

The Ethiopian Society of Emergency and Critical Care Professionals

HUMAN RESOURCES POLICY MANUAL

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SECTION ONE: INTRODUCTION

1.1. Background Information of ESECCP

The Ethiopian society of emergency professionals association (ESEP) was established in 2012 but changed its name and registered to Ethiopian society of emergency and critical care professionals (ESECCP) in 2018. It received its legal status from Ethiopian Charities of Societies Agency being registered as an Ethiopian Resident Charity Organization. ESECCP is dedicated to representing professionals whose goals are saving lives and protecting property and the environment during emergencies and disasters.

The Ethiopian Society of Emergency and Critical Care Professionals (ESECCP) has made remarkable strides in advancing emergency and critical care services in Ethiopia. Despite being a relatively young society, its establishment and growth have had a profound impact on healthcare delivery and training in emergency medicine and critical care for both physicians and nurses throughout the country.

The roots of the society can be traced back to the early 2011s when a group of dedicated healthcare professionals recognized the urgent need for standardized emergency and critical care services in Ethiopia. With a vision to improve patient care and foster professional development, these individuals came together to form the Ethiopian Society of Emergency Professionals (ESEP).

ESEP focused on advocating for emergency medicine and nursing as recognized specialties, developing training programs, and establishing a network of professionals dedicated to enhancing emergency care. Through collaborative efforts with local and international partners, ESEP made significant progress in establishing emergency medicine and nursing as distinct medical disciplines within the Ethiopian healthcare system. In recent years, acknowledging the growing importance of critical care services, ESEP expanded its scope and evolved into the Ethiopian Society of Emergency and Critical Care Professionals (ESECCP). This expansion allowed the society to address the critical need for specialized critical care training and development in Ethiopia. ESECCP has actively organized conferences, workshops, and training programs to enhance the knowledge and skills of healthcare professionals in emergency and critical care. These initiatives have played a vital role in setting standards of care, promoting evidence-based practices, and fostering a platform for knowledge sharing and collaboration among professionals in the field.

Furthermore, the society has been actively engaged in advocating for policy changes and resource allocation to strengthen emergency and critical care services in the country. Through partnerships with government agencies, academic institutions, and international organizations such as WHO, AFEM, IFEM, WCEA, and AHA, ESECCP has exerted influence on policy decisions and facilitated improvements in emergency and critical care infrastructure, equipment, and training. Currently, there are more than four universities offering emergency and critical care nursing programs at both the graduate and undergraduate levels in Ethiopia. Additionally, five universities provide emergency and critical care residency training programs across the country. As a result, there are now over 500 trained nurses and physicians specializing in emergency and critical care who actively contribute to the country's health task force. Moreover, a subspecialty program in Critical Care Medicine has been initiated, with five fellows enrolled at St. Paul Millennium Medical College. Furthermore, more than eight Emergency and Critical Care Nursing graduates have joined PhD programs, with two having already completed their PhD degrees.

These initiatives demonstrate a commitment to enhancing sub-specialized training and expertise in critical care within the Ethiopian healthcare system.

Overall, the Ethiopian Society of Emergency and Critical Care Professionals has played a pivotal role in shaping the landscape of emergency and critical care services in Ethiopia. From its humble beginnings to its current endeavors, the society continues to make significant contributions to healthcare delivery, education, and professional development in the field of emergency and critical care.

1.2. Vision, Mission, Core values and Organogram of the Organization

Vision:

- ESEP vision is to have excellence in the field of emergency and critical care through **education, research, advocacy, and empowered** multidisciplinary professionals in Ethiopia.

Mission:

- ESEP strive to strengthen emergency and critical care systems in Ethiopia, through leading collaborative efforts and championing advocacy. We drive the strategic research agenda, provide guidance for education and training, and facilitate the development of sustainable policies and frameworks to strengthen emergency and critical care systems in Ethiopia.

Core values:

- Professionalism
- Academic and service excellence
- Accountability and transparency
- Engaging stakeholders
- Collaboration in acute care continuum
- Evidence generation
- Integrity and honesty
- Capacitate leadership

1.3. Purpose and Objectives of the Manual

The overall objective of the manual is to set a standard and conducive working environment for ESEP human resource management and development. It is also aimed at providing guidelines and directives in discharging organizational roles and responsibilities with accountability as well as in managing human resource functions effectively and in compliance with legal provisions. The specific objectives of the Manual include the following:

- a. To establish a clear role and functions of the association; duties and accountabilities of the employees in carrying out organizational activities;
- b. To establish procedures and practices to be followed;
- c. To attract, recruit, and hire competent employees;
- d. To manage, reward and build staff capacity and retain employees;
- e. To identify helpful tools and systems to obtain, retain, strengthen, and fully utilize diverse and high quality human resource;
- f. To increase organizational performance in terms of: preventing discrimination, improving workplace relations, building effective work teams, and improving organizational problem solving mechanisms.

1.4. Scope of the Manual

This Manual applies to and governs the rights and responsibilities of all nationally recruited team members with the role described as non-managerial who entered Regular (Indefinite) and Fixed Term (Definite) Employment Contracts with ESEP. The conditions of service stated in the manual do not apply to expatriate team members and temporary team members including consultants, freelance hired team member, temporary team members employed for short duration to replace team member on leave or to perform urgent work and daily laborers.

This Manual also consider the Priority of Ethiopian Labor Proclamation: No part of this Manual shall affect the team member's rights given under the Labor Proclamation No 1156/2019 as amended. However, team members are required to comply with all ESEP policies, regulations and procedures communicated to team members through appropriate channels.

1.5. Policy and Authority

1. This HR manual operates within the framework of Ethiopian Government Labor Law; hence, all ESEP employees enjoy inalienable rights to seek redressed, where necessary, under Labor Law.
2. This HR manual applies to all employees of ESEP who are appointed and contracted by the organization. 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 ESEP.
4. The procedures and benefits contained in this manual may be reviewed and revised at the absolute discretion of ESEP. In making revisions, ESEP will consider the need for and appropriateness of changes. ESEP 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. This manual shall be for ESEP employees only. No ESEP employee shall pass this document to other individual organization without the permission of the ED/President. 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.

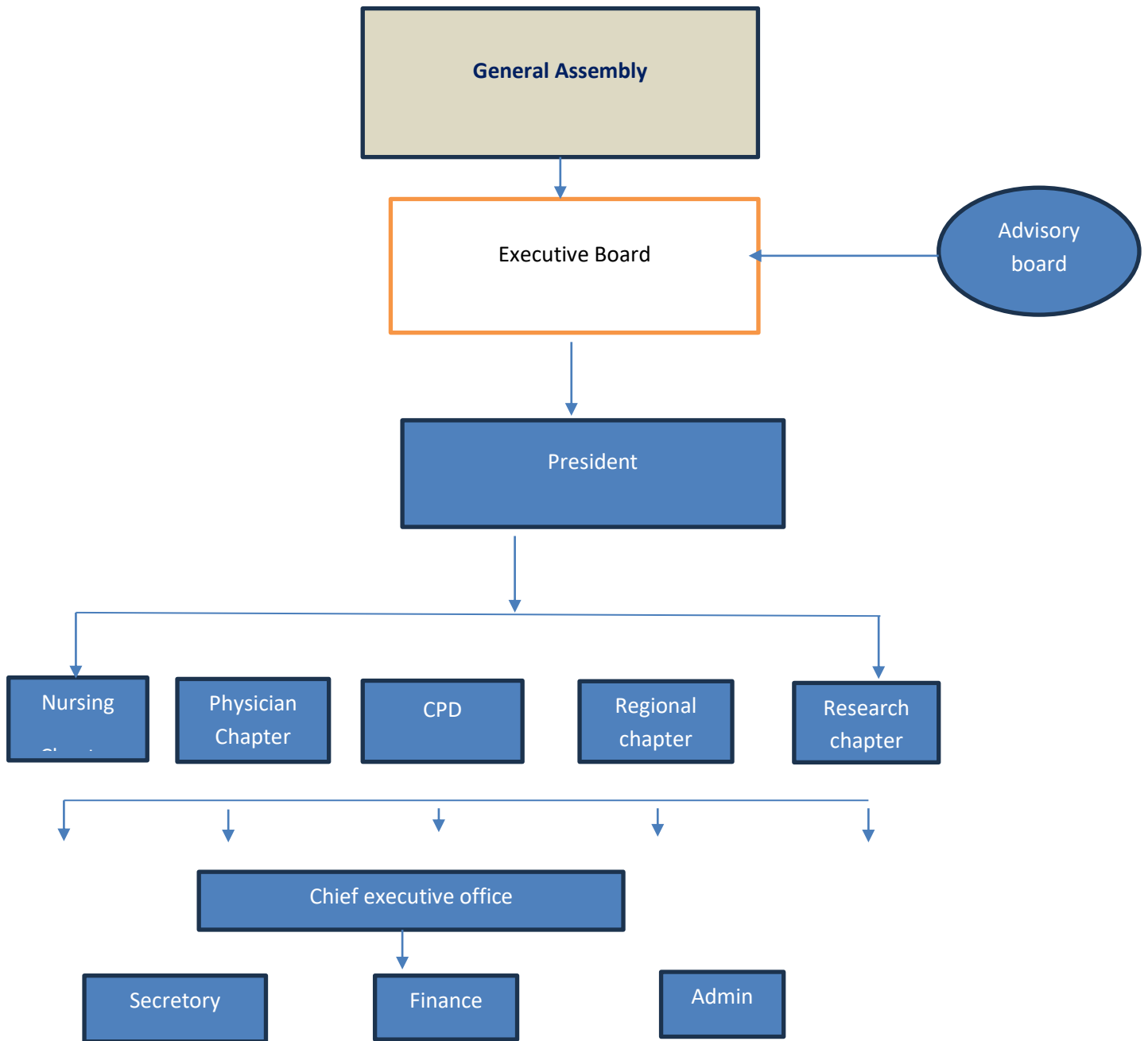
1.6. Revision and Amendment of the Manual

This Human Resource policy manual is subject to revision and change as and when the circumstances require it and if the proposed change is approved by the appropriate authority, in this case the Executive Board of ESEP. It is the responsibility of each employee to read, understand, and adhere to any policy changes that are made.

1.7. Effective date and Enforcement of the manual

This HR manual will be put into use from the date June 8/2024 as it is officially approved by the Board of Director. The Senior Management Team is responsible for enforcing use of this manual by all ESEP team members.

1.8. **Organogram of the Organization:**



SECTION TWO: RECRUITMENT, SELECTION AND APPOINTMENT

2.1. 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 Executive Director or President, and Admin and Logistics Department.
3. ESEP 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 Executive Director or President if deemed appropriate during the recruitment, selection and appointment process.
5. ESEP 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 ESEP's policy to avoid the hiring of individuals moving through organizations for a better pay regardless of their experiences as such practices will be against ESEP's long-term plans of investing and building effective and sustainable team.

2.2. 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 ESEP.
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 Executive Director or President.

Table 1: Job Classifications and Qualifications

Grade	Positions	Qualifications and Experience
I	Security Guards, cleaner and messenger, Office Assistants	Grade 10/12 (Complete ESLCE) and 3+ years' experience. Or Diploma on relevant field of study and zero to one years of experience
II	Driver and Logistic, Data Clerk, Cashier, Storekeeper, Secretary, Finance and Admin Assistant	Degree or Diploma 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 organization.
III	Project Officer, Finance Officer,	First degree in relevant field of study + Computer

	Admin and Logistic Officer, & Accountants	literacy and 3 years' experience or appropriate field of study appointed by the Board/president
IV	Project Coordinators and Project Managers	Second Degree or First Degree in relevant field + 4 years' experience, or at least first degree with relevant experience and appointed by the Board/president.
V	Directors	Second Degree in relevant field of study + 3 years' experience and/or appointed by the Board/president; Or First Degree in the relevant field of Medicine + 2 years of experience and/or appointed by the Board/president; or PhD and/or appointed by the Board /president.
VI	Executive Director	Appointed by the Board. It is recommended that the ED shall have at least PhD or specialization in the relevant medical fields, and 2 years of experience in administrative position.

2.3. 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 ESEP.
3. Temporary Employees are engaged to work full time or part time with defined starting and ending dates on ESEP 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 Executive Director or President.
6. Volunteers are unpaid, not eligible for any employee benefits, and work for a limited period of time.
7. All ESEP staff shall be classified as either management or non-management.
8. Management staffs 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. Non-Management staffs are those employees who are not management staff and governed by the Labor Law Proclamation 1156/2019. Employees of Grade III and below are hereby given the designation of non-management staff.

2.4. Equal Employment Opportunity

1. ESEP 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. ESEP is committed to administering all employment-related matters in accordance with the principle of equal opportunity. ESEP 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 ESEP's premises is cause for dismissal.
6. In addition to our affirmative action commitment, ESEP 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 ED/President following the procedures outlined in this manual under the section entitled Grievance Procedure and Dispute Resolution. Such notification will be held in confidence.
8. ESEP 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.

2.5. 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 ESEP. 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, and 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.

2.6. Receipt of Application and Short-listing

1. All correspondence regarding the vacancy announcement shall be within ESEP HR Department.
2. Applications may also be submitted in person unless restricted.
3. The HR Department is responsible for opening a recruitment file, screening, 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 ED/President.

2.7. Selection

1. With the exception of those positions reporting to the ED/President, 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.

2.8. Employment of Relatives

1. ESEP 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 ESEP 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.

2.9. Employment of Consultants

1. Consultants are independent contractors who are directly engaged by ESEP for a specific assignment and for specific periods of time.
2. Consultants are not legal employees of ESEP 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 ED/President in consultation with the relevant Department Director/Officer.

2.10. Medical Examination

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

2.11. 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 (Form 1- Developed by ESEP).
2. A copy of the summarized job description for the post shall be attached to contract of the employment.
3. The appointing authority in ESEP is the ED/President and he shall sign all employment contracts unless delegated.
4. Contract of employment shall be valid and complete when it is signed by the ED/President and the employee.
5. In addition to the contract of Employment each new employee needs to sign the Contract of Form (Form 2-Developed by ESEP) with ESEP representative and the Surety in the presence of two witnesses. The contract shall not come to effect without signing the Surety ship.
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.

2.12. Probation Period

1. All new non-management recruits shall be employed with a probation period of 60 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 ED/President 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 ED/President at any time during the probation period without notice.

2.13. 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 ESEP; 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. The job description will be reviewed and, with mutual consent, may be changed.

2.11. 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 with updated resume
 - ✓ Educational and experience documents
 - ✓ Medical examination certificate
 - ✓ Copy of identification document (Passport, ID)
 - ✓ Appointment letter
 - ✓ Copy of Job description signed by the employee and his/her immediate supervisor
 - ✓ Signed acceptance of Human Resource Manual and any required forms
 - ✓ Signed copy of list of equipment and furniture received for work
 - ✓ All correspondence related to the employee including 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 ESEP.
5. The HR Department is responsible for keeping proper employee records.

SECTION THREE: SALARIES AND ALLOWANCES

3.1.General

1. ESEP 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 25th of every Gregorian month to the staff member or duly authorized representative unless in special circumstances. If the 25th fall on a holiday, then salaries shall be paid on the working day proceeding.
3. Information on salary scales and benefits shall be open to all employees. However, individual salary information will be kept confidential.
4. Notice of authorization to make, stop or deduct payment of salary should be passed in writing to finance signed by ED/President.
5. Employees shall sign on the payroll/bank form confirming receipt of salary or transfers to their individual bank account.

3.2. Salary Structure

1. ESEP 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. The salary scale of ESEP will be described in future.
2. The salary scale of the organization shall be reviewed whenever necessary and be operational only after it is approved by the Board and/or ED/President.
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 ED/President.
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.

3.3. 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 on the basis of the job and salary grade based on performance.
5. The ED/President shall notify all payroll changes in writing to the Finance Section. It is the Authority of the ED/President to instruct and make pay increments or adjustments.
6. Employees who have reached the ceiling of the scale in the grade shall not be eligible for merit increments.

3.4. Salary Advances and Loans

1. Funds are mainly received to run projects and deliver services for those who in need of them most. As a matter of priority and conscience, it is therefore not ESEP 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.

3.5. Overtime Pay

1. It is the policy of ESEP not to maintain funds for over-time work. All work is expected to be done during working hours. 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).
2. No overtime shall neither be claimed nor paid for work done while on field trip.

3.6. 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 and Administrative and disciplinary measures etc.
2. All deductions must have supporting documents and must be approved by the ED/President or other appropriate delegated body by the ED/President.

3.7. Travel Advance and per diem

1. The ED/President 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. Employees are required to settle the travel advance they took within three days after they return from their travel by detailing on Travel Report. Valid transaction documents shall be produced while employees settle their travel advances.
3. Details of travel expenditures shall be reviewed and approved by the immediate supervisor before it is accepted as valid. Per diems shall be paid if employees travel away from their duty station for ESEP business.
 - 3.1.ESEP will pay Employee per-dime allowance payments based on Directive No. 1/2018 shall be applicable @Dr. Woldsenbet.
 - 3.2.ESEP will pay 3000 (Three thousand) Eth birr/ day professional fees to the trainers when providing training to the members of the association and other partners. This will also adjusted by Management when required and according to the training situation,

3.8. Acting and Relocation Allowance

1. Decision to fill a temporary position by an acting staff shall be made by the ED/President. Such delegation shall be made in writing copied to all relevant units and persons.

2. 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.
3. 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.
4. Acting allowance shall not take into account benefits.
5. Relocation allowances of the organization will be decided by Management body on the basis of similar organizations experiences.

SECTION FOUR:

BENEFITS

4.1. General

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

4.2. Ethiopia Government Pension Fund

1. As per Ethiopian Law, ESEP will monthly contribute to the Government of Ethiopia Pension Scheme for all employees. **The rate is 11% from ESEP and 7% from the employee.** The pension fund shall be managed by the Finance Department.
2. All employees who have completed their probation period (of sixty or ninety days) are eligible for this benefit.
3. Only regular staff members are eligible for this scheme. All salary deductions will be shown on each employee's pay bulletin.

4.3. Health Insurance

1. ESEP shall have an insurance scheme for employees and dependent families.
2. ESEP 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 dependents:
 - 7.1. Annual maximum benefit Birr 18,000 for employees and Birr 10,000 for dependents /year (Doctor's fee / card and hospital bed charges are unlimited).
 - 7.2. Maternity benefit up to Birr 4,000 for female employee and Birr 2000 for female spouse/ year.
 - 7.3. Pregnancy check-up, up to Birr 4,000 for female employee and Birr 2000 for female spouse / year.
 - 7.4. Delivery related expense for normal birth, and CS delivery up to Birr 10,000 for female employee and Birr 6000 for dependents.
 - 7.5. Eyeglasses benefit up to Birr 8,000 for employee and Birr 5,000 for dependent / year.
 - 7.6. Dentures and/or dental filling up to Birr 8,000 for employee and Birr 5,000 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. The employee shall complete, sign and submit the Medical Insurance Beneficiary Nomination Form (Form -3 using the developed insurance form).

4.4. Life Insurance

1. ESEP 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 par 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 600,000 or 3-years' salary whichever is higher to the beneficiary if all contingencies are met according to the insurers life insurance policy. In the event that life insurance is denied by the vendor, ESEP is not liable for payment to beneficiaries.
5. The Insurance policy shall relieve the organization from liabilities stated as JOB RELATED ACCIDENT in the labor Proclamation 1156/2019 and the Ethiopian civil code for the management staff.

4.5. International Travel Insurance

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

4.6. Professional Organization Membership

- ✓ ESEP will reimburse employees up to Birr 500 (five hundred) 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. This program is subject to ED/President approval. If the suggested amount is low or high, ESEP executive body will decide the member's reimbursement fee.

SECTION FIVE:

EMPLOYEE POLICIES

5.1. General

The reputation of ESEP is paramount for our successful work and each ESEP staff member is expected to take personal responsibility for their actions, conduct him 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.

5.2. 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 9:00 AM to 17:00 PM Monday through Friday, with a one-hour unpaid lunch period between 12:00 PM and 01:00 PM from Monday to 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. Any changes in working hours must be authorized by the ED/President.
5. 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. Absences or delayed arrival must be reported to the employee's supervisor as soon as possible.
6. 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.
7. A day off is not allowed if public holidays fall on weekends.

5.3. Delegation

1. Only authority is delegated. The one acting under delegation shall be responsible for the acts done or under performed. Responsibility lies also with the person giving the delegation.
2. Anyone under delegation will not introduce new policy.
3. 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.
4. 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 ED/President.
5. The person who proposes the delegation shall draft the delegation and submit in writing to the authority one step higher or other appropriate. The ED/President may decide the persons to be delegated.
6. Delegation should always be in writing and copied to all departments.

5.4. 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 ED/President. 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 staffs are strongly encouraged to apply this rule to personal vehicle use as well.
4. Personal use of ESEP provided phones is not authorized. Any cost incurred when using the phone for personal use will be deducted from an employee's pay check.

5.5. Training and Development

1. ESEP encourages employees to increase their job proficiency in their current position, or to meet future requirements of the project they are working on.
2. ESEP will organize on the job- trainings, seminars and conferences in relevant areas. Attendance of these types of trainings will require approval from by the ED/President.
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 ED/President.
4. Staffs are allowed to peruse trainings or educations privately. However, this must be done with the approval of the ED/President 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 ESEP'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**.

5.6. 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.

5.7. Substance Abuse

It is ESEP's policy to create and maintain a drug-free working environment. In support of this policy, the following guidelines need to be followed.

- a) The unlawful manufacture, distribution, dispensing, possession, or use of any controlled substance is prohibited on ESEP premises or on any other site where work is performed on behalf of ESEP.

- b) 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.
- c) The use of controlled substances deemed culturally appropriate is not allowed.
- d) 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.
- e) As a condition of employment, each employee must agree to abide by ESEP's drug-free workplace policy, and to notify ESEP no later than five (5) days following his/her conviction for violation of a criminal drug statute which occurred in the workplace.
- f) Failure of an employee to abide by the guidelines established in this policy will be grounds for summary discharge.
- g) By signing the Employee Manual acceptance form (Form 4 - Developed by ESEP), 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.

5.8. Smoking Policy

Smoking is prohibited in the ESEP office and vehicles. 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.

5.9. Anti-Slavery and Human Trafficking Compliance Directive

1. ESEP 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. ESEP personnel and programs are not allowed to promote or advocate the legalization of prostitution, or sex or human trafficking.
3. It is ESEP's policy:
 - a. Not to directly support any organization, 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 organization 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 ESEP staffs, candidates shall be informed this ESEP's modern slavery or human trafficking/Safeguarding Policy.

5.10. Communicable Diseases in the Workplace

1. ESEP 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 ESEP'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.

5.11. 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. All employees must immediately report any unsafe condition to their supervisor.
2. 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.
3. In the case of an accident that results in injury, regardless of how insignificant the injury may appear, employees should immediately notify their supervisors.
4. The ESEP 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.
5. All new employees are required to provide emergency contact information to the HR Manager so it can be added to the office phone tree.

5.12. Systems Resources

1. ESEP has developed its computer and telecommunications resources to support its programs 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, ESEP has developed the following guidelines to confirm that our systems are used primarily to support ESEP business activities:
 - 2.1. ESEP computers and telecommunications systems are limited to ESEP employees, consultants, and other individuals engaged in furthering the objectives of the organization. The systems should not be used in a manner that is unlawful or jeopardizes the ESEP'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, 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 ESEP's computer system administrators to view files, e-mail, and other electronic communications. ESEP 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.

5.13. Confidentiality, and Publication and Dissemination of Information

1. ESEP employees have access to highly confidential and proprietary information, not only of ESEP, but research participants, clients and customers it serves.
2. Employees and clients trust ESEP with highly sensitive information. The unauthorized disclosure of such information or the improper use of the ESEP name would have an adverse impact on the integrity of ESEP and would have an adverse impact on our relationships with our employees, clients, or customers. Such improper disclosures could expose ESEP and the disclosing employee to legal liability to other employees, study participants clients, or customers to the extent that they are harmed.
3. 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.
4. Confidential or proprietary information includes but is not limited to all type of research data, copyright materials/photographs, trade information, data, procedures, 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 ESEP, or is information in which property rights have been assigned or otherwise conveyed to ESEP.
5. Under no circumstances should any confidential or proprietary information be copied, disclosed, or removed from ESEP premises without the prior express permission of the ED/President.
6. All requests for employee information or reference from outside sources for persons currently or formerly employed by ESEP are to be referred to the ED/President. Such sources would include, but are not limited to financial institutions, credit agencies, or prospective employers.
7. A breach of confidentiality may result in discipline up to and including termination.

8. The ESEP role of conducting human researches, providing managerial and research support to operational health programs requires sensitivity to the dissemination of data, procedures, and methodology.
9. Staff members are encouraged only to use publication channels for sharing information when this action is approved by ESEP, and partner's organizations.
10. All released of information or publications in an media by ESEP employees need to be first approved by the ED/President regardless of the involvement or the ownership of ESEP in the information to be released.
11. As the impact of ESEP 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 ESEP activities. Issues such as timing and authorship should be decided upon with the ED/President as part of normal work plans.

5.14. Conflict of Interest

1. Employees of ESEP shall at all times act in a manner consistent with their fiduciary responsibilities to the organization's programs and shall exercise care that no detriment to ESEP results from conflicts between their interests and those of ESEP.
2. The use of ESEP'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 ESEP.
5. It is expected that employees will provide full disclosure in writing to the ED/President of any outside activities before joining ESEP and inform ESEP of any activities in advance of accepting them when employed by ESEP. This includes part-time employment, serving as a board member, or participating in management of any third party dealing with ESEP or a competing organization.
6. ESEP 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 ESEP HR files.
8. Non- disclosure will result in corrective action.

5.15. 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. ESEP supports such endeavors as long as employees are able to meet acceptable performance levels.
2. As is the case for other disabilities, ESEP will make reasonable accommodations to allow qualified employees with life-threatening illnesses to perform the essential functions of their jobs.
3. ESEP 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.

5.16. Anti-Fraud and Corruption Policy

5.16.1. 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; Billing for services not rendered; Theft of materials; Overcharging of products and labour; Kickbacks ("commissions"); Collusion/Bid rigging; and 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 favoritism.
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 behavior can have an extensive and serious impact on you, your colleagues, ESEP, projects, and ultimately, those we are working to help:
 - ✓ *Employees:* reprimand, fines, termination, jail.
 - ✓ *ESEP:* 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. ESEP 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.

5.16.2. Prevention and Detection

1. Understanding the risk of fraud, corruption and money laundering that ESEP 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 ESEP is responsible for the Prevention and Detection of abuse. The commitment and dedication of all staff is a vital ingredient to improve protection. Staffs should remain vigilant and report all instances they become aware of using the reporting procedures below. Below are indicators of possible fraud, corruption, and money laundering? These include:
 - a) **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; and Tendering to one supplier only or to the same suppliers are among others.
 - b) **Behavioral 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 are reluctant to take holidays and/or time off; Employees known by others to be under duress for personal or financial reasons; 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; and Managers who avoid using the procurement team.

3. Possible Indicators of Corruption

The following are the 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 favorable to the organization 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; and Payment of, or making funds available for, high value expenses or school fees (or similar) on behalf of others.

4. Possible Indicators of Money Laundering

The following are the Possible Indicators of Money Laundering: Large donations from persons unknown to ESEP; Donations conditional on particular individuals or organizations being used to do work for ESEP; 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; and 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.

5. 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.
6. ESEP has a well-developed financial policy, which is documented in the Finance Management 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. In addition to being preventative, ESEP's Financial Management/Operation manual is designed to have a detective component that enables internal abuse and irregularity to be identified and investigated.

5.16.3. Reporting Unethical and Fraudulent Behavior

1. If you observe unethical or fraudulent behavior or if you are asked to engage in such behavior in the course of your work for ESEP, you must report it.
2. The report should be first orally and then in writing using the Fraud and Corruption Reporting Form, if any.
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 ED/President.
 - c. If the suspicion appears well grounded, The ED/President shall complete the Fraud and Corruption Reporting Form and submit it to the Board, and to the Civil Societies Organization Agency (CSOA) if necessary.

- d. If you believe the ED/President is involved report directly to the Chair of the Board and/or for bigger matters to the Civil Societies Organization 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 behavior and do not report it, which is also considered unethical and fraudulent behavior!
6. If you are uncertain about whether what you have seen is unethical or fraudulent, please discuss it with your ED/President or the Finance and 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 ESEP's exposure. This investigation will be led by the ED/President and the Board Chair.
8. ESEP 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 Organization Agency, informing the external auditors, terminating the partnership/supplier contract, terminating the contract of employment, or improving the control framework. In taking these actions ESEP will comply with local legislation.
9. If allegations are found to be deliberately false or malicious, this will be regarded by the organization as misconduct and appropriate disciplinary action may be taken.

5.17. Offenses and Penalties

1. The following aggravated offenses shall entail summary dismissal. These include: Abandonment of post; Abuse of authority; Assault, intimidation and verbal abuse of other employees; Bullying; Corruption; Disorderly or indecent behavior; Drug and/or alcohol use or possession in the work place; Exploitation of any kind; Fraud or dishonesty; Giving false information in respect of educational qualifications or experience; Insubordination or disobedience; Harassment of any kind; Human trafficking and Modern day slavery; Negligence in job or in handling property; Repeated tardiness and absence from work for five consecutive days, ten days in a given month and thirty days in a year; Sabotage or willful 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; Victimization and Vilification; Violating safety and any of ESEP work rules; and All other illegal acts.
2. Depending on the magnitude of the offense, the following disciplinary measure will be imposed: Verbal Warning; Written Warning; Suspension; Demotion and 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 ED/President 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 ESEP 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.

5.18. Grievance Procedure and Dispute Resolution

The objective of the grievance procedure is to resolve disputes as quickly and fairly as possible. 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:

1. Any grievance must first be made, in writing by completing the Grievance Form, 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 ED/President for resolution.
2. If a grievance is raised during disciplinary procedures, notice of dismissal may not be given until the grievance is resolved.
3. The decision of the ED/President in the issue is considered final.
4. Any grievances that cannot be resolved locally to the satisfaction of all parties should be referred to the Board for assistance.

5.19. Whistle-blower Policy

It is the intent of ESEP 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. The support of all employees is necessary to achieving compliance with various laws and regulations.

How to file a complaint:

1. Alleged unlawful activity, policy, or practice should be brought directly to the attention of your ED/President, the Board, or Civil Societies Organization Agency.
2. The employee will agree to provide ESEP with a reasonable opportunity to investigate and correct the alleged unlawful activity. The ED/President and the Board will assure that the matter is investigated, and that appropriate action is taken and reported to Civil Societies Organization Agency.
3. ESEP 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 ESEP, or of another individual or entity with whom ESEP 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.

SECTION SIX: PERFORMANCE APPRAISAL

6.1. General

The objective of the staff performance appraisal is to evaluate the execution capacities of the employee, identify and discuss work standards and requirements, create competitive working atmosphere and assess training and other development needs. ESEP 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. It is the organization 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. Results of performance appraisals must be signed by the employee and the immediate supervisor and sent to the HR department (Form 5 – Developed by ESEP).

6.2. Procedure

1. The HR Manager will notify the employee and the supervisor that evaluation is due, and the supervisor and the employee will select a date for the review.
2. The employee fills out the self-assessment section of the performance review form, and the employee's supervisor reviews and adds her/his assessment of the employee's performance
3. The supervisor and employee meet to discuss the following: Assessment of the past year's performance and feedback from supervisor; planned activities for the coming year; employee's goal for personal and professional development in the coming year, and any additional performance standards/expectations.
4. The employee's supervisor should provide written comments on the employee's performance, and the employee should be given an opportunity to respond. Once the document has been finalized, the employee signs the evaluation as his/her indication of approval. 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.
5. All final evaluation forms are to be completed, signed by the supervisor and supervisee, and returned to the HR Manager.
6. 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.
7. Performance appraisal systems and forms will be reviewed regularly for appropriateness and relevance by the HR Manager and ED/president and are subject to change.
8. 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.
9. A good or superior performance review is not a guarantee for continued employment or salary increase. Policies related to salary increases are detailed below.

6.3. 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.

6.4. 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. Increases may be earned through sustained or improved performance and are not automatic.
2. A satisfactory performance would result in a one-step increase.
3. An unsatisfactory performance may result in a 0% salary increase and will lead to a PIP as described above.
4. Annual regular salary increases are limited to a maximum of 10%, excluding Cost of Living Adjustment and any circumstantial increases related with inflation. The amount of these increments will be decided by the executive body and/or ED/president based on cost of living changes and availability of funds.
5. Changes/increases will be dependent on availability of budget and compliance with Admin cost ratio. Along with an employee's written performance appraisal, supervisors submit merit raise recommendations to be reviewed and approved by the executive and/or ED/president.
6. Regardless of an employee's performance, all salary increases are based on budget availability. Salary and annual increases are considered confidential and should only be discussed with the employee's supervisor or HR.

6.5. Promotion

1. It is ESEP 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 ED/president will approve all such increases. A new review date will be established based on the promotion date.

6.6. 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 in 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 ED/president for approval.

SECTION SEVEN: LEAVE

7.1. General

1. Leave is valid only when it is formally approved by the immediate supervisor. Any employee who wishes to take annual leave is required to notify the immediate supervisor **one month in advance.**
2. Records of leave request and approval shall be kept in HR Section. There must always be sufficient documentation for eligibility and approval for any leave.
3. Appropriate formats shall be used. Below is the procedure to take all types of leave:
 - a) Fill out the Leave Request Form.
 - 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 ED/president 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.

7.2. Annual Leave/Vacation

1. Full-time employees are entitled to pay Annual Leave of 1.333 days per month worked, for a total of sixteen **(16) workdays during their first one (1)-year of service.**
 - a) For purpose of determining the qualifying period of service required for the entitlement of an annual leave, 26 days of service in an undertaking shall be deemed to be equivalent to one month of employment.
 - b) A worker whose contract of employment is terminated pursuant to this Proclamation 1156/2019 shall be entitled to his pay for the leave he has not taken.
 - c) Where the length of service of a worker is below one year, **the worker shall be entitled to an annual leave proportional to the length of his service.**
2. Part-time employees will be eligible for **vacation time on a pro-rated basis.**
3. Full-time employees are entitled to **Sixteen (16) working days plus one working day for every additional two year of service.**
4. Employees may only **carry over 10-days from one calendar year to the next, if only approved by the ED/president under special circumstances.**
5. With regard to dividing and postponing of excess annual leave, it will be treated by Article 79 of Labor law Proclamation No.1156/2019.
6. In order to properly manage peak periods, employees are encouraged not to plan 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 ED/president.
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 ED/president.

11. The ED/president may postpone or change the date of leave of an employee for reasons dictated by the work conditions. No payment shall be made for earned annual leave, which is not taken unless the employee is leaving the organization
12. Where the length of service of a worker is below one year, the worker shall be entitled to an annual leave **proportional to the length of his/her service.** A worker shall be granted his first annual leave after one year of service and his next and subsequent annual leave in the course of each calendar year.

7.3. 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 ESEP approved health facilities only. Uncertified sick leave shall be charged to annual leave.
5. Medical appointments that cannot be scheduled during non-working hours **shall be charged to Annual Leave.**
6. Neither sick leave nor annual leave can be extended in the occurrence of either of the two over-lapping.
7. Sick leave due to employment injury shall be treated in accordance with the labor proclamation

7.4. 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 ninety (90) consecutive calendar days of paid maternity leave is available to all fulltime 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 (120) consecutive calendar days of paid maternity leave.
4. Upon approval of the ED/president, 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 ESEP 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.

7.5. Bereavement Leave

1. Employees are allowed **five (5) 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 15 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 ED/president.
6. ESEP reserves the right to have proof of absence under this policy.

7.6. Other Leaves

1. An employee who concludes marriage shall be entitled to leave with pay for ten working days.
2. Employees who give birth to a child are allowed two hour of leave per day for breastfeeding for a period of six months after the birth. This period cannot be extended beyond the six 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.

7.7. Leave without Pay

1. ESEP 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 ED/president 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 ED/president.
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 30 working days. No leave without pay shall be given to extend annual leave.
7. Employees who absent themselves for more than 5 working days without any notification shall be considered to have terminated their employment with ESEP.

SECTION EIGHT: CODE OF ETHICS

8.1. General

1. The mission of ESEP should be realized through a common code of ethics upheld by our Program Directors/Managers, Program coordinators & 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 ESEP culture.
3. Individuals purchasing goods and services on behalf of ESEP shall conduct business in a manner that is consistent with the purpose of ESEP.
4. All qualified vendors should be given equal opportunity to compete for ESEP 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 coordinators, officers, employees, and agents of the recipient shall neither solicit nor accept gratuities, favors, 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. ESEP 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 ESEP 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 ESEP and any aspect Code of Conduct.
9. All staff should follow the following during field works:

- 9.1. All instances in which staffs 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 ED/President immediately.
- 9.2. All instances in which staffs are injured shall be reported promptly.
- 9.3. All ESEP 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 ED/President.
10. Remuneration for staff must reflect the local labor laws and cannot exceed the maximum number of allowable months.
11. All non-routine research activities must be approved by ED/President and have all appropriate and adequate ethical clearance, in advance of field activities taking place, and all persons conducting research shall have undertaken the appropriate research ethics training.

SECTION NINE: SEPARATION/TERMINATION OF EMPLOYMENT

9.1. General

The employment contract can be terminated by the initiation of the employer or the employee. 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, and Expiry of the contract of employment. Termination payments shall be granted as provided in this manual and or as will be required by law.

9.2. Termination Types

A. 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 ED/President.
3. ESEP reserves the right to accept an employee's resignation immediately upon receipt and may compensate the employee has be given the proper notice.
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. The employee will be held responsible, at the discretion of the ED/President, for replacement and repair of any materials or equipment damaged through negligence. Any outstanding advances as of the employee's last day of employment will be deducted from any funds due to the employee.

B. Retirement

1. The mandatory retirement age for staff working for EE shall be 65 years. ESEP may retain employees beyond the retirement age upon the discretion of the ED/President.
2. A minimum notice period of 60 calendar days shall be given to retiring staff in writing by the HR Department. However, giving prior notice shall be considered the labor law Proclamation 1156/2019.

C. Disciplinary and other Terminations by Employer (ESEP)

1. In accordance with ESEP policy and Ethiopia labor 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. ESEP has high standards of behavior for its employees. Employees who behave in an unacceptable fashion, such as breaking the code of conduct or violating the organization/project rules, regulations, and policies, will face disciplinary sanctions proportional to the gravity of the offense they have committed.

4. ESEP 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 ED/president, the employee may receive thirty (30) days salary in line with the notice. Reasons for termination shall be fully documented by the supervisor and placed in the employee's personnel file.
5. ESEP subscribes to a consistent level of fairness in all disciplinary action. ESEP reserves the right to discharge without progressive discipline should it become an appropriate measure. Undesirable behaviors subject to disciplinary actions include but are not limited to the one indicated on the above offenses and penalties section.
6. 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.
7. 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 ED/president.
8. 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 ED/president. 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 ED/president.
9. Vacation and other benefits shall continue to accrue during the notice period.
10. 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 the below section.

11. ESEP can terminate the employment of an employee on probation at any time before the expiry of the probation period. 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.
12. 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.
13. Absence for more than 30 days due to imprisonment would result in termination.
14. Employment may be terminated due to inability to perform prescribed duties in a satisfactory manner. An employee should be informed of his/her deficiencies verbally as well as in writing before the supervisor proposes termination.

D. Termination of a Program or Deduction in Workforce

1. At any time, ESEP may terminate or reduce the size of the project. As a result, the project may have to reduce or terminate its workforce. ESEP will make every effort to inform staff as far in advance as possible of such reduction or termination.
2. The notice of termination shall be made in writing and signed by the ED/president and state the reasons for and effective date of the termination. 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.
3. All such terminated employees will be eligible for all benefits as stipulated in the termination of payment section. If an event, which entails cessation of the organization in part, or whole occurs; the provision of the labor proclamation shall be applied.

9.3. 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 ESEP. The ED/president, supervisor, and/or the HR Manager will conduct the exit interviews.
2. The purpose of the exit interview is to allow an opportunity to:
 - a) Identify reasons for separation, and address issues regarding final pay and employee benefits.
 - b) Discuss and/or obtain the return of any ESEP property that had been entrusted to the custody or care of the employee.
 - c) Discuss other miscellaneous matters regarding the employee's service with the organization and what she/he can expect in the future.
 - d) 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 (Form 7 – developed by ESEP) in order to ascertain that proper handover of all property, documents and work is performed. Clearance forms will be provided by the HR Department.
4. All termination payments will only be affected upon completion of the clearance form and presentation to HR and Finance Department.

9.4. 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. Termination payments shall be made in relation to the reasons of termination service as indicated below.

I. Payment for Redundancy/Closure of a Program/ Expiry of Contract

1. For Non- management staff:

- a) As per the labor 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; approved unused annual leave payment; and outstanding salary and benefits.

2. For Management staff:

- a) As per the labor law Proclamation No. of 1156/2019 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; approved unused annual leave payment; and outstanding salary and benefits.

II. Retirement Payments

Retirement Payments will be done as per the law Ethiopian Labor Law. These include: 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; Approved unused annual leave payment; and Outstanding salary and benefits.

III. Probationary Termination Payments

Probationary Termination Payments will be done as per the Ethiopian labor law Proclamation No. of 1156/2019; and outstanding salary shall be paid.

IV. Disciplinary or Imprisonment Termination Payments

Disciplinary or Imprisonment Termination Payments will include approved unused annual leave payment; and outstanding salary and benefits.

V. Resignation payments

Resignation payments will be done as per the Ethiopian labor law Proclamation No. of 1156/2019. Those employees who served five and more years in ESEP 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; approved unused annual leave payment; and outstanding salary and benefits.

VI. Health Problem Termination Payments

Health Problem Termination Payments will be done as per the Ethiopian labor law Proclamation No. of 1156/2019. These include: 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; approved unused annual leave payment; and outstanding salary and benefits;

VII. Death Payments

Death Payments will be done as per the Ethiopian labor law Proclamation No. of 1156/2019. These include: 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; death benefits as per the insurance policy, in cases of job-related death (paid by the insurance company); approved unused annual leave payment; and outstanding salary and benefits.

VIII. Poor Performance Termination Payments

Poor Performance Termination Payments will be done as per the Ethiopian labor law Proclamation No. of 1156/2019. These include: 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; approved unused annual leave payment; and outstanding salary and benefits.

IX. Notice Period Payments

The organization shall pay 1-month salary in lieu of notice for redundancy and for other grounds as prescribed in the Ethiopian labor law Proclamation No. of 1156/2019. 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.

9.5. References

ESEP 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 ED/President.

9.6. Project Follow-on

If ESEP 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) Vacation: All accrued vacation time earned under ESEP 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.
- 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.
- 3) Severance: Employees will be paid out for any severance pay due to them before the completion of the old project.
- 4) Pension: Any earned pension benefit as of the last day of employment on ESEP will be paid to the pension fund by the project. All employees will start the new project with a zero balance in their pension fund. ESEP pension fund contributions will be paid to the employee contingent upon Ethiopia local law and/or the fund's rules.

9.7. 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.