



Charity and Empowerment Foundation

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HUMAN RESOURCE MANUAL

VERSION 2.0

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EMPLOYEE ACKNOWLEDGEMENT FORM

The Human Resource Manual describes important information about CEF, and I understand that I should consult the Executive Director regarding any questions not answered in the handbook. I have entered into my employment relationship with CEF voluntarily and acknowledge that there is no specified length of employment. Accordingly, either I or CEF can terminate the relationship at will, with or without cause, at any time.

Since the information, policies, and benefits described here are necessarily subject to change, I acknowledge that revisions to the handbook may occur, and that CEF's policy of employment-at-will may only be changed through a writing signed by the Chairperson of the Board of Directors. All such changes will be communicated through official notices, and I understand that revised information may supersede, modify, or eliminate existing policies. Only the Board of Directors has the ability to adopt any revisions to the policies in this handbook.

Furthermore, I acknowledge that this handbook is not a contract of employment. I have received the handbook, and I understand that it is my responsibility to read and comply with the policies contained in this handbook and any revisions made to it.

EMPLOYEE'S NAME (printed): _____

EMPLOYEE'S SIGNATURE: _____

Background

Charity and Empowerment Foundation (CEF) is a non-profit organization established in 2017 by Dr. Gai Chol Paul, during his pursuit of a doctorate degree at Walden University. Inspired by the concept of positive social change instilled in him by Walden University, Dr. Paul took the initiative to create CEF with the primary objective of empowering communities and improving their overall living conditions. With a focus on combating poverty, eliminating illiteracy, and addressing gender discrimination, CEF is working tirelessly to create a more equitable and just society.

CEF initiatives span across various areas, including health enhancement, education advancement, and livelihood improvement. These efforts are primarily targeted towards remote and underserved regions, where accessing adequate resources and support is a significant challenge. Through its comprehensive approach, CEF aims to create a world where all individuals are equal, free, and empowered.

By working closely with rural communities, CEF strives to make a lasting impact and contribute to a healthier and more prosperous world for all. Since 2017, CEF has been mobilizing resources from International Organizations, UN agencies, International Corporations, and the board membership contribution.

Mission Statement

To empower communities to improve their healthy living conditions, fight poverty, eradicate illiteracy and discrimination against women.

Vision

CEF envisions a free, empowered, and healthy society where all people are equal.

Core Values

- **Professionalism:** we believe in professional recruitment process.
- **Fairness,** equity and justice-ensuring that everyone, regardless of the sex, age, class religion, and tribe, has equal opportunity for being recruited.

EMPLOYMENT

1.1 Nature of Employment

All employees of CEF are employed on an at-will basis. Any employee who wishes to do so may terminate his or her employment at any time, with a notice for a period not less than one month, and with or without cause. Similarly, CEF may terminate the employment of any employee at any time, also with or without notice and with or without cause. No one other than the Board of Directors has the authority to change the at-will relationship, and the Board can only agree to such a change in writing, signed by the Chairperson, and directed to you personally.

1.2 Equal Employment Opportunity

To provide equal employment and advancement opportunities to all individuals, employment decisions at CEF will be based on merit, qualifications, and abilities. CEF does not discriminate in hiring, promotion, or any other aspect of your employment on the basis of tribe, religion, gender, national origin, age, disability, marital status, height, weight, or any other characteristic protected by law.

1.3 Conflicts of Interest

Employees of CEF have a responsibility of fidelity and fairness to CEF. They may not engage in activities which conflict with or violate this responsibility. Employees have the responsibility to

disclose and refrain from any activity that might reasonably affect the judgment they exercise on behalf of CEF.

1.4 Participation in Political Matters

CEF' employees are, when acting as private citizens, free to engage in political affairs, including participation in election campaigns. Such participation must be on their own time and with their own resources and facilities. All employment activities, however, must be carried out in a manner that maintains public confidence in CEF as an independent non-partisan organization dedicated exclusively to help vulnerable South Sudanese

1.5 Confidentiality

The protection of confidential information is vital to the reputation and the success of CEF. Such confidential information includes, but is not limited to, the following examples:

All such information that CEF employees receive in the course of employment, including information received from co-workers, grant applicants, board members, and board committees, is to be held by the employees in the strictest of confidence, unless a matter of public record or specified otherwise by the Executive Director.

Employees who improperly use or disclose confidential information will be subject to termination of employment, even if they do not actually benefit from the disclosed information.

Upon termination of employment, an employee may not remove any confidential information from CEF offices and must return any confidential information in his/her possession.

1.6 Recruitment, Selection, and Retention

The CEF will not discriminate against any job applicant, either internal or external on the basis of race, religion, sex, age, class, gender, national origin, differentiation of physical ability, or any other factor that does not pertain to the individual's ability to do the job.

Appointments will be made on the basis of experience, ability, qualification, talent, personal attributes, and organizational culture fit. However, the Executive Director (ED) and/or the Board may use their discretion to select candidates for appointment on the basis of regional representativeness, gender balance, and other diversity interests in the work force.

1.6.1. Procedure

All vacant or new positions will be advertised either only internally, or internally and externally simultaneously, unless otherwise decided by the Board, for a period of at least 14 (fourteen) working days. In the case of internal advertising only, employees will still partake in the standard interview and selection process.

External advertisements will be placed through various media platforms that the CEF has identified as having a broad reach locally and regionally. All external advertisements will also be placed on the CEF's website.

All applications will be submitted to the human resources (HR) department, who will prepare a shortlist (according to the position requirements) and forward the curriculum vitae to the recruiting manager/ED and/or the Board, as may be appropriate. The recruiting manager/ED will review the short-listed applications and constitute a panel of interviewers and finalize the short list.

Ideally the panel should consist of:

- The recruiting manager;

- HR officer;
- Representatives from finance/supply chain

In the case of the appointment of the ED, the Board will determine the composition of the panel and the procedure for shortlisting candidates.

The HR officer will contact the applicants and make the necessary arrangements regarding interview dates, times, and venues. The HR officer will (in consultation with the ED, technical expert, and relevant line manager), compile a structured interview guide ensuring that it is legally compliant. All panel members will receive a file containing the applications and the interview guides prior to the interviews being held. The same questions will be asked of all applicants.

Applicants may be requested to undergo psychometric testing, at the discretion of the interview panel. The panel will make recommendations and the ED will make the final decision about the employment of recommended candidates.

In the case of the appointment of the ED, the Board will make the final decision about the appointment of a candidate.

I.6.2. Costs

The costs of all travel, visas, food, accommodation, and testing of applicants will be borne by the applicants.

I.6.3. Appointment

The successful applicant will be given a formal offer of appointment. The offer will be subject to successful validation of qualifications, reference checks and where relevant, the issuance

of a work permit and a time limit must be given for the candidate to accept the offer before it expires.

The offer must be signed by the ED (or the designated representative of the Board in the case of the appointment of the ED) and must be co-signed by the applicant. The employment contract becomes binding on both parties once it has been signed by both parties.

The HR officer will conduct the relevant checks and provide feedback to the ED or designated Board member in the case of the appointment of the ED.

1.6.4. Unsuccessful Applicants

The CEF will make efforts to ensure that all unsuccessful applicants are, as far as possible, notified in writing about the outcome of their application.

Documentation received from applicants interviewed but not successfully appointed, will be retained for at least 90 days. High caliber applicants' resumes should, as far as possible, be entered into a recruitment database.

2.0. Orientation & Induction

It is the CEF's intention to welcome and orientate new employee into the organization as soon as possible after the starting date, so as to stabilize the employee in their new surroundings and capitalize on early productivity. The orientation will help the new employee to gain an understanding of the organization, the culture, and the new employee's position in the organization.

2.1. Orientation to the Country – In the case of international recruitment

Where non-South Sudanese staff are recruited, the CEF has a broader responsibility than just organizational orientation. Therefore, the CEF will assist the employee in the following manner:

- Relocation advice;
- Assistance with costs as determined elsewhere in this policy statement;
- Assistance with accommodation as determined elsewhere in this policy statement;
- Travel arrangements as determined elsewhere in this policy statement; and
- Assistance with completion of work permit documentation.

2.2. Relocation

The CEF will assist employees who incur costs in relocating from outside of South Sudan, as well as those relocating from outside the Central Equatoria. The CEF will pay the following:

- An economy class ticket for the employee and their immediate family if the family is relocating within a four month period of the employees' relocation;
- Transfers between airport and accommodation;
- Assistance with transfers to and from the office for a maximum period of one month;

- A once off relocation grant equivalent to half month gross salary (settling in allowance); and
- Accommodation in the equivalent of a 3 star hotel or bed and breakfast (whichever is the cheaper) for the employee for a maximum period of 1 (one) month.

If a contract is terminated for operational reasons prior to its expiry date, the CEF will pay for the relocation of the employee back to their home country and no re-imbursement by the employee for costs incurred will be applicable.

If a contract is terminated by the employee or for misconduct or nonperformance, the employee will reimburse the costs of the relocation to the CEF on the following basis

- 75 % of relocation costs in the first month
- 25 % of relocation costs at the end of the second month.

The reimbursement to the CEF will be recouped from the final salary of the employee.

2.3. Orientation to the CEF

Prior to the employee joining, the CEF will, as far as possible, ensure that he/she has a workstation, computer, and phone.

A new employee will be introduced to all existing personnel and be shown amenities and facilities.

A new employee will be issued an identity card and be requested to complete. The employee retains the responsibility of ensuring that all personal data is current at all times.

2.4. Probation

All employees shall be on probation for a period of 3 (three) months. Reviews will be conducted monthly until such time that the probation period is over.

These reviews are a means for the employee to gain insight into their performance and to provide management with the opportunity to assess the employee's suitability to the post. On satisfactory completion of the probation period, employees will be advised in writing whether their appointment is confirmed or not.

Following successful completion of the probation period the employee's appointment will be confirmed.

In the event of misconduct, the contract will be terminated according to the CEF's Disciplinary Code and Procedure and the Labor laws of South Sudan.

3.0. Job Categories, Grades & Salary Scales

As a non-profit organization, CEF requires staff that are self-motivated, have the necessary qualifications and experience, reflect the organization's regional character and diversity, and have a good disposition to ensure efficiency, financial viability, and operational success of the organization. To this end the CEF will employ, retain and adequately remunerate staff in a manner that is consistent with practices in similar national organizations in the public policy, corporate social responsibility, and philanthropic sector.

3.1. Objective

The broad objective of the CEF's remuneration strategy is to attract, retain and appropriately reward competent and high-performing staff that reflect the organization's national character. To achieve this, salaries will be both internally equitable and externally competitive within the market.

3.2. Principles

Job Category	Grade	Band	Dimensions
Support Staff	12		<p>Performs day-to-day activities that support the operation of CEF that include security, mobility, environment safety, as well as safety of CEF assets.</p> <p>Examples: Security guards, cleaners, and drivers (over 2 years' experience in a similar job)</p>
Program Officers	8		<p>Performs complex specialized program tasks together with its administrative responsibilities under minimal supervision. Tasks require a high degree of diagnostic decision-making and high level of implementation competence. Responsible for a part of department's work, including for example, project conceptualization, program design, and implementation.</p> <p>Examples: Project Officer, Finance Officer, Supply Chain Officer (over 3 years' experience in a similar job)</p>
Program Managers	7		<p>Performs specialized complex tasks together with its administrative responsibilities under minimal supervision. Tasks require a high degree of diagnostic decision-making and a high level of implementation competence.</p> <p>Takes responsibility for specialized program within a unit. Tasks require strategic decision-making, analytical understanding and co-ordination. May include some responsibility for supervising and training others as well as some budgetary responsibilities.</p> <p>Examples: Program Coordinators and (5 years' experience in a similar position)</p>
Executive Managers	5		<p>Takes full responsibility for managing a functional department within the organization. Tasks require strategic decision-making, analytical understanding co-ordination and management. Ensures that strategic planning of unit is implemented. Includes responsibility for supervising and training others. Recognizable experience and expertise required.</p> <p>Example: Grant and Operation Manager, Program Associate, Finance Manager, and Supply Chain Manager</p> <p>Manager (5 years' experience in similar position)</p>

Organizational Management / ED	3		<p>Responsible for the overall strategic direction and leadership, management, and resourcing under the direction of the Board. Includes responsibility for overall coordination in the areas of fundraising, financial planning, strategic planning, policy formulation, accountability to donors.</p> <p>Example: Executive Director.</p>
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The ED shall be appointed by and be responsible to the Board of Trustees. The terms and conditions of the ED's contract will be negotiated with the chairperson of the Board of Trustees. Such terms and conditions will be governed by the contract of employment agreed through the contractual negotiation process.

The Executive Committee of the Board of Trustees may be involved in the interviews of senior management staff, but the final appointment will be made by the ED.

All personnel should demonstrate an understanding of the purpose of the CEF and have a passion for work. A high degree of responsibility and initiative is expected of every individual member of staff who should be able to function effectively with minimal supervision.

3.3. Job Descriptions

All positions at the CEF will have job descriptions. Staff of the CEF will have explicit job functions that will form part of their employment contracts. The job description will make clear the level of responsibility of the position and the knowledge and skills level, as well as the personal characteristics required to do the job productively.

The scope of job functions for the different job categories are as follows:

JOB CATEGORY	SCOPE
Executive Director	Responsible for all operational aspects of the organization in accordance with policies, guidelines and procedures established by the Board. S/he will be responsible for overall strategic direction and leadership, management, public positioning, and resourcing of the organization under the guidance of the Board.
Program Managers	<p>Responsible to initiate, develop, and manage the programs of the CEF, including grant making, while at the same time building the CEF as an organization, including overall program co-ordination and managing the staff of these programs:</p> <ul style="list-style-type: none"> ○ implementation of strategic plan ensuring that targets and deadlines are being met. ○ performance management of program officers ○ guidance and support to coordinators and staff as and when appropriate ○ mediating staff matters before involving the ED ○ program financial management
Program Coordinators	<p>Responsible to undertake routine project management including monitoring and communicating with partners, planning, and executing the hosting of events, and maintaining the administration of the Foundation under the direction of a manager:</p> <ul style="list-style-type: none"> • Responsible for disseminating standard information to staff and relevant project partners and gather required reports and information. • Responsible for providing efficient program implementation and administrative support to program managers, executive managers, and the ED under the direction of a manager. • Responsible for maintaining office systems. • Responsible for implementing office procedures. • Responsible to perform office frontline functions in a way that develops and maintains the brand identity of the CEF.
Officers	<p>Responsible to provide a high level of:</p> <ul style="list-style-type: none"> • Project implementation • Report compilation. • financial services, including maintenance of relevant financial records, development of financial policies, procedures and systems within organizational guidelines and facilitating financial audits; • Production of annual financial statements • Budget development and monitoring

	<ul style="list-style-type: none"> • Cash flow and bank account management. • Office infrastructure management • Coordination and management of administrative support personnel
Support Staff	<p>Responsible for day-to-day operation of CEF that include security, mobility, environment safety, as well as safety of CEF assets.</p> <ul style="list-style-type: none"> • Office cleaning • Car driving • Security of the asset • Reception

3.4. Salary Scales

The CEF will have a salary scale that is approved by the Board of Trustees and amended from time to time in accordance with the provisions of this policy statement. Base salaries will be established using comparable levels in selected organizations. Scales will be developed through reference to appropriate salary surveys and the application of standard remuneration theory. Appropriate allowance will be made in respect of any circumstances specific to the CEF.

Each grade will reflect a normal rate for the job (i.e. entry level) which will also be the minimum rate for a particular job category. In addition, each grade will have a maximum range for that grade. The minimum and maximum ranges will not only encourage salary flexibility but allow for individuals to experience salary growth within their existing job categories. The entry level will coincide with the market rate for the job.

In addition, each grade will be divided into several levels that represent the rate for the job, the average level of performance (median), and a high level of performance.

The decision on where an employee will be positioned in relation to the salary ranges will be dependent on their skills, experience, and performance. Salaries will, within reasonable parameters, be negotiable as no individual brings the same experience, qualifications, capability and potential.

3.5. Performance-based Incentives

Annual performance bonuses will be offered at the end of the calendar year based entirely on an individual's performance up to that point in the year, and only if the board of trustees decides that there are sufficient funds available to give bonuses. Only personnel that achieve an annual performance index rating of "good" (i.e. above average) or above will receive a performance-related bonus. The quantum of the performance-related bonus will be equivalent to the performance index rating (i.e. the average points scored from performance ratings for all agreed performance competencies and performance objectives), taken as a percentage of the annual total cost to company of the relevant personnel at the time that the performance-related bonus is being considered.

The board of trustees will approve a maximum total amount to be made available for all bonus payments taken together and the ED will finalize the distribution of bonus payments across the team by applying the formula described above. However, to take account of collective team effort in achieving objectives, if funds remain available within the board-approved total maximum bonus amount after applying the formula above, the ED may agree to offer gratuity bonus payments to personnel who contributed to achieving objectives as part of the team but who might not have achieved an above-average performance rating in their own individual deliverables.

Staff that achieve an annual performance index of 8 points and above (i.e. an above “good” rating) will especially be considered for career development support by the CEF, at the discretion of the ED.

The points awarded for each performance rating and other performance benefits for which personnel qualify, available funds permitting, will be calculated as follows:

Performance Rating	Bad	Average	Good	Excellent
Points	0	2	6	10
Bonus	None	None	Performance rating points taken as a percentage of annual total cost to company	Performance rating points taken as a percentage of annual total cost to company
Other Benefits	None	None	None	Career development support if PI \geq 8 points
Conditions	Calculated on a pro rata basis if period of service is not equivalent to exactly one year since the last salary adjustment			

3.6. Annual Inflation-related Increases

All staff will receive an annual inflation-related salary increment, given as a percentage of their current total cost to company, as at the 1st of July each year, if there are funds available to pay for the salary increase.

The board of trustees (or the executive committee of the board, in its stead) will decide on the percentage for the annual inflation-related remuneration increase, taking the inflation rate into account.

Such annual salary adjustments will be calculated on a *pro rata* basis for the period under consideration, since the period of employment for different staff may not be equivalent to exactly one year.

3.7. Market Related Adjustments

The Board of Trustees will review salaries regularly and if necessary, salaries may be adjusted to market rates at the Board's discretion. This does not imply that all employees will qualify for market related adjustments. Any employee who has less than a 4 (four) performance rating will not qualify for market adjustment even though he/she might be below the market rate for that position.

3.8. Confidentiality of Salary Information

Information in respect of salary scales and the annual inflationary increment will be available to all staff members. However, individual salaries and performance-related increases will be confidential.

4.0. Performance Management

Performance management is a key element in helping employees to achieve the organization's vision and values. Performance management should not be an annual event, rather it should be an ongoing activity that must be part of every manager's routine.

Performance Management is a continuous process, i.e. a series of events that take place throughout the year culminating in the performance appraisal. Review periods can be changed at the ED's discretion. Performance management does not replace but supports, day to day management. The performance management procedure will provide frequent opportunities (e.g. quarterly) for a manager and the personnel reporting to her/him to engage in open dialogue and immediate feedback regarding performance, priorities, and advancement.

The CEF's performance management system will have two key features:

- Helping employees understand the quality of their current performance and what can be done to improve it.
- Motivating employees to improve their performance.

A comprehensive and standardized performance planning, management, and appraisal system will be developed and implemented by the ED. The performance management system will apply to all the CEF's personnel. The performance management system will, as far as possible, endeavor to take into account 360 degree feedback from internal and external stakeholders of the CEF with whom the individual whose performance is being assessed interacts, through formal and/or informal feedback channels.

4.1. Payment of salaries

Payment of all categories of employees will be made monthly into a South Sudanese bank account. Salaries will be paid electronically on the 23rd day of the month, or earlier, if the 23rd of the month falls on a weekend or public holiday. Employees are required to advise the CEF immediately if their banking details change. December salaries will normally be paid just prior to the CEF's annual break.

All personnel will be remunerated at the rate stipulated on their contract or as agreed to when and if this rate is adjusted.

4.2. Pension Fund

The law requires that the CEF deduct 8% of gross pay from all categories of employees who are on its payroll and contribute 17% of the gross pay to employee pension.

4.3. Taxation

All employees are expected to register with their local South Sudan tax office and obtain a personal tax number which must be given to the HR officer when they join the CEF. Tax will be deducted according to the relevant tax regulations on a monthly basis.

5.0. Employment Categories

All employees of CEF will be categorized as follows:

- 1) Regular Fulltime Exempt Employees. This is a salaried employee scheduled to work at least 40 hours per week and as needed to perform assigned duties, and who will normally be assigned administrative, managerial, or executive functions. Exempt employees are paid a fixed salary regardless of the number of hours worked in the workweek, and thus, are not eligible for overtime pay. A regular fulltime salaried employee may participate in CEF' benefit programs, upon meeting the various eligibility requirements.
- 2) Regular Fulltime Non-Exempt Employees. This employee is paid on an hourly basis, and is regularly scheduled for work at least 30 hours or more per week on a regular workday schedule. Any hours worked over 40 in a workweek are eligible for overtime pay of 1½ times the regular rate of pay. A regular fulltime hourly employee may participate in CEF' benefit programs upon meeting the various eligibility requirements.
- 3) Part-time Employees. This is an employee who has not been designated a regular fulltime employee, and who is not regularly scheduled for work, or who works less than 30 hours a week. A part-time employee is not eligible for employee benefits, unless otherwise specified in this handbook.

- 4) Temporary Employees. An employee who has not been designated a regular fulltime or part-time employee, and who is hired for a specified period of time, or a specifically-limited task. A temporary employee is not eligible for employee benefits.

6.0. Employee Benefits

Eligible employees at CEF are provided a wide range of benefits. Benefits eligibility is dependent upon a variety of factors, including employee classification. CEF reserves the right to modify the benefits offered at any time.

The following benefit programs are currently available to eligible employees, and are described more fully in this Handbook:

1. Vacation Leave
2. Holidays
3. Personal and Sick Leave
4. Bereavement Leave
5. Jury Duty
6. Short-Term Disability
7. Long Term Disability
8. Unpaid Leave of Absence

6.1. Vacation Leave

Vacation time off with pay is available to full-time employees and part-time employees who work at least 24 hours per week once they have been employed by CEF for one (1) year.

The amount of paid vacation time available to eligible employees is based on the number of hours in their regular workweek, and eligible employees receive increases each year with the length of their employment as shown in the following schedule:

- ▶ Completion of 1-4 years of service: two weeks
- ▶ Completion of 5-9 years of service: three weeks
- ▶ Completion of 10 or more years of service: four weeks.

Vacation leave is paid at the employee's normal rate of pay and the normal number of hours in the regular workweek at the time of vacation. It does not include overtime or any other special forms of compensation.

Vacation days accrue as of the employee's anniversary date. Vacation days may be taken anytime after the time is earned. Vacation days not used by the end of the employee's next anniversary date cannot be carried over and will be forfeited. The Executive Director shall have the discretion to make exceptions to this policy and extend vacation time into the next year. Employees who leave employment with CEF for any reason will be entitled to be paid for any accrued and unused vacation time.

Vacation may be taken anytime after the time is earned. With special permission of the Executive Director, a new employee with more than six months, but less than one year of service, may be permitted to take up to one week of vacation during the last six (6) months of the first year of service, to be charged to vacation time accrued upon the completion of one year of service.

Any employee wishing to take vacation time must make a vacation request to the Executive Director at least two weeks in advance. The Executive Director reserves the right to refuse vacation requests based on staffing requirements, employee's length of service, and employee preferences, in the order listed.

6.2. Holidays

CEF will grant paid holiday time off to full-time employees with at least 30 days' of service on the holidays listed below:

- ▶ Easter Monday
- ▶ SPLA Day (16th May)
- ▶ Labor day (May 1st)
- ▶ Independence Day (July 9)
- ▶ Martyrs' day (July 30)
- ▶ Christmas Eve and Christmas Day (December 24 and 25)
- ▶ New Year's Eve (December 31).

Holiday pay will be calculated based on the employee's straight-time pay rate (as of the date of the holiday) times the number of hours the employee would otherwise have worked on that day.

If a recognized holiday falls during an eligible employee's paid absence (such as vacation or sick leave), holiday pay will be provided instead of the paid time off benefit that would otherwise have applied.

If a fulltime or part-time hourly employee is required to work on a scheduled holiday, pay for actual hours worked will be double the regular hourly rate.

If an employee desires to observe a religious holiday not listed above, time off may be granted without pay, subject to staffing needs.

6.3. Personal and Sick Leave

CEF recognizes that an employee may require time off due to illness or to attend an important personal appointment during normal working hours. Time off during normal working hours will be granted on an individual basis by the Executive Director, if workloads and circumstances permit. Fulltime employees with at least 30 days of service will receive their normal compensation for up to eight (8) days per full year worked due to illness or personal needs. Such paid time off will be prorated for a partial year worked. If the employee has unused personal and sick leave at his or her next anniversary date, the employee will be paid out at 50% of the cash value of any accrued and unused days. Employees cannot carry over unused personal and sick leave into the next 12-month period. Employees who leave employment with CEF for any reason will not be entitled to be paid for any unused personal and sick leave.

6.4. Bereavement Leave

Bereavement leave is granted so an employee need not have the shock of a death in the immediate family compounded by a loss in pay. CEF will allow fulltime employees up to five days' pay at their regular wages for an absence from work due to the death of a spouse or child, and up to three days' pay in the case of a brother, sister, parent, or spouse's parent.

In addition, with prior approval of the Executive Director, employees may be allowed a maximum of four hours' pay to attend the funeral of other relatives or friends. An employee will not be paid funeral leave benefits while absent from work during approved paid vacation, holiday, sick time, or personal time.

6.5. Jury Duty

Fulltime and part-time employees summoned to report for jury duty on a regularly-scheduled workday will receive their regular wages for each day they serve, up to a maximum of two (2)

weeks per year. The jury duty notice should be shown to the Executive Director immediately after it is received so that work schedules can be adjusted to accommodate the employee's absence. The employee shall remit to CEF the fees received for jury duty, less expenses.

6.6. Short-Term Disability

A fulltime employee may request, and receive, up to six weeks of paid leave for any disability, including maternity leave, after accrued personal and vacation days are used. A written request for such leave should be submitted one month prior to the date of the proposed leave, giving an expected date of return. The normal benefit package will also be paid for the six weeks allowed.

Should an extended leave be required due to disability, the employee must provide a written statement from the attending physician prescribing the need for, and anticipated term of, such extension. If necessary, CEF may provide short-term disability coverage of 50% of salary until the long-term disability coverage starts at the six-month mark.

An employee who adopts an infant child may request and receive a paid childcare leave of up to four weeks.

6.7. Unpaid Leaves of Absence

Unpaid leaves of absence may be granted to fulltime employees who have worked for CEF for at least one (1) year to enable them to obtain job-related education, respond to family needs, fulfill military obligations, or to perform special outside assignments. Employee benefits, except vacation accrual and pay, will be continued for up to 60 days for any such leave granted. Organization Name will review and act in its sole discretion on a request for leave of absence on an individual basis and in consideration of the effect the absence will have on the organization to carry out its responsibilities, the employee's position, and length of service.

An employee starting a leave of absence of one (1) month or more will be required to utilize accrued and unused vacation time and personal and sick leave.

CEF will endeavor to return employees to work who have been on an unpaid leave of absence of up to 12 months, providing they notify the Executive Director in writing of their desire to do so at the time the leave begins. CEF may be obliged to hire another person to replace an employee on unpaid leave, in which case the employee will be considered for re-employment on an individual basis.

7.0. COMPENSATION POLICIES

7.1. Timekeeping

All non-exempt employees must accurately record the hours they work on a daily basis on a CEF timesheet. The timesheet must be signed and turned in to the Executive Director by 12:00 noon on Monday of the following week.

7.2. Paydays

All employees are paid at end of each month. Each paycheck will include earnings for all work performed through the end of the previous payroll period. Mandatory withholding as required by law will be taken from gross wages, and employees may request withholding to participate in CEF -sponsored benefit plans.

If a regularly scheduled payday falls on a day off such as a weekend or holiday, employees will receive pay on the last day of work before the regularly scheduled payday.

If a regular payday falls during an employee's vacation, the employee's paycheck will be available upon his or her return from vacation, or other arrangements may be made with management.

7.3 Overtime

Overtime (time worked in excess of 40 hours in a Monday through Sunday period) is administered in accordance with the Labor law of Republic of South Sudan. Every attempt will be made to plan overtime with consideration for the organization and employees. Overtime must be pre-approved by the Executive Director. Failure to comply with this rule will result in disciplinary action.

7.4 Expense Report

CEF provides reimbursement for business-related expenses that employees may incur on behalf of CEF. Examples of business-related expenses include:

- a. Work-related Travel (except for commuting)(minimum 10 miles)
- b. Parking costs
- c. Overnight lodging (when required to be away from home overnight)
- d. Meals (when required to be away from home overnight)

Employees expecting to incur any business-related expenses must obtain advance approval from the Executive Director.

Employees requesting reimbursement must submit an expense report documenting the business purpose of the expense, as well as receipts for all expenses.

8.0. WORK CONDITIONS & HOURS

8.1. Office Hours

CEF normal business hours are 8:00 a.m. to 5:00 p.m., but may be altered by the Executive Director as appropriate.

8.2 Smoking

The CEF office is a non-smoking environment.

8.3 Computers and E-mail Usage

Computers, computer files, the e-mail system, and software furnished to employees are the property of CEF, intended for business use. Employees should not use a password, access a file, or retrieve any stored communication without authorization.

All data, documents, and messages created, accessed, transmitted, or received via the CEF computer system is the property of CEF. CEF reserves the right to access and monitor all messages and files on the computer system as deemed necessary and appropriate.

CEF prohibits the use of computers and the e-mail system for any personal or non-business use.

The CEF computer system may not be used to solicit others for commercial ventures, religious, or political causes, outside organizations, or to harass any employee or client.

9.0. EMPLOYEE CONDUCT & DISCIPLINARY ACTION

9.1 Alcohol and Drug-Free Workplace

It is the policy of CEF not to employ persons who use or traffic in illegal drugs, or who abuse prescription drugs or alcohol. It is a violation of CEF's position on drugs and alcohol for an employee to:

1. Operate any vehicle in the course of employment while under the influence of drugs or alcohol;
2. Be in possession of illegal drugs while on the premises or on duty;
3. Sell or distribute illegal drugs on or off the job; or
4. Work while under the influence of drugs or alcohol, or with illegal drugs in one's system.

Employees are expected and required to report for work on time and in appropriate mental and physical condition for work. CEF reserves the right to test employees for drug or alcohol impairment on a random basis or based on a reasonable suspicion that an employee is impaired. Violations of this policy will result in appropriate discipline, up to and including discharge.

9.2 Sexual and Other Unlawful Harassment

CEF prohibits its employees from harassing other employees, partners, or anyone else during the course of employment. Violations of this policy will not be permitted and will result in disciplinary action up to and including discharge. Sexual harassment is defined as unwelcome sexual advances, unwelcome jokes or comments, requests for sexual favors, unwanted touching or other verbal or physical conduct of a sexual nature.

Other types of prohibited harassment include actions, words, jokes, or comments based on an individual's tribe, color, national origin, age, religion, disability, height, weight, marital status, or any other legally-protected characteristic.

Any employee who feels that he or she has been subject to harassment, or who has witnessed harassment, should immediately report the matter to either the Executive Director or the Chairperson of the Board of Directors. Employees can be assured that no one will be retaliated against for either filing a complaint or participating in an investigation of harassment. All allegations of harassment will be quickly and discreetly investigated. To the extent possible, your confidentiality and that of any witnesses and the alleged harasser will be protected against unnecessary disclosure. When the investigation is completed, you will be informed of the outcome of the investigation.

9.3 Attendance and Punctuality

Employees who will be tardy or absent from work must notify the Executive Director by 8 a.m. on that day.

9.4 Job-Related Injuries

Employees who sustain work-related injuries or illnesses must inform the Executive Director immediately. No matter how minor an on-the-job injury may appear, it is important that it be reported within 24 hours of its occurrence to management. This will enable an eligible employee to qualify for coverage as quickly as possible.

9.5 Performance on the Job

You are expected to do the very best job you can on every assignment you are given. This means getting it done on time and getting it done right. It also means taking care of all the details surrounding the assignment so that others don't have to pick up the loose ends. It also means using good judgment and asking questions you may have. You are also expected to work cooperatively with your supervisors and co-workers.

9.6 Rules of Conduct

All employees are expected to follow the rules and regulations of CEF. Although CEF has established an "at will" relationship with its employees, in certain instances CEF may apply, in its sole discretion, some sort of progressive discipline, as described later. The following list, which is neither complete nor exhaustive, contains examples of some but not all of the conduct which is prohibited. Such conduct is prohibited regardless of whether it occurs on the premises or in conjunction with work assignments at CEF. The following actions may result in discipline, up to and including discharge. This list in no way constitutes a limitation of the right or ability of CEF to terminate employees for any reason at any time, with or without notice.

1. Reckless conduct that endangers the safety of other employees.
2. Violating any safety instructions or rules established by CEF.
3. Negligent or willful defacing, misuse, or destruction of organization equipment or facilities.
4. Theft of any property belonging to CEF or any employee of CEF.
5. Excessive tardiness.
6. Excessive absenteeism.
7. Violation of anti-harassment or non-discrimination policies.
8. Use or possession of illegal drugs or controlled substances or weapons in the course of employment.
9. Dishonesty or falsification of time records, accident reports, or any other organization records, including false statements on the application for employment or other organization documents.

Violation of any of these policies could lead to immediate dismissal. In some cases, however, CEF, in its sole discretion, may decide that corrective action should be utilized before termination in order to assist an employee who exhibits inappropriate conduct or behavior, inadequate performance, or who fails in any way to meet the organization's standards. Employees should not expect that they have a right to a certain number of disciplinary measures prior to termination or to any progression of discipline.

9.7 Employment Termination

We hope to retain good employees. However, employment at CEF is for no specified period, regardless of length of service. Just as you are free to leave for any reason, we reserve the same right to end our relationship with you at any time, with or without notice, for any reason not prohibited by law. CEF asks that each employee give at least one

month's notice before voluntarily terminating employment. A letter of resignation should be submitted to the Executive Director at least two weeks prior to the end of employment. Upon receipt of a letter of resignation, CEF reserves the right to terminate the employee immediately.

Upon termination of employment, the employee is entitled to a final check for all unpaid time worked, and any approved business-related expenses incurred that have not been reimbursed.

An exit interview will be requested and conducted by the Executive Director with all employees terminating employment. At that time, the employee is to return all CEF' property (e.g., keys, computer-related material, written materials) to the Executive Director.

9.8. Checklist for PSEA-Sensitive Recruitment, Contracting, and Performance Management

- The recruiting team/Human resource should Include a sentence in job announcements to notify candidates that background and reference checks will be conducted, and ethics is part of annual performance appraisals.
- Require applicants to self-declare prior issues of sexual or other misconduct, termination of past employment, criminal records, and concerns registered with government authorities regarding contact with children, and to consent to the disclosure of any such information by their former employers during verification of references.
- Conduct background checks (e.g., police records, Google searches) and contact references to vet for former misconduct in accordance with local laws regarding employment, privacy, and data protection

- Ensure gender-balanced interview panels during hiring processes and conduct gender neutral interviews
- Ask candidates interview questions about ethics and ethical dilemmas (e.g. What's your idea of an ethical organization? Tell me about a time when you faced an ethical challenge.)
- Require candidates to review and sign the code of conduct before being offered a contract
- Include a PSEA clause in employment contracts, including when subcontracting
- Outline disciplinary measures in the event of proven SEA allegations (e.g. termination of contract)
- Include training in PSEA as part of onboarding process and provide refresher courses at regular intervals during employment tenure
- Include adherence to code of conduct (e.g. participation in PSEA trainings) in performance appraisals of staff.
- Include in the performance appraisals of senior staff their effectiveness in creating and maintaining an environment which prevents and responds to SEA
- Freeze professional advancement/recruitment opportunities of individuals under investigation
- In cases of confirmed misconduct, take robust disciplinary action (e.g. dismissal, suspension)

Annex I Reference Check Template



Applicant's name:

We would appreciate your help in providing us with a reference for the individual named above who has applied to work with us.

Name of Referee:

Address:

Phone:

Mobile:

Email:

Please kindly answer the following questions

1) How long have you known the applicant and in what capacity?

2) How would you describe the applicant's ability to get along with others?

3) Is the applicant a team player or do he/she excel by working alone?

4) What are the applicant's primary positive skills or qualities? What areas could he/she improve on?

5) How comfortable would you be in having the applicant collaborate with you on an important project?

6) Are you aware of any extra support needs the applicant might have?

7) Are you aware of any allegation (s) of Sexual harassment, exploitation, and abuse against the applicant?

8) Please evaluate the applicant in the following areas using the scale where - **1 = Poor and 5 =**

Excellent:

a.	Reliability	1	2	3	4	5
b.	Flexibility	1	2	3	4	5
c.	Time management	1	2	3	4	5
d.	Communication skills	1	2	3	4	5
e.	Responsibility	1	2	3	4	5

9) Is there anything else you would like to tell us about the applicant that might help us make a suitable match?

I confirm that the details I have provided are accurate to the best of my knowledge.

Signature:

Date:

Annex 2: SEXUAL HARASSMENT, EXPLOITATION, AND ABUSE DECLARATION

I (NAME) _____, staff/volunteer of CEF understand that:

- Humanitarian assistance and services are to be provided in a manner that protects against and prevents sexual harassment, sexual exploitation and sexual abuse of staff members and beneficiaries. This includes unwanted verbal, non-verbal or physical conduct of a sexual nature, as well as actual or attempted sexual activity of a forced or coercive nature.
- Exploitative and abusive sexual activities by staff, volunteers, implementing partners, and community volunteers are absolutely prohibited, and perpetrators will be held accountable. Consequences may include immediate dismissal and referral to law enforcement.
- Any forced or coerced sexual activity, including those obtained by exchanging or threatening to withhold humanitarian assistance or services, is, by definition, exploitative and abusive, particularly in a camp environment when beneficiaries are at their most vulnerable.
- I am responsible to report any actual or suspected cases of sexual exploitation and abuse. A failure to report will be considered a violation on my part.

Signature

Date and place

Annex 3: Code of Conduct

I. Introduction

Staff from Charity and Empowerment Foundation (CEF) are personally and collectively responsible for upholding and promoting the highest ethical and professional standards in their work. Everyone has a commitment to prevent fraud and corruption and abuse of power. This also applies to board members when representing CEF and temporary personnel such as consultants and volunteers during their mission with CEF.

The management on all levels have a responsibility to ensure that all personnel are aware of this Code of Conduct, that they understand what it means in concrete behavioral terms and how it applies to their program context.

2. In general

The Code of Conduct outlines the key responsibilities of all CEF personnel in relation to respect for the welfare and rights of the people with whom they work in the development and humanitarian context. It is designed to assist personnel to better understand the obligations placed upon their conduct, as to prevent the following: All forms of harassment, fraud and corruption, security breaches, and unethical business practices.

Therefore, all CEF personnel shall always:

- respect and promote fundamental human rights without discrimination.
- treat all communities with whom we work (including crisis-affected populations, Internally Displaced Persons and refugees), fairly and with respect, courtesy, dignity and according to International Laws and Standards.
- promote the implementation of the Code of Conduct by contributing towards the creation and maintenance of an environment that prevents sexual exploitation and abuse, abuse of power and corruption.

- report immediately any knowledge, concerns or substantial suspicions of breaches of the Code to her/his manager and/or senior management of the head office (or following procedures established by the organization's complaints mechanisms), who is expected to take prompt investigative action.
- be aware that failure to disclose or knowingly withhold information about any reports, concerns or substantial suspicions of breaches of this Code of Conduct constitutes grounds for disciplinary measures.
- feel protected by CEF's commitment to providing a safe environment through which to voice a concern, without fear of reprisal or unfair treatment as articulated in CEF's Complaints Policy.
- uphold the highest standards of accountability, efficiency, competence, integrity, and transparency in the provision of goods and services in the execution of their job.
- cooperate when requested with any investigation into alleged breaches related to this Code.

3. Harassment

CEF personnel shall never commit any act or form of harassment as it results in physical, sexual or psychological harm or suffering to individuals, especially women and children. CEF does not tolerate any form of workplace violation such as harassment (including sexual, gender and tribal harassment), bullying and discrimination, that is, any unwelcome comment or behavior that is offensive, demeaning, humiliating, derogatory, or any other inappropriate behavior that fails to respect the dignity of an individual.

CEF personnel shall:

- treat everyone with dignity and respect in the workplace. Speak with civility and kindness, listen carefully, and consider other's wellbeing.

- never commit any act or form of harassment as it causes physical, sexual, psychological or emotional harm or suffering to individuals, especially women, children and people with disabilities.
- never engage in any behavior, deliberate or otherwise, that makes the recipient feel persecuted, vulnerable and powerless.
- understand what constitutes harassment, recognize early signs of sexual, gender and tribal harassment (among others) and take swift action to prevent and resolve.
- understand what constitutes bullying, empower personnel that are affected by it, develop strategies for reducing and stopping it, and take necessary disciplinary action against those found to have committed an act or form of harassment.
- violent, harassing or discriminatory behavior of any kind directed toward another person in the workplace or in the communities with whom CEF works is unacceptable and shall not be tolerated. This includes communities with whom CEF works.

4. Sexual Exploitation and Abuse (SEA):

4.1. SEA violates universally recognized international legal norms and standards and are unacceptable behaviors and prohibited conduct for all humanitarian workers, including CEF employees and related personnel.

4.2: CEF has a policy of zero tolerance towards SEA. All CEF employees and related personnel are always expected to uphold the highest standards of personal and professional conduct, and to provide humanitarian assistance and services in a manner that respects and fosters the rights of beneficiaries and other vulnerable members of the local communities.

4.3: Commitment to SEA

- a) CEF will make every effort to create and maintain a safe environment, free from SEA, and shall take appropriate measures for this purpose in the communities where it operates, through a robust SEA framework, including prevention and response measures.
- b) This SEA framework affirms CEF commitment to the UN Secretary General's Bulletin on Special Measures for protection from sexual exploitation and sexual abuse (ST/SG acts of gross misconduct and are therefore grounds for termination of employment).

4.4. PSEA Six core principles:

- a) SEA by CEF employees and related personnel constitute gross misconduct. The result can be termination of contract.
- b) Sexual activity with children (persons under the age of 18) is prohibited regardless of the age of majority or age of consent locally. B/2003/13) and to achieving full, ongoing implementation of the IASC Six Core Principles relating to SEA.
- c) Exchange of money, employment, goods, or services for sex, including sexual favors or other forms of humiliating, degrading or exploitative behavior is prohibited. This includes exchange of assistance that is due to beneficiaries.
- d) Any sexual relationship between CEF employees or related personnel and beneficiaries of assistance or other vulnerable members of the local community that involves improper use of rank or position is prohibited. Such relationships undermine the credibility and integrity of humanitarian aid work.
- e) Where CEF employee or related personnel develops concerns or suspicions regarding sexual abuse or exploitation by a fellow worker, whether in the same

organization or not, he or she must report such concerns via established reporting mechanisms.

- f) All CEF employees and related personnel are obliged to create and maintain an environment which prevents SEA and promotes the implementation of this policy. Managers at all levels have responsibilities to support and develop systems which maintain this environment.

5. Fraud and corruption

CEF has a zero-tolerance approach to fraud and corruption as articulated in CEF's Anticorruption guidelines. CEF personnel shall never take advantage of their position when working with communities, partners or other stakeholders.

CEF personnel shall:

- not contribute to corruption by giving bribes or receiving them, either in form of money or other benefits, which are intended to give you advantages in relation to others.
- promote a culture of honesty and openness among CEF personnel and management.
- be transparent in all work-related financial transactions.
- never steal, misuse or misappropriate funds or property, ensuring that financial and other resources are used solely for the intended purposes. This applies also to any other income generated such as any interest received/earned on the funds.
- never engage in forgery, money laundering, taking of commissions and influencing tender process for improper benefit and theft.
- create a work environment where communities and personnel can safely, and confidentiality raise and report all serious concerns about suspected fraud and corruption.

- never knowingly support individuals or entities involved in illegal activities.
- never deliberately destroy, falsify, alter or conceal evidence material to an investigation or make false statements to investigators in order to materially influence or impede investigations into corrupt, fraudulent, coercive or collusive allegations.
- conduct all business in accordance with internationally accepted practices and procedures and uphold the highest standards of accountability and transparency in relations to finances, management and governance, where relevant.

6. Unethical business practices

CEF personnel shall:

- always follow transparent, accountable and honest practices when receiving cash donations from the public earmarked for humanitarian or development purposes.
- never use or accept a bribe in the form of money, goods and or services to secure a contract for services when dealing with suppliers in any development or humanitarian work.
- never take part in activities that generate personal, organizational or collective profit such as buying or selling when such activities may affect or appear to affect CEF's credibility or integrity.
- never share in the profits or budget leftovers as kickbacks, cuts or discounts for personal or organizational benefits.
- declare any known or potential conflicts of interest to their employer (e.g. direct relationship with service providers or suppliers of goods for CEF programs etc.)
- never accept any gifts or other favors that may influence the performance of personnel functions or duties. Gifts are defined as, but not limited to: services,

travel, entertainment, material goods, among others. In order to respect national and local traditions and conventional hospitality, minor token gifts such as pens, calendars, desk diaries, etc. can be accepted.

- never use illegal labor, child labor and forced labor in any work area.
- always pay compulsory State taxes and comply with national business law and international standards.
- always strive for the highest health, safety and environmental standards in all program work.
- ensure, where possible, that goods purchased are produced and delivered under conditions that do not involve the abuse or exploitation of any persons and have the least negative impact on the environment.
- never use or distribute known unsafe products or supplies in any development or humanitarian setting.

7. Competing activities

CEF personnel shall:

- not carry out work nor directly or indirectly conduct competing activities for another company or organization.
- not undertake assignments or activities that can affect their work negatively. If any personnel intend to undertake an assignment or a spare time job of a more extensive nature, consult with nearest manager before doing so.
- In case an employee receives any kind of remuneration for doing something in the name of CEF, for example giving a lecture, the remuneration shall go to CEF.

8. Organized crime

CEF personnel shall:

- avoid all forms of contact with organized crime. This includes everything from trading in cheap capital goods on the black market to the indirect support of trade in people. Concerning trade in people, so-called trafficking, you shall be aware that trade in people does not only occur with the intention of sexual exploitation, but also occurs about such things as domestic help and gardening help and other areas.

9. Pornography

CEF personnel shall:

- keep your workplace clear of all pornographic material. Nor may you use technical equipment, computers, etc. that your organization provides for looking at pornographic material or disseminating it. All dealings with child pornography are totally prohibited, including outside the workplace.

10. Alcohol

CEF personnel shall:

- have a restrictive approach to alcohol and the consumption of alcohol. During work consumption of alcohol is only permitted in exceptional cases: official dinners and similar events. In connection with driving, consumption of alcohol is totally prohibited.

11. Preparations classified as narcotics

CEF personnel shall:

- avoid all forms of involvement or contact with preparations classified as narcotics are prohibited, except within the framework of the assignment, and thus included in service, for example, within healthcare and action against narcotics, or refer to medicine on prescription for one's own use.

12. Security breaches

CEF places the security and safety of all personnel and those with whom we work as a top priority and will strive to do all that it reasonably can to ensure that personnel are secure as they go about their work. Security is an individual as well as an organizational responsibility.

CEF personnel shall:

- never use or possess weapons or ammunition of any kind while on duty.
- never drive a vehicle while on duty under the influence of alcohol or any illegal substance and comply with the laws of the state in which they are working in relation to both.

13. Complaints and Disciplinary Procedures

Violation of this Code of Conduct will not be tolerated and may, in accordance with relevant legislation, lead to internal disciplinary actions, dismissal or even criminal prosecution.

All CEF personnel have a responsibility to handle and respond to any allegations of misconduct they receive. Breaches of the Code of Conduct should be reported immediately to senior management in line with CEF's Incident report system. False accusations will be subject to disciplinary action.

14. Reporting on sensitive issues

Reporting can sometimes involve sensitive issues. The employee who files an Incident Report has therefore always a right to protection. When there is a need for confidentiality and to make sure the reporting procedure will be as protected as possible, reports shall be sent to Human resources department independently of the issue it concerns. CEF encourages all employees to report and alert on incidents and likes to encourage employees to state their name in an Incident Report. Anonymous reports are difficult to follow up.

15. Understanding and signing the Code

The employee, board member, consultant or volunteer below has read, understood and is in agreement with the content of this document. The signatory accepts the consequences of any violation of any of the above provisions under this Code of Conduct.

Key terms and definitions

Abuse of power: Abuse of power includes any abusive behavior (physical, psychological, sexual or emotional) by a person in a position of authority and trust against someone in a position of vulnerability and/or dependency.

Bullying is aggression expressed psychologically and emotionally rather than physically. The term is used to describe a repeated pattern of negative intrusive violent behavior against one or more targets and comprises constant trivial fault-finding criticism refusal to value and, acknowledge, undermining, discrediting and a host of other behaviors.

Discrimination: Discrimination means exclusion of, treatment of, or action against an individual based on social status, race, ethnicity, color, religion, gender, age, marital status, national origin, political affiliation or disability.

Child: A person under age 18 (a child according to the definition in the Convention for the Rights of the Child, CRC).

Corruption is the “offering, giving, soliciting or acceptance of an inducement or reward which may improperly influence the action of any person”

Fraud is an intentional distortion, deceit, trickery, and perversion of truth or breach of confidence, relating to an organization’s financial, material, or human resources, assets,

services and/or transactions, generally for the purpose of personal gain or benefit. Fraud is a criminal deception or the use of false representations to gain an unjust advantage.

Harassment: Harassment means any unwelcome comment or behavior that is offensive, demeaning, humiliating, derogatory, or any other inappropriate behavior that fails to respect the dignity of an individual. Harassment can be committed by or against any member of the community with whom we work, partners, employee, vendor or other individual visiting or doing business with an agency (see definition of sexual harassment further below).

Gender based violence (GBV): “Any harm that is perpetrated against a person's will; that has a negative impact on the physical or psychological health, development, and identity of the person; and that is the result of gendered power inequities that exploit distinctions between males and females, among males and among females. Although not exclusive to women and girls, GBV principally affects them across all cultures. Violence may be physical, sexual, psychological, economic, or sociocultural⁸.” Gender-based violence may manifest in numerous ways: domestic violence, battering, rape and marital rape, female genital mutilation, torture, trafficking, and forced prostitution, dowry-related violence, marriage and in certain cases, violence perpetrated or condoned by the state.

Sexual abuse: Sexual abuse is actual or threatened physical intrusion of a sexual nature, including inappropriate touching, by force or under unequal or coercive conditions;

Sexual exploitation: Sexual exploitation means any actual or attempted abuse of a position of vulnerability, differential power or trust, for sexual purposes, including, but not limited to, profiting monetarily, sexually or politically from the sexual exploitation of another (UN SG Bulletin, 9 October 2003). In these situations, the potential victim believes she/he has no other choice than to comply; this is not consent and it is exploitation. Some examples include, but are not limited to:

- Humanitarian/development worker demanding (or accepting) sex in exchange for material assistance, favors, or privileges.
- Teacher insisting on (or accepting) sex in exchange for passing grade or admission to class.
- Refugee leader demanding (or accepting) sex in exchange for favors or privileges.
- Security worker insisting on (or accepting) sex in exchange for safe passage.
- Driver demanding (or accepting) sex to give a female person a seat in the vehicle.

Exploitation is using one's position of authority, influence or control over resources, to pressure, force or manipulate someone to do something against their will or unknowingly, by threatening them with negative repercussions such as withholding project assistance, not approving an employee's work support requests, threatening to make false claims about an employee in public, etc.

Sexual harassment: Sexual harassment means any unwelcome sexual advance, comment, expressed or implied sexual demand, touch, joke, gesture, or any other communication or conduct of a sexual nature, whether verbal, written or visual, by any person to another individual within the scope of work. Sexual harassment may be directed at members of the same or opposite sex and includes harassment based on sexual orientation. Sexual

harassment can occur between any one or more individuals, employee or beneficiary, regardless of their work relationship.

Survivor or victim – the person who is, or has been, sexually exploited or abused. This term implies strength, resilience and the capacity to survive.

Protection: Ensuring that individual basic human rights, welfare and physical security are recognized, safeguarded and protected in accordance with international standards.

Workplace violence: Any incident, in which a person is abused, threatened or assaulted in circumstances relating to their work. These behaviors would originate from customers, co-workers at any level of the organization. This definition would include all forms of harassment, bullying, intimidation, physical threats/assaults, robbery and other intrusive behaviors

Signing of the Code of Conduct

I, ----- do hereby agrees with the content of this document. I accept the consequences of any violation of any of the above provisions under this Code of Conduct on----- day of month of ----- in year-----
Sign-----

Annex 4: Child Safeguarding Policy

I.0 Policy Statement

CEF believes in the inherent rights, freedom, dignity, and equality of all people, including children. Children can be extremely vulnerable, especially in situations of poverty, humanitarian crisis or conflict and deserve higher standards of protection. Furthermore, intersections of various factors such as class, gender, race, sexual orientation, disability or being displaced, further increase a child's vulnerability to child abuse and exploitation. Whilst is not specifically a child focussed organisation, we meet children every day in the course of our work. In the delivery of our work, is committed to upholding the rights of children, and safeguarding them against actions (intended or unintended) that place them at risk of all forms of violence and harm, including child abuse and exploitation.

CEF will advocate and support strengthening the protection, and promoting the rights, of all children in the communities where we work. We do this explicitly through our direct child protection programming which protects children from the risk of violence, exploitation, abuse, and neglect. We also do this implicitly by ensuring that organizationally we do no harm in the way we work or through our people (as set out in this Child Safeguarding.

2.0 Policy Purpose

This policy will demonstrate 's commitment to protect children from all harm and abuse, including sexual exploitation and abuse, physical abuse, emotional abuse, and neglect. the policy aims to create an open and aware environment where concerns for the safety and wellbeing of a child can be raised and managed in a fair and just manner, giving primacy to the best interests of the child. The responsibility for maintaining child safe environments is a shared responsibility of all those associated child protection programming.

Safeguarding children is the responsibility of all those who participate in the work of. This includes board members, Staff, Volunteers, and interns. As a condition of organizational partnership, also expects compliance with certain safeguarding requirements when partners will have contact with children or access to children's personal information. This includes Partner organizations, Consultants (both organizations and individuals) and Suppliers and Contractors

3.0 Child Safeguarding principles

3.1 Zero tolerance of child abuse and exploitation

CEF has a zero-tolerance approach to child abuse and exploitation. This is enacted via robust prevention and response work, offering support to survivors, and holding those responsible for harm and intolerable behaviour to account. will ensure all those associated with the delivery of our work have access to information about how to report concerns or allegations of child exploitation, abuse or other breaches of this policy and will take immediate action upon report of any suspected breach. CEF will not knowingly engage personnel to be in direct or indirect contact with children or access communities whom we work with if they pose a risk to children's safety or wellbeing.

3.2 Shared responsibility

CEF believes on child safeguarding as a shared responsibility, meaning that successful implementation of child safeguarding measures is reliant on all those associated with the delivery of our work having access to this policy and guidance for its best practice implementation, knowing and understanding their responsibilities and commitment to upholding child safeguarding principles.

3.3 Accountability and Openness

CEF will continue to strengthen its child safeguarding systems to ensure accountability to children, their families, and the communities in which it works. Specific child safeguarding roles and responsibilities will be delegated to staff to effectively embed child-safe organizational practice across all programs, operations, and activities. CEF will ensure an organizational child-safe culture which is transparent about safeguarding issues occurring within, in line with privacy regulations and within legal frameworks and where any issues or concerns of child safeguarding or poor practice can.

3.4 Confidentiality

CEF is committed to confidentiality in sharing sensitive information in relation to child safeguarding incidents reported to us. Information that identifies individuals will only be shared with due consideration to the safety of the child, witnesses, or subject of complaint, or to protect the integrity of an investigation.

3.5 Commitment to good practice

CEF will Commit to good practices and expected to all employees. Safeguarding advisor/focal person and teams strive to offer the best service and advice possible and to stay appraised of sectoral and general best practice in Child Safeguarding. CEF is opened to feedback, continual learning, and improvement in order to ensure that safeguarding children is at the centre.

4.0 Role of safeguarding focal points

Ensure child safe recruitment, including screening of all staff.

- Monitor and ensure compliance with Staff Code of Conduct
- Induct new staff, including information and training on child safeguarding.
- Arrange regular child safeguarding refresher training.
- Conduct screening and risk assessment of partners.
- Ensure monitoring and supervision of interactions between supporters and children/communities.
- Undertake child protection risk assessment as part of program design.
- Monitor child protection risks during program implementation.
- Undertake humanitarian response in accordance with the UN Global Protection Cluster's Minimum Standards for Child Protection in Emergencies.
- Ensure information held about children is safely stored; and Report to authorities suspected or known instances of harm or abuse in line with our procedures.

5.0 Procedure for Handling Child Safeguarding

5.1. Breaches of the child safeguarding policy.

Breaches of the Policy will not be tolerated and may result in disciplinary procedures, including termination. Further information about the process of investigations and outcomes can be found in the SG Case Management SOP. will act against anyone, whether they are the subject of a complaint or not, who seek or carry out retaliatory action (such as but not limited to harassment, intimidation, unfair disciplinary action, or victimisation) against complainants, survivors, or other witnesses.

5.2. Support for children who have suffered harm.

Safeguarding Teams will offer support to children who have suffered harm abuse or exploitation, regardless of whether a formal internal response is carried out (such as an internal investigation). Support can include psycho-social counselling, access to' SG focal person (where available) and/or access to other appropriate support as needed. Children can

choose when they would like to take up the support options available to them. CEF will strive to provide support that is sensitive to the child's needs and seek it out wherever available elsewhere.

5.3 Contact with children

Those associated with the delivery of 's work must: Conduct themselves in a manner consistent with 's values and the Child Safeguarding Policy. shall treat for all children with respect regardless of their race, colour, gender (including gender diverse children), language, religion, opinions, nationality, ethnicity, social origin, property, disability, sexual orientation, or other status.

6.0 REPORTING

6.1 Externally Facing Reporting Information: have relevant policy (whistle blowing) email and phone numbers provided for reporting CSG. Complaint's mechanisms such as help desk, suggestion boxes are vital for community to report as well in communities where is working.

6.2 Policy Child Friendly Reporting Information and Processes Children rarely speak up about abuse or violence against them. If we provide the mechanisms, trusted adults, and a safe environment then we increase the likelihood that children will let us know when they are being harmed or feel unsafe.

6.3 How to Raise a Complaint or Concern: Anyone (including 's beneficiaries) can raise a concern or make a complaint to about something they have experienced or witnessed without fear of retribution. this is done verbally or in writing to Focal Point or Executing/Home Affiliate's Safeguarding and Safeguarding Team or using the whistleblowing helpline service.

6.4 Reporting Misconduct Standard Operating Procedures 's Reporting Misconduct Standard Operating Procedures describe the entire reporting journey from suspicion / allegation of misconduct, to how that information is managed and acted upon within, to how that information is shared with external stakeholders, including donors.

6.5 Requirement for Proof: People are required to report any knowledge or concern, founded or otherwise, that they may have of a child safeguarding incident occurring. Those with knowledge or suspicions should not gather evidence, speak to other colleagues or the child involved, or investigate the incident themselves.

6.6 Confidentiality, Safety and Wellbeing: is committed to the confidentiality, safety, and wellbeing of all involved in any report of a child safeguarding incident, including the individuals who have reported the incident and the individual against whom the allegation is made. When responding to allegations, will ensure all those involved are treated fairly, and that the rights of everyone are respected during an investigation and any applicable disciplinary process.

Definition of key concepts

Child: Any person under the age of eighteen (18) years as defined by the Convention on the Rights of the Child.

Child Rights: Children have the “right to life, survival and development” where development encompasses physical, emotional, cognitive, social, and cultural development.

Child Safeguarding: The policies, procedures and practices employed to safeguard children who come into contact with and all those associated with the delivery of our work from all forms of harm, abuse or exploitation and the responsibility of all personnel to embed these at the activity level to ensure is a child safe organisation.

Child Protection: The prevention of and response to significant harm, abuse, neglect, exploitation, and violence against children. Child Protection programming is an activity or initiative designed to protect children from all forms of violence. This includes the integration of child protection into all thematic areas of programming to enhance the protective environments for children in the community.

Child Abuse: Child abuse involves the abuse of children’s rights and includes all forms of violence against children: physical, emotional and sexual abuse, neglect, family violence, sexual

exploitation, abduction and trafficking, including for sexual purposes, involvement of a child in online child sexual exploitation and child labour as defined below. -.

Physical Abuse: When a person purposefully injures, or threatens to injure, a child. Physically abusive behaviour includes shoving, hitting, slapping, shaking, throwing, punching, kicking, biting, burning, strangling and poisoning. It also includes cultural practices which can alter physicality in ways that cause distress, harm and/or cause lasting health ramifications such as Female Genital Mutilation.

Neglect: The persistent failure, where there are means, or the deliberate denial to provide the child with clean water, food, shelter, sanitation or supervision or care to the extent that the child's health and development is placed at risk.

Emotional Abuse: A persistent attack on a child's self-esteem. Examples include, but are not limited to – name-calling, threatening, ridiculing, shaming, intimidating, or isolating the child.

Family violence: Includes verbal, physical, sexual or emotional violence within the household or family, which the child witnesses, usually on a regular basis.

Commercial Sexual Exploitation of Children: Comprises sexual abuse by the adult and remuneration in cash or kind to the child or a third person or persons.

Child Marriage: A formal marriage or informal union before age 18, is a reality for both boys and girls, although girls are disproportionately the most affected. Child marriage is widespread and can lead to a lifetime of disadvantage and deprivation.

Grooming: Generally, refers to behavior that makes it easier for an offender to procure a child for sexual activity. For example, an offender may build a relationship of trust with the child, and then seek to sexualize that relationship by encouraging romantic feelings or exposing the child to sexual concepts through pornography.