINATION OF EMPLOYMENT

10.1. General

1. The employment contract can be terminated by the initiation of the employer or the employee.
2. The following shall constitute reasons for the termination:
 - Resignation
 - Retirement
 - Redundancy
 - Probationary termination
 - Disciplinary termination
 - Health problems
 - Cessation of the organization partially or wholly
 - Imprisonment or conviction of an employee for legal offense
 - Expiry of the contract of employment
3. Termination payments shall be granted as provided in this manual and or as will be required by law.

10.2. Termination Types

10.2.1. Resignation

1. Voluntary termination by an employee shall be done in writing and will require thirty (30) calendar days' notice by the employee.
2. Annual leave shall not be taken from the time that an employee gives notice until her/his last day of employment without the prior approval of the CED.
3. EE reserves the right to accept an employee's resignation immediately upon receipt and may compensate the employee in lieu of notice should the proper notice be given.
4. An employee's failure to return to work upon the expiration of a leave of absence, vacation, or any other approved leave without explanation approved by management will be treated as a voluntary termination of employment after five (5) days of unapproved absence.
5. Employees shall return any materials, equipment, or funds belonging to the project before their last day of employment.
6. The employee will be held responsible, at the discretion of the CED, for replacement and repair of any materials or equipment damaged through negligence.
7. Any outstanding advances as of the employee's last day of employment will be deducted from any funds due to the employee.

10.2.2. Retirement

1. The mandatory retirement age for staff working for EE shall be 65 years.
2. EE may retain employees beyond the retirement age upon the discretion of the CED.
3. A minimum notice period of 60 calendar days shall be given to retiring staff in writing by the HR Department.
4. Article 35 of the labour Proclamation 377/2003 shall be considered in giving prior notice.

10.2.3. Disciplinary and other Terminations by Employer (EE)

1. In accordance with EE policy and Ethiopia labour laws, employees may be asked to leave employment for unsatisfactory performance of their work and/or gross misconduct.
2. Termination due to other offenses not resulting in dismissal shall take place with a prior notice of up to one-month time.
3. EE has high standards of behaviour for its employees. Employees who behave in an unacceptable fashion, such as breaking the code of conduct or violating project rules, regulations, and policies, will face disciplinary sanctions proportional to the gravity of the offense they have committed.
4. EE subscribes to a policy of progressive discipline in order to give any employee the opportunity to improve her/his performance/conduct if deemed necessary. Progressive disciplinary actions are as follows:
 - a) Provide the employee with notice of her/his unsatisfactory performance/conduct in verbal form, usually from the immediate supervisor.
 - b) Provide the employee with a written reprimand, generally used after an oral warning has not been followed with improvement in behavior, or when the severity of the misconduct warrants documentation. A copy of the reprimand will be placed in the employee's personal file for consideration during the annual performance evaluation.
 - c) Provide the employee with an opportunity to improve performance/conduct by drafting a performance improvement plan (PIP).
 - d) Issue further communication related to performance/conduct of either positive or negative results. If performance/conduct does not reach a satisfactory level in accordance with the PIP, additional disciplinary action up to and including unpaid suspension with a final warning indicating pending termination for failure to take corrective action, may be invoked.

- e) Employees who are involuntary terminated by their supervisor shall be terminated in writing and receive thirty (30) days' notice. At the discretion of the CED, the employee may receive thirty (30) days salary in lieu of notice.
 - f) Reasons for termination shall be fully documented by the supervisor and placed in the employee's personnel file.
5. EE subscribes to a consistent level of fairness in all disciplinary action. EE reserves the right to discharge without progressive discipline should it become an appropriate measure.
 6. Undesirable behaviors subject to disciplinary actions include but are not limited to the one indicated on section 6.19
 7. Employees have the right to enjoy a workplace that is free from harassment by words or conduct resulting in fear, pressure, or discomfort caused by any other fellow employee or supervisor. Employees who engage in any form of harassment of other employees are in infringement of this agreement and are liable to disciplinary action or immediate dismissal.
 8. Gross negligence, conviction for a criminal offense, or gross misconduct will result in immediate termination. Gross misconduct includes misappropriation, negligent and/or unauthorized use of project funds, equipment, and property; violent behavior or assault; theft; giving or accepting bribes; or any other behavior as defined by the CED.
 9. Certain offenses are so serious that they may warrant summary dismissal (i.e., dismissal without notice pay). An employee thought to be guilty of such an offense should be suspended on full pay, pending the outcome of a hearing, which will be referred to and conducted by the CED. The inquiry must take place within five (5) days of such an offense being committed unless delayed by an investigation, in which case this must be noted in writing and placed on file. If the employee is found guilty, immediate dismissal shall be decided upon and/or approved by the CED.
 10. Vacation and other benefits shall continue to accrue during the notice period.
 11. Involuntarily terminated employees will be paid their accrued vacation, and provident fund at the time of dismissal. Any employee advances, prepaid benefit allowances, and any used unearned vacation or sick time will be accounted for and recovered from any final payments due to the employee. For further details on final payment, see Section 10 below.
 12. EE can terminate the employment of an employee on probation at any time before the expiry of the probation period.
 13. An employee can be terminated if he/she is, for reasons of health or disability, unable to carry out his/her obligations under the term of employment.



14. An employee who absents himself/herself beyond the sick leave entitlement of six months in any twelve months period shall be subject to termination due to health problems.
15. Absence for more than 30 days due to imprisonment would result in termination.
16. Employment may be terminated due to inability to perform prescribed duties in a satisfactory manner.
17. An employee should be informed of his/her deficiencies verbally as well as in writing before the supervisor proposes termination.

10.2.4. Termination of a Programme or Deduction in Workforce

1. At any time, EE may terminate or reduce the size of the project. As a result, the project may have to reduce or terminate its workforce.
2. EE will make every effort to inform staff as far in advance as possible of such reduction or termination.
3. The notice of termination shall be made in writing and signed by the CED and state the reasons for and effective date of the termination.
4. Letter of terminations shall be handed to the employees in person. In case of refusal or impossibility to find the employees, the letter shall be posted on the notice board for a week period.
5. All such terminated employees will be eligible for all benefits as stipulated in the termination by EE Section 10.4.
6. If an event, which entails cessation of the organization in part, or whole occurs; the provision of the labour proclamation shall be applied.

10.3. Exit Interview and Clearance

1. An exit interview is to take place with the employee either when or shortly after notice of separation is provided either by the employee or by EE. The CED, supervisor, and/or the HR Manager will conduct exit interviews and complete the exit interview form (Appendix 13).
2. The purpose of the exit interview is to allow an opportunity to:
 - a) Identify reasons for separation.
 - b) Address issues regarding final pay and employee benefits.
 - c) Discuss and/or obtain the return of any EE property that had been entrusted to the custody or care of the employee.



- d) Discuss other miscellaneous matters regarding the employee's service with the organization and what she/he can expect in the future.
 - e) Answer any questions regarding matters such as: 1) references; 2) eligibility for rehire; 3) personnel file inspections; 4) compensation; and 5) severance pay.
3. All terminating employees will be required to circulate **Clearance Form (Appendix 14)** in order to ascertain that proper handover of all property, documents and work is performed.
 4. Clearance forms will be provided by the HR Department.
 5. All termination payments will only be affected upon completion of the clearance form and presentation to HR and Finance Department.

10.4. Termination Payments

1. Termination payment shall be made to provide the staff member or dependents with an amount of money that will help alleviate financial pressure at the time of termination of service.
2. All such payments, with the exception of payment for funeral expenses, shall be made after presentation of clearance paper.
3. In the case of death, the family should produce proper papers from the appropriate court.
4. Termination payments shall be effected as soon as possible when the staff member or dependents present clearance.
5. Termination payments shall be made in relation to the reasons of termination service as indicated below.

10.4.1. Payment for Redundancy/Closure of a Programme/ Expiry of Contract

1. **For Non- management staff:**
 - a) As per the labour law of Ethiopia
 - b) Gratuity of one-month basic salary for the first year of service at the organization and proportionate thereof, plus one-third of one-month salary or every additional year of service, the total not exceeding 12 months' salary of the staff member.
 - c) Redundancy benefit of one months' salary if the staff member served for three or more years.
 - d) Approved unused annual leave payment;
 - e) Outstanding salary and benefits.
2. **For Management staff**
 - a) As per the labour law of Ethiopia



- b) Gratuity of one-month basic salary for the first year of service at the organization and proportionate thereof, plus two-third of one-month salary or every additional year of service, the total not exceeding 12 months' salary of the staff member.
- c) Redundancy benefit of two months' salary if the staff member served for three or more years;
- d) Approved unused annual leave payment.
- e) Outstanding salary and benefits.

10.4.2. Retirement Payments

- 1. Will be done as per the law Ethiopian Labour Law.
 - a) Gratuity of one month' s basic salary for the first year of service at the organization and proportionate thereof, plus one-third of one month's salary for every additional year of service, the total not exceeding 12 month's salary of the staff member.
 - b) Approved unused annual leave payment;
 - c) Outstanding salary and benefits.

10.4.3. Probationary Termination Payments

- 1. As per the Ethiopia Labour Law
 - a) Outstanding salary shall be paid.

10.4.4. Disciplinary or Imprisonment Termination Payments

- a) Approved unused annual leave payment;
- b) Outstanding salary and benefits.

10.4.5. Resignation payments

- 1. As per the Ethiopia Labour Law
 - a) Those employees who served five and more years in EE are granted a gratuity of one month's basic salary for the first year of service at the organization and proportionate thereof, plus one-third of the monthly salary for every additional year of service, the total not exceeding 12 month's salary of the staff member;
 - b) Approved unused annual leave payment;
 - c) Outstanding salary and benefits.

10.4.6. Health Problem Termination Payments

- 1. As per the Ethiopia Labour Law
 - a) Gratuity of one month' s basic salary for the first year of service at the organization and proportionate thereof, plus one-third of the monthly salary for every additional year of service, the total not exceeding 12 month's salary of the staff member.
 - b) Approved unused annual leave payment;
 - c) Outstanding salary and benefits;

10.4.7. Death Payments

1. As per the Ethiopia Labour law
 - a) Gratuity of one month's basic salary for the first year of service at the organization and proportionate thereof, plus one-third of the monthly salary for every additional year of service, the total not exceeding 12 month's salary of the staff member.
 - b) Death benefit as per the insurance policy, in cases of job-related death (paid by the insurance company)
 - c) Approved unused annual leave payment;
 - d) Outstanding salary and benefits.

10.4.8. Poor Performance Termination Payments

- a) As per the Ethiopia Labour law
- b) Gratuity of one-month basic salary for the first year of service at the organization and proportionate thereof, plus one-third of the monthly salary for every additional year of service, the total not exceeding 12 month's salary of the staff member.
- c) Approved unused annual leave payment;
- d) Outstanding salary and benefits.

10.4.9. Notice Period Payments

- a) The organization shall pay 1-month salary in lieu of notice for redundancy and for other grounds as prescribed in Article 35 of the labour Proclamation 377/2003.
- b) The organization has the right to deduct from terminal benefits in lieu of notice period if the employee does not give notice of termination during resignation.

10.5. References

EE will provide a standard letter stating the following: employee name, dates of employment, positions held, and most recent salary while employed. Any other comments can be made at the discretion of the CED.

10.6. Project Follow-on

1. If EE is awarded a follow-on project, any expenditure incurred as a result of the project that ended ("old" project) cannot be paid for by the follow-on ("new") project. Accordingly, in relation to personnel issues, all employees will be terminated from the old project. Employees will be hired by the new project as necessary. This means:
 - 1.1. Vacation: All accrued vacation time earned under EE will be paid out as of the last day of employment on the old project. Employees will start on the new project with a zero-balance vacation.



- 1.2. Sick leave: Sick leave does not carry over to the new project. All unused sick leave will be lost, and employees will start the new project with a sick leave balance of zero days.
- 1.3. Severance: Employees will be paid out for any severance pay due to them before the completion of the old project.
- 1.4. Pension: Any earned pension benefit as of the last day of employment on EE will be paid to the pension fund by the project. All employees will start the new project with a \$0.00 balance in their pension fund. EE pension fund contributions will be paid to the employee contingent upon Ethiopia local law and/or the fund's rules.

10.7. Other Separation Procedures and Obligations

1. Immediately upon termination of employment for any reason, the employee will deliver to the employer, without keeping any copies whatsoever: all funds, files, documents, papers, materials, or any other property in the employee's possession that belongs or relates to the employer. Failure to do so entitles the employer to withhold the final salary payment.
2. While employed and following termination of the employment contract, the employee shall not disclose any information about the interests or business of the employer to any third party and undertakes to safeguard all technical, commercial, and confidential information of the employer and its associated companies, as well as third parties with whom the employer has dealings at all times.

11. APPENDICES

Appendix 1. Eyu-Ethiopia Contract of Employment



Contracting Parties

This contract of employment is made and entered in by:

Eyu-Ethiopia (hereafter referred to as the “Employer”)
Genet Tarekegn Building, 4th Floor,
Kebele 16, Tana Sub-city,
Bahirdar, Ethiopia;

And

Mr/Ms/Mrs _____

Address: Region _____, City/Woreda _____, Kebele _____, House
Number _____, Tel _____, Email _____;

Date of Birth _____; hereafter referred to as the “Employee”.

Article 1: Type of Employment

1.1. This contract between the two parties is made and entered for **Fixed-Term/Short-Term**
(Delete as appropriate) employment

Article 2: Job title

2.1. The Employer undertakes to engage the Employee in the post of
_____ and the Employee ascertains that she/he accepts the employment.

2.2. The Employee is directly accountable to _____.

Article 3: Place of Work

3.1. The place of work of the Employee shall be at **Bahir Dar**.

Article 4: Duration of Contract

4.1. This Contract shall remain in force for a probation period of _____ days
commencing from _____ and ending on _____.

4.2. This Fixed Term Contract shall remain in force for a period of **Twelve** month(s) commencing
from _____ and ending on _____.

Article 5: Employee's Warranties

5.1. The Employee guarantees that she/he is professionally qualified for the aforementioned job.

5.2. She/he further guarantees that documents and testimonials she/he presented to the Employer
are genuine.

5.3. Should the Employee be found incompetent or should documents and testimonials she/he
presented found to be false, the Employer reserves the right to terminate this contract without
prejudice to claim any damages it may have suffered.

Article 6: Remuneration

- 6.1. The Employee shall be entitled to a monthly gross salary of Birr_____.
- 6.2. The necessary tax levied by the Government shall be deducted from such salary and the net salary shall be paid by the Employer in arrears not later than the last date of the month during which the salary was earned.

Article 7: Allowance

- 7.1. The Employee shall be entitled travel allowances when she/he is traveling away on duty outside of her/his permanent place of work.
- 7.2. The amount of such allowances shall be as per the rate stated in the Finance and Operations Policy Manual.

Article 8: Annual Leave

- 8.1. The Employee shall be entitled to 15 working days of leave in the first calendar year of service prorated to her/his date of hire and one additional leave day for every additional year of service provided but not exceeding 26 working days in any year.

Article 9: Insurance

- 9.1. The insurance scheme shall provide a compensation for death, permanent total disablement, temporary total disablement, and medical, surgical and hospital expenses incurred in connection with an accident.
- 9.2. The medical insurance for all employees upon presentation of valid evidence for the insurance company shall be applicable as long as they are within the limits for outpatient and inpatient care cover of the insurance policy. The medical insurance includes spouse and children below the age of 21.

Article 10: Pension Scheme

- 10.1. As per Ethiopian Law, monthly, EE will contribute to the Government of Ethiopia Pension Fund Scheme for employees. The rate is 10% from EE and 8% from the employee.

Article 11: Termination: This contract of employment shall come to an end:

- 11.1. Upon the expiry of the contract period expressed under Article 4 above.
- 11.2. Due to one or more of the grounds for termination as provided under the Labor Proclamation no. 377/2003.
- 11.3. Due to one or more of the grounds for termination as per the rules and regulations of the Employer.

Article 11: Miscellaneous

- 12.1. The Employee's job description and EE Human Resource Policy and Procedures Manual shall constitute an integral part of this Contract.
- 12.2. The Labor Proclamation 377/2003, Civil Code of 1960, and the Private Organization Employees' Pension Proclamation No. 715/2011 shall be applicable as appropriate.
- 12.3. The Employer has the right to take disciplinary action against the Employee in accordance to the employer's rules, regulations, policies or manuals.

The Employer and the Employee hereby declare that they understand thoroughly the above provisions and agree to sign to abide by such provisions.

For the Employee

Name: _____

Date: _____

Signature: _____

For the Employer

Name: _____

Date: _____

Signature: _____



Appendix 2. Eyu-Ethiopia Contract of Suretyship



Contracting Parties

This contract of suretyship is made and entered in by:

Eyu-Ethiopia (the Employer)
Genet Tarekegn Building, 4th Floor,
Kebele 16, Tana Sub-city,
Bahirdar, Ethiopia;

And

Mr/Ms/Mrs _____ (the Employee)

Address: Region _____, City/Woreda _____, Kebele _____, House
Number _____, Tel _____, Email _____;
Date of Birth _____;

And

Mr/Ms/Mrs _____ (the Surety)

Address: Region _____, City/Woreda _____, Kebele _____, House
Number _____, Tel _____, Email _____;
Date of Birth _____;

1. Objective of Contract

- 1.1. The surety wants to guarantee any property or financial loss the employer would face in the event of the fault or negligence of the employee in the discharge of his/her duties.

2. The Liability of the Surety

- 2.1. The surety recognizing and accepting that Mr/Ms _____ is the employee of Eyu- Ethiopia, undertakes to be liable jointly and severally as per Article 1933 of Ethiopian civil code with the employee in the event of loss or damage by the later (employee) on the employer.
- 2.2. The amount of liability is up to birr 50,000.00 (Fifty thousand Birr).
- 2.3. This contract is concluded in the presence of two witnesses and signed as follows.

3. Signatures

- 12.4. The Employee's job description and EE Human Resource Policy and Procedures Manual shall constitute an integral part of this Contract.
- 12.5. The Labor Proclamation 377/2003, Civil Code of 1960, and the Private Organization Employees' Pension Proclamation No. 715/2011 shall be applicable as appropriate.
- 12.6. The Employer has the right to take disciplinary action against the Employee in accordance to the employer's rules, regulations, policies or manuals.

The Employer, the Employee and the Surety hereby declare that they understand thoroughly the above provisions and agree to sign to abide by such provisions.

For the Employee

Name: _____

Date: _____

Signature: _____

For the Employer

Name: _____

Date: _____

Signature: _____

For Surety

Name: _____

Date: _____

Signature: _____

Witness 1

Name: _____

Address: _____

Date: _____

Signature: _____

Witness 2

Name: _____

Address: _____

Date: _____

Signature: _____



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Appendix 3. Eyu-Ethiopia Employee History and Emergency Form



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1. Personal Information

Name																		
Father Name																		
Grand Father Name																		
Nationality																		
Date of Birth																		
Place of Birth																		
Gender																		
Address	Region _____, City/Woreda _____, Kebele _____, House Number _____, Tel _____, Cell phone _____, Email _____;																	
Passport Details	Number: _____ Date Issued _____ Expiry Date _____																	
Marital Status	Married <input type="checkbox"/> Single <input type="checkbox"/> Divorced <input type="checkbox"/> Widowed <input type="checkbox"/>																	
If Married Name of Spouse	Name _____ Father Name _____ Grand Father Name _____																	
Children details	<table border="1"> <thead> <tr> <th>Children's name</th> <th>Sex</th> <th>Date of birth (Date/Month/Year)</th> </tr> </thead> <tbody> <tr> <td>1.</td> <td></td> <td></td> </tr> <tr> <td>2.</td> <td></td> <td></td> </tr> <tr> <td>3.</td> <td></td> <td></td> </tr> <tr> <td>4.</td> <td></td> <td></td> </tr> </tbody> </table>	Children's name	Sex	Date of birth (Date/Month/Year)	1.			2.			3.			4.				
Children's name	Sex	Date of birth (Date/Month/Year)																
1.																		
2.																		
3.																		
4.																		

2. Emergency Contact

Name			
Father Name			
Grand Father Name			
Relationship			
Address	Region _____, City/Woreda _____, Kebele _____, House Number _____, Tel _____, Cell phone _____, Email _____;		

3. Language Ability (Other than Amharic)

Language	Speaking	Listening	Writing	Reading
English				
Other (Please specify)				



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4. Educational Background (Higher Education)

No.	Name of Institute	Graduation Year	Subject/Major	Certificate Obtained (Diploma, BA, MA, MSc)

5. Employment History

Years of Work Experience before Joining Eyu-Ethiopia _____

No.	Name of Employer	Date Employed (From - To)	Last Position Held
1			
2			
3			
4			

6. Driver Licence

Valid Driver Licence _____

Yes ☐

No ☐

If yes, grade _____ license number _____ Expiry Date: _____

7. Current Status at Eyu-Ethiopia

Employment date: _____

Employee ID No. _____

Starting Position _____

Starting Salary _____

Current Position _____

Current Salary _____

6.3.

8. Employee Confirmation and Signature

I hereby certify that the above information given by me is true and complete to the best of my knowledge.

Signature _____, Date _____

Office Use Only

Reviewed by _____

Date _____



Appendix 4. Eyu-Ethiopia Human Resource Policy and Procedures Manual Acceptance Form



1. Signatories

This Human Resource Policy and Procedure manual acceptance form is signed between:

Eyu-Ethiopia (the Employer)
Genet Tarekegn Building, 4th Floor,
Kebele 16, Tana Sub-city,
Bahirdar, Ethiopia;

And

Mr/Ms/Mrs _____ (the Employee)

Address: Region _____, City/Woreda _____, Kebele _____, House
Number _____, Tel _____, Email _____;

Date of Birth _____;

2. Acceptance

I _____ the Employee of Eyu-Ethiopia confirm that I have read and accepted all the policies and procedures of Eyu-Ethiopia as stipulated in the Eyu-Ethiopia's Human Resources Policy and Procedure Manual, and will abide by the rules and regulations of the organisation.

Employee

Name: _____

Date: _____

Signature: _____

For the Employer

Name: _____

Date: _____

Signature: _____



Appendix 5. Eyu-Ethiopia Code of Conduct



1. Employee Detail

I Mr/Ms/Mrs _____ (the Employee) acknowledge that I have read and understood Eyu-Ethiopia's Code of Ethics and Safeguarding Policy.

By signing this document, I agree:

1. To comply with Eyu-Ethiopia's Code of Ethics.
2. To comply with Eyu-Ethiopia's Safeguarding Policy.
3. To report any concerns or incidents in line with procedures set out in Code of Ethics and Safeguarding policy.
4. To raise awareness of Safeguarding policy and Code of Conduct in my work environment.

2. I will:

1. Be committed to playing my part in creating a culture of openness and mutual accountability in the workplace. This culture will enable all safeguarding concerns to be both raised and discussed. This will in turn ensure inappropriate and abusive behaviour is challenged.
2. Help create and/or uphold an environment that is safe, positive and encouraging, where people are listened to and respected as individuals.
3. Ensure the use of the 'Two Adult Rule'. This means, when interacting with at-risk adults and/or children in a work context, I will ensure that another adult is present or within reach at all times.
4. Ensure physical contact is at all times appropriate and not an invasion of the individual's privacy.
5. Use positive, non-violent methods to manage behaviour.
6. Respect an individual's dignity and their need to be safeguarded at all times when taking photographs, filming or writing reports.
7. Ensure that when photographing, filming or interviewing children and adults, the guidelines within the policy are followed and that consent has been obtained, individuals are properly dressed and are not depicted in a way that is abusive, sexually provocative, demeaning or culturally inappropriate or that characterises them as being reliant on the viewer.
8. Protect and handle personal data of others with care, to minimise the risks posed by third parties who receive information about children and adults from Eyu-Ethiopia or its partner organisations.
9. Respond to safeguarding concerns according to the reporting protocol.
10. Comply with any investigation led by official bodies (including interviews) and make available any information necessary.
11. Report potential conflict of interest and avoid any business or financial relationship, transaction, or event which may be viewed as a conflict of interest between staff and an outside party.
12. Devote my full time and effort to carry out the responsibilities of my position faithfully and not undertake activities that lie outside the position's responsibilities during normal work hours or when traveling on Eyu-Ethiopia business.
13. Conduct all duties in a responsible, safe manner and with integrity.
14. Take leave without pay or resign from Eyu-Ethiopia if I want to seek elective office, so that Eyu-Ethiopia may maintain its non-partisanship principle and to avoid any confusion whether



Eyu-Ethiopia is supporting either the staff person or their political party. I will inform Eyu-Ethiopia of my intention at the earliest opportunity.

3. I will Never:

1. Misappropriate Eyu-Ethiopia's or other donor's funds.
2. Engage in sexual activity or have a sexual relationship with a child, regardless of consent or local custom. Mistaken belief in the age of a child is not a defence.
3. Condone or in any way force an adult at risk, or a child, to participate in any form of sexual activity, real or simulated, on the internet or in any other medium.
4. Make sexually suggestive comments or actions to a child, even as a joke.
5. Touch, hold, kiss or cuddle an adult at risk, or a child, in an inappropriate and/ or culturally insensitive way.
6. Marry a person below the age of 18, regardless of consent or local custom.
7. Help at-risk adults or children with acts of an intimate or private nature, which they can do for themselves. Such actions may only be undertaken for an individual who has acknowledged the need for that assistance directly, or through a parent/guardian.
8. Engage in activities involving close body contact with at-risk adults and/or children, beyond professional requirements.
9. Hit or otherwise physically assault, or physically abuse anyone, nor use any form of corporal punishment as a disciplinary measure.
10. Condone, or participate in behaviour with at-risk adults or children that is illegal, unsafe or abusive, including being part of harmful traditional practices, spiritual, ritualistic or substance abuse.
11. Act in ways intended to shame, humiliate, belittle or degrade others, or otherwise perpetrate any form of emotional abuse.
12. Exploit adults or children for their labour (e.g. domestic servitude, street begging) or for sexual purposes, or participate in the trafficking of children. 'Child domestic servitude' does not include occasional house help, babysitting, kitchen gardening during school holidays or general domestic tasks out of school time.
13. Develop relationships with children or adults that could be deemed exploitative or abusive.
14. Spend excessive time alone with an at-risk adult, or a child, away from others, behind closed doors or in a secluded area (in line with the 'Two Adult Rule').
15. Take an at-risk adult, or a child, who has been involved in our programmes, to my home, or visit them in their home where I may be alone with them.
16. Sleep in the same bed or the same room as an at-risk adult or a child met through work or allow them to stay overnight at my home.
17. Take an at-risk adult or a child met through work alone in a vehicle unless it is absolutely necessary, and only with parental/guardian and managerial consent.
18. Be involved in discrimination or harassment based on race, religion, ethnicity, gender, sex, sexual orientation, marital status, pregnancy, disability, age or physical or mental condition.
19. Use a position of authority in Eyu-Ethiopia to sexually exploit or abuse a fellow worker taking advantage of their vulnerability which includes (but is not limited to) threatening or intimidating behavior, abusive language, comments or jokes that make others feel uncomfortable, discriminatory or sexually suggestive posters, screensavers, photographs or other displays that make the workplace an unpleasant or hostile work environment.
20. Be involved in proselytizing on Eyu-Ethiopia property or while performing official duties.
21. Be involved in solicitation on Eyu-Ethiopia property or while performing official duties
22. Access and use (unless authorised) or abuse of EE property, such as, but not limited to, office premises, vehicles, photocopiers, computers, computer software, Internet access (i.e., pornographic sites), documents, publications, e-mails, fax machines, telephones, and furniture.



23. Gamble or play games on Eyu-Ethiopia property or during work hours.
24. Provide private services for the personal benefit of a supervisor. This includes, but is not limited to performing personal errands, doing maintenance work at a supervisor's personal residence, or a supervisor borrowing money on Eyu-Ethiopia property or during work hours.
25. Hold, directly or indirectly, a position of financial or other interest in an outside concern (i.e. board membership) which provides services competitive to those provided by Eyu-Ethiopia, or from which Eyu-Ethiopia secures goods and services.
26. Compete with Eyu-Ethiopia, directly or indirectly, in the purchase or sale of property or property rights, interests, and services.
27. Disclose or use non-public information obtained through Eyu-Ethiopia for personal gain or profit or for a family member's personal gain or profit.
28. Accept gratuities or special favours from an outside concern that does, or seeks to do, business with Eyu-Ethiopia that may be interpreted as an attempt to influence you in the performance of your duties.
29. Employ or contract family members for Eyu-Ethiopia.
30. Retain, directly or indirectly, consultants who have a financial interest or employment that conflicts with services provided by Eyu-Ethiopia.
31. During Eyu-Ethiopia work hours, use resources to conduct personal consulting/personal activities.
32. Discuss Eyu-Ethiopia's organizational information, staff or contract information in open areas (hallways, open offices, vehicles, etc)
33. Involve in political or religious activity in Eyu-Ethiopia working ours or representing Eyu-Ethiopia.

4. Acknowledgement

I, _____, acknowledge that I have personally reviewed Eyu-Ethiopia's Code of Conduct and agree to comply with its values, principles, procedures and standards of conduct. I understand the examples provided do not cover every situation but are meant as guidance in helping me to conduct myself consistent with the expectations of the highest standard of conduct for Eyu-Ethiopia. I also understand that it is my responsibility to seek guidance if I have questions about the Code of Conduct and the Safeguarding Policy.

I understand that the provisions within the Code of Conduct are subject to change and that I am expected to adhere to any current or revised provisions. I also understand compliance with the Code of Conduct is a minimum requirement by Eyu-Ethiopia to maintain my status as a staff person, consultant, or volunteer of Eyu-Ethiopia, but compliance does not guarantee my status with Eyu-Ethiopia.

I understand that I must report any suspected violation of the Code of Conduct and Safeguarding Policy and cooperate with any investigation if requested to do so.

Date: _____

Signature: _____



Appendix 6. Eyu-Ethiopia Medical Insurance Nomination Form



1. Detail

Employee Name _____

Position _____

I hereby notify that the following persons are my beneficiaries to receive Medical Insurance, until the termination of the contract of employment between Eyu-Ethiopia and me.

No.	Full Name	Address	Date of Birth	Relationship

2. Signature

Employees Signature _____ Date _____

Witness

Name

Signature

1. _____

2. _____

3. _____



Appendix 7. Eyu-Ethiopia Fraud and Corruption Reporting Form



ALL INFORMATION IN THIS FORM WILL BE TREATED CONFIDENTIALLY

This form should be completed by the relevant Director or CED in all cases in which it is concluded that there is a reasonable suspicion of fraud, corruption, money laundering or terrorist financing.

The Form should be sent to the Board Chair and Civils Societies Organisation Agency.

The form should be completed at the earliest opportunity, even though investigations may be ongoing. As new information becomes available, the form should be updated and re-sent to the above recipients.

Details	
Date of Discovery	
Method of Discovery	
Highlight the nature of the suspicion e.g. fraud, corruption etc	
Amount of Loss Discovered/Suspected	
Details any projects/funds involved	
Control weakness/failure identified	
Action taken in Response to Fraud	
Comment on potential for further losses	
Form completed by	<div>Name:</div> <div>Position:</div> <div>Signature:</div> <div>Date:</div>
Form Reported To:	
Reported Date:	
For Office Use Only	
Summary Assessment	
Action Taken	
Any additional information	

Appendix 8. Eyu-Ethiopia Safeguarding Concern Reporting Form



ALL INFORMATION IN THIS FORM WILL BE TREATED CONFIDENTIALLY

Personnel, Representatives and Partners must report any behaviour that is suspected of causing Harm and any instances of Policy non-compliance. You can send this form to ethiopiaeyu@gmail.com

Information about you

Name	
Position in EE or in Relation to EE	
Telephone/cell phone	
Email	
Date	

Information about the child or adult victim (if more than one affected please include all)

Name	
Victim request to remain confidential	Yes <input type="checkbox"/> No <input type="checkbox"/> Do not know <input type="checkbox"/>
Male <input type="checkbox"/> Female <input type="checkbox"/>	Age: <input type="text"/>
Current location of the victim (include who the person lives with if applicable)	
Any additional information about the victim, such as injuries, disability, general impressions.	
What actions have been taken to ensure the victim's safety at present?	

Information on the suspected Harm

What happened?	
When did it take place (date and time)?	
Where did it take place?	
In which EE Project?	
Were there witnesses? If yes – who are they and how can they be contacted?	
How did you become aware of this Safeguarding Concern?	
Who else has been informed about this Safeguarding Concern (include both internal and external e.g. police / doctors)?	

If applicable: Information about the suspected perpetrator/person(s) involved

Name:	Male <input type="checkbox"/> Female <input type="checkbox"/>
Suspected perpetrator's relationship to victim:	
Suspected perpetrator's address:	



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Appendix 9: Safeguarding Register

Date of Concern Reported	Name of Victim	Safeguarding Concern	Person Involved	Action Taken	Follow-up Note

**Appendix 10. Eyu-Ethiopia Grievance Registration Form****1. Background**

Complaints/grievances are a valuable source of feedback and an important tool for organization and staff development. Genuine and on time complaints can help Eyu-Ethiopia management to identify the needs of our staffs, increase staff involvement and improve performance. Employees lodging grievances to supervisors and or the management should understand and are responsible for:

- Strictly following the grievance procedures.
- Cooperating and participating in attempting to resolve the grievance by openly discussing with supervisors and the management.
- Adhere outcomes and feedbacks forwarded from Eyu-Ethiopia regarding the resolution process.
- Keeping confidentiality by only involving people who are involved in the resolution process and to themselves.

2. Precondition

A Grievance/complaint should only be lodged if you have been unable to resolve your issue or concern informally. Complainants may be contacted and asked to provide additional information to support their complaint.

3. Grievant Details

Name	
Department/Programme	
Position	

4. Grievance Details

Grievance Scale (High, Medium, Low)	
Describe Nature of Grievance	
Have you lodged your complaint to any other supervisory level staff?	Yes <input type="checkbox"/> No <input type="checkbox"/>
What would you like to recommend to resolve your complaint? (What is your suggestion)?	
Any other comment?	

5. Privacy Notice

We will only use the information collected on this form to help Eyu-Ethiopia management to formally prepare and compile employee's complaint and review and provide timely decision. Your personal information will not be disclosed to any other person and access will only be provided to HR and authorize officials.

6. Acknowledgement

To the best of my knowledge, all the information provided above is true and correct.

Name: _____

Date: _____

Signature: _____

For Office Use Only:



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Compliant Received by:	
Date Received:	
Review and Decision Summary by the management	

**Appendix 11A. Eyu-Ethiopia Performance Appraisal Form****For Directors/Officers/Supervisors****1. General**

- This form is used to evaluate professionals, programme staff and for those whose assignment includes supervision.
- This form shall be filled annually by the concerned evaluator or immediate supervisor of the employee evaluated.
- The evaluator shall properly evaluate the person irrespective of personalities and private matters.

2. Appraisal Scoring

Performance Rating	Point Rating
Exceed expectations: Performance consistently exceeds expectations in all <i>essential</i> areas of responsibility, and the quality of work overall was excellent. Annual Goals met	5
Meets Expectation: Performance consistently met expectations in all <i>essential</i> areas of responsibility, at times possibly exceeds expectations, and the quality of work overall was very good. The most critical annual goals were met.	4
Needs Improvement: Performance did not <i>consistently</i> meet expectations – performance failed to meet expectations in one or more <i>essential</i> areas of responsibility, and/or one or more of the most critical goals were not met.	3
Below Expectation: Performance was consistently below expectations in most <i>essential</i> areas of responsibility, and/or reasonable progress toward critical goals was not made. Significant improvement is needed in one or more important areas.	2
Unsatisfactory: Performance was unsatisfactory in most <i>essential</i> areas of responsibility, and/or reasonable progress toward critical goals was not made. Significant improvement is needed in most of important areas.	1

3. Employee Details

Name	
Department/Programme	
Position	
Year of Appraisal	

4. Evaluator Details

Name	
Department/Programme	
Position	

5. Performance Factors: Please encircle the point the employee deserves and indicate the average point.

No.	Description	Point Rating				
3.1	Quality of Work: Demonstrates Knowledge to accomplish job duties effectively. Works with end-in-mind to do work right the first time	1	2	3	4	5
3.2	Productivity: Gets results, well organized, uses resources efficiently, handles fair share of workload, takes initiative and follows through to completion. Responds quickly to inquiries. Delegates as appropriate.	1	2	3	4	5
3.3	Client Satisfaction: Accurately identifies needs of clients and responds to external and internal clients.	1	2	3	4	5
3.4	Thinking and Problem Solving: Analyzes situations to resolve effectively, learns from successes and mistakes, proactive, innovative,	1	2	3	4	5



	and responsive to change and new ideas. Recognizes when supervisory input is necessary.				
3.5	Team Work: Works to enhance team performance, respects diversity, collaborates, shares information and communicates effectively with superiors/peers.	1	2	3	4 5
3.6	Communication Skill: Written, verbal or interpersonal ability to deal with clients, supervisors and subordinates as needed to do the job and resolve difficult situations.	1	2	3	4 5
3.7	Inclusiveness: Shows respect for people and differences; promotes fairness and equity engages the talents, experiences, and capabilities of others; fosters a sense of belonging; works to understand the perspectives of others; and creates opportunities for access and success.	1	2	3	4 5
3.8	Problem Solving/ Decision Making: Problem solving – Identifies problems, involves others in seeking solutions, conducts appropriate analysis, searches for best solutions; responds quickly to new challenges. Decision making – Makes clear, consistent and transparent decisions; acts with integrity in all decision making; distinguishes relevant from irrelevant information and makes timely decisions.	1	2	3	4 5
3.9	Planning and Organizing: Achieves unit's plans within timelines and resources; scopes, plans and schedules work; sets priorities and goals; anticipates and adjusts for problems; evaluates workloads; measures and evaluates performance against goals.	1	2	3	4 5
3.10	Innovation and Creativity: Initiating workable ideas, techniques, solutions, and willingness to change/try new approaches.	1	2	3	4 5
3.11	Dependability: Meets established work schedules. Effectively structures activities and responds to priorities and deadlines.	1	2	3	4 5
3.12	Leadership: Articulates vision to achieve goals. Promotes teamwork within and across organization. Encourages professional development and conducts scheduled performance evaluation(s). Sets example for expected performance.	1	2	3	4 5
	Average point				

6. Evaluator Comments

Date: _____

Signature: _____

7. Employee Comments

Date: _____

Signature: _____

For Office Use Only:

Appraisal Submission Date to HR:	
Review and Decision Summary by the Management	



Appendix 11B. Eyu-Ethiopia Performance Appraisal Form

For General Service Staff



1. General

- This form is used to evaluate for general service workers.
- This form shall be filled annually by the concerned evaluator or immediate supervisor of the employee evaluated.
- The evaluator shall properly evaluate the person irrespective of personalities and private matters.

2. Appraisal Scoring

Performance Rating	Point Rating
Exceed expectations: Performance consistently exceeds expectations in all <i>essential</i> areas of responsibility, and the quality of work overall was excellent. Annual Goals met	5
Meets Expectation: Performance consistently met expectations in all <i>essential</i> areas of responsibility, at times possibly exceeds expectations, and the quality of work overall was very good. The most critical annual goals were met.	4
Needs Improvement: Performance did not <i>consistently</i> meet expectations – performance failed to meet expectations in one or more <i>essential</i> areas of responsibility, and/or one or more of the most critical goals were not met.	3
Below Expectation: Performance was consistently below expectations in most <i>essential</i> areas of responsibility, and/or reasonable progress toward critical goals was not made. Significant improvement is needed in one or more important areas.	2
Unsatisfactory: Performance was unsatisfactory in most <i>essential</i> areas of responsibility, and/or reasonable progress toward critical goals was not made. Significant improvement is needed in most of important areas.	1

3. Employee Details

Name	
Department/Programme	
Position	
Year of Appraisal	

4. Evaluator Details

Name	
Department/Programme	
Position	

5. Performance Factors: Please encircle the point the employee deserves and indicate the average point.

No.	Description	Point				
3.1	Knowledge of work: Employees ability to understand methods and procedures for doing the job.	1	2	3	4	5
3.2	Quantity & Quality of work: How well does the employee do his/her assigned duties; consider if the employee is a careful worker and his/her accuracy and/or neatness of work	1	2	3	4	5
3.3	Ability to understand instructions: Promptness in understanding and handling ideas and assignments	1	2	3	4	5
3.4	Team work/ cooperation: How well does the employee get along with others? ability to work in harmony with others	1	2	3	4	5



3.5	Punctuality: employee's promptness in handling duties and conforming to work hours	1	2	3	4	5
3.6	Handling of property/equipment: Ability to handle properties and equipment to maximize their service life	1	2	3	4	5
3.7	Degree of Flexibility: ability to promptly seek for alternative solutions in time of need and willingness to handle additional assignments.	1	2	3	4	5
3.8	Reliability /Honesty: Integrity in handling organizational resources and duties	1	2	3	4	5
	Average point					

6. Evaluator Comments

Date: _____

Signature: _____

7. Employee Comments

Date: _____

Signature: _____

For Office Use Only:

Appraisal Submission Date to HR:	
Review and Decision Summary by the Management	



Appendix 11C. Eyu-Ethiopia Performance Appraisal Form

For Driver Logisticians



1. General

- This form is used to evaluate for Driver Logisticians.
- This form shall be filled annually by the concerned evaluator or immediate supervisor of the employee evaluated.
- The evaluator shall properly evaluate the person irrespective of personalities and private matters.

2. Appraisal Scoring

Performance Rating	Point Rating
Exceed expectations: Performance consistently exceeds expectations in all <i>essential</i> areas of responsibility, and the quality of work overall was excellent. Annual Goals met	5
Meets Expectation: Performance consistently met expectations in all <i>essential</i> areas of responsibility, at times possibly exceeds expectations, and the quality of work overall was very good. The most critical annual goals were met.	4
Needs Improvement: Performance did not <i>consistently</i> meet expectations – performance failed to meet expectations in one or more <i>essential</i> areas of responsibility, and/or one or more of the most critical goals were not met.	3
Below Expectation: Performance was consistently below expectations in most <i>essential</i> areas of responsibility, and/or reasonable progress toward critical goals was not made. Significant improvement is needed in one or more important areas.	2
Unsatisfactory: Performance was unsatisfactory in most <i>essential</i> areas of responsibility, and/or reasonable progress toward critical goals was not made. Significant improvement is needed in most of important areas.	1

3. Employee Details

Name	
Department/Programme	
Position	
Year of Appraisal	

4. Evaluator Details

Name	
Department/Programme	
Position	

5. Performance Factors: Please encircle the point the employee deserves and indicate the average point.

No.	Description	Point				
3.1	Driving skill and competence: Carefulness and accuracy in driving to avoid accident	1	2	3	4	5
3.2	Safety record / Accident free: Accident record during the year of evaluation	1	2	3	4	5
3.3	Equipment/vehicle handling: Timely maintenance and cleanliness of vehicle	1	2	3	4	5
3.4	Team work/ cooperation: How well does the employee get along with others? ability to work in harmony with others	1	2	3	4	5
3.5	Dependability: The extent to which the employee completes assignments, ability to take action without being told and without close supervision	1	2	3	4	5



3.6	Punctuality: employee's promptness in handling duties and conforming to work hours	1	2	3	4	5
3.7	Degree of Flexibility/Obedience: ability to promptly seek for alternative solutions in time of need and willingness to handle additional assignments.	1	2	3	4	5
3.7	Handling of financial matters: Adherence to financial procedures while handling duties related with finance.	1	2	3	4	5
3.8	Reliability /Honesty: Ability to provide reliable information/document with regard to organizational duties	1	2	3	4	5
Average point						

6. Evaluator Comments

Date: _____

Signature: _____

7. Employee Comments

Date: _____

Signature: _____

For Office Use Only:

Appraisal Submission Date to HR:

Review and Decision Summary by the Management



Appendix 12. Eyu-Ethiopia Leave Request Form



1. Employee Details

Name	
Department/Programme	
Position	
Number of Days/Hours requested	

2. Type of Leave

- Legal Annual Leave ()
- Special Annual Leave ()
- Sick Leave ()
- Maternity ()
- Exam. Leave ()
- Special Leave ()
- Leave without pay ()

Dates Requested

From _____ to _____

3. If Maternity Leave

Granted maternity leave before delivery. Number of day's _____

From _____ to _____

Expected date of delivery: _____

Granted maternity leave delivery. Number of day's _____

From _____ to _____

Expected return date to work: _____

4. Approvals

Requested by: _____ Signature _____ Date _____

Approved by: _____ Signature _____ Date _____

Authorised by: _____ Signature _____ Date _____

Remarks:

For Office Use Only:

Type of Leave	Carry over from the previous year	Alternate for the year	Total Available	Utilized	Remaining Balance



Appendix 13. Eyu-Ethiopia Exit Interview Form



1. Employee Details

Name	
Department/Programme	
Position	
Date Employed	
Date Terminated	
Supervisor Name:	

2. Reason for Leaving Eyu-Ethiopia

<input type="checkbox"/> Higher Pay	<input type="checkbox"/> Better Benefit package	<input type="checkbox"/> Better Career opportunity
<input type="checkbox"/> Conflict with Manager/Management	<input type="checkbox"/> Location	<input type="checkbox"/> Family/personal reason
<input type="checkbox"/> Other : if possible please specify _____		

3. Interview

Were you adequately oriented when you start your job?	Yes	No
Did anyone train or instruct you on how to perform your job duties?	Yes	No
What did you like most about working at Eyu-Ethiopia?	<input type="checkbox"/> Type of Work <input type="checkbox"/> Co-workers <input type="checkbox"/> Benefits <input type="checkbox"/> Working Condition <input type="checkbox"/> Supervisor <input type="checkbox"/> New Career path Other (specify) _____	
Before you decide to leave, did you investigate options that might enable you to stay?	Yes	No
What are you going to do next?		
If employment, what sort of job at what level?		
If employment, who will be your new employer?		
How would you rate your overall satisfaction with your employment in (Dept) or at the TCCE in general?	<input type="checkbox"/> Excellent <input type="checkbox"/> Fair	<input type="checkbox"/> Very Good <input type="checkbox"/> Poor
If poor, what were you dissatisfied with and why? Explain.		

Any comments/suggestions:

4. Approval

Interviewee: _____	Signature _____	Date _____
Interviewer: _____	Signature _____	Date _____



Appendix 14. Eyu-Ethiopia Clearance Form



1. Employee Details

Name	
Department/Programme	
Position	
Reason for termination	
Unutilized annual leave balance if any (the above are to be completed by HR)	

2. Description

The service of _____ with Eyu-Ethiopia has been terminated as of _____. Please, collect any property that you might have issued to the employee during his tenure with Eyu-Ethiopia, and confirm your action by signing in the space provide below.

Please confirm your action by signing in the space provided below.

3. Clearance Signatories

Section/Office	Name of Signatory	Signature	Date	Remark
Finance & Operation Director				
Programme Director				
Programme Officer				
Finance Officer/Accountant				
Admin and Logistics Officer				
Income Generation Officer				
Cashier				
Storekeeper				
Other (Specify)				

4. Approval (CED or other relevant)

Approved by: _____	Signature _____	Date _____
--------------------	-----------------	------------

For Office Use Only:

Personal Surety or Grantee letter check from personal file: **Yes** **No**

CC:

HR Department

Finance Department