

**Community-Led Accelerated  
WASH (COWASH) in Ethiopia  
Phase III: 2016-2019**

**COWASH FEDERAL  
TEHNICAL ASSISTANCE  
TEAM AND SUPPORT STAFF  
PERSONNEL  
ADMINISTRATION MANUAL**

**July 1, 2012**

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### ANNEXES

- Annex 1 COWASH Phase III Project Agreement
- Annex 2 GoF-GoE development cooperation framework agreement
- Annex 3 Time Sheet format
- Annex 4 Duty Report format
- Annex 5 Travel request and authorization format
- Annex 6 Instructions for the Utilization for Project Motor Vehicles
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- Annex 14 Standard Terms for the Payment of Fees and Reimbursement of Costs applicable to firms, companies, corporations and organizations providing services in the field of development cooperation issued by the Ministry for Foreign Affairs of Finland, Department of Development Policy, 1.6.2012

## 1 GENERAL

The Government of Finland and the Government of Ethiopia have signed an agreement on May 13, 2016 on the implementation of the "Community-Led Accelerated WASH" Project in Ethiopia (COWASH) Phase III and presented in **Annex 1**. This agreement was made under the framework Agreement on "General Terms and Procedures of Development Co-operation between the Governments of the Republic of Finland (GoF) and the Government of the People's Democratic Republic of Ethiopia" (GoE) signed on March 9, 1989 and presented in **Annex 2**.

The project period is from 8/2016 to 7/2019. Competent authorities of the Project are the Ministry for Foreign Affairs of Finland (MFA) represented in Ethiopia by the Embassy of Finland and the Ministry of Finance and Economic Cooperation of Ethiopia (MoFEC). Ministry of Water, Irrigation and Energy (MoWIE) facilitates the implementation and execution of the COWASH in five selected Regional States.

The two Governments together have selected a Finnish Consultant Company, Ramboll Finland Oy (RF) in cooperation with Niras Finland Oy to provide technical assistance to MoWIE in COWASH implementation. The agreement between Ramboll Finland Oy and the Ministry for Foreign Affairs of Finland was signed for the period of August, 2016- July 31, 2019.

This Administrative Manual is for the Federal level Technical Assistance (TA) and federal level support staff only and its main objective is to ensure that COWASH at Federal level is administered according to good governance and manners and it is aligned and harmonized to the functional procedures of the Government of Ethiopia.

This Administrative Manual **does not cover the participating GoE officials**. This manual **does not cover** the administration of the COWASH implemented by the Regional States.

## 2 FEDERAL TECHNICAL ASSISTANCE

The COWASH Federal TA is established to support the COWASH implementation by the MoWIE. The TA office is located in the MoWIE, Addis Ababa under the Water Supply and Sanitation Directorate (WSSD). TA team is led by the international Chief Technical Advisor (CTA). Other specialists in the TA team are:

- Junior Professional Officer (JPO), international
- Capacity Development Specialist (CDS), national
- Community Managed Project Specialist (CMPS), national
- Monitoring and Evaluation Specialist (M&ES), national
- Climate and Environment Risk and Water Safety Specialist (CERWSS), national
- Communication and Knowledge Management Specialist (CKMS), national

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- Gender and MSE Specialist(GMSES), national
- Sanitation and Hygiene Specialist (S&HS), national

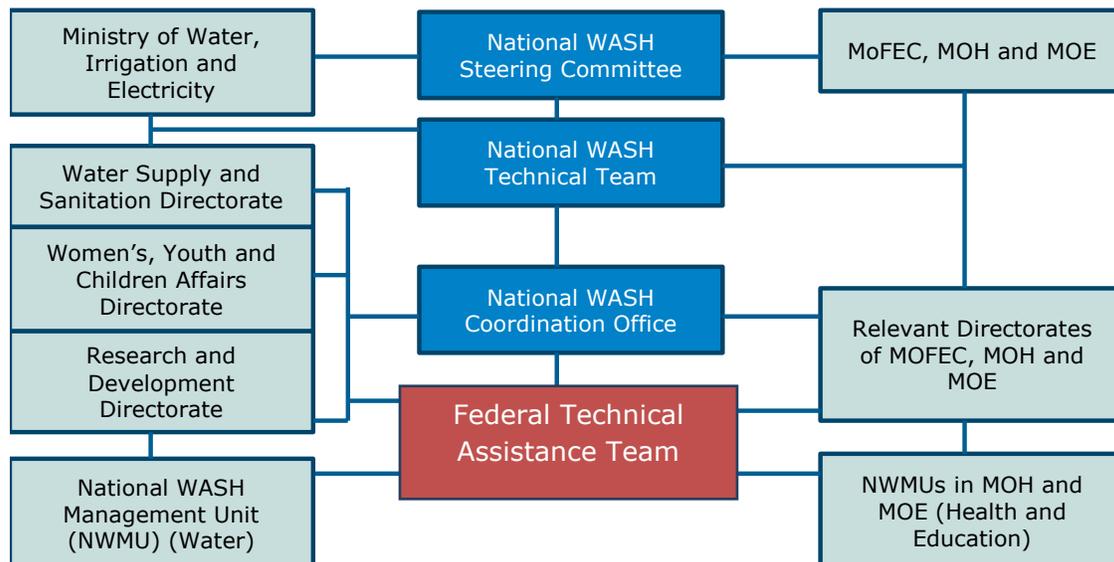
The federal steering committee (SC) of the project has the mandate to add or remove the specialist posts as per the need within the framework of the total approved project budget. All specialists and support staff are employed by Ramboll Finland (RF) and they work under the direct supervision of the CTA. The support staff vacancies are (but not limited to):

- Office Management Assistant (OMA), locally employed and stationed in the MoWIE
- Drivers (2), locally employed and stationed in the MoWIE

The logistics support (liaison), information technology support and possible additional transport service support needed by COWASH are procured through specific contract arrangement by RF (they are not RF employees).

### 3 COWASH MANAGEMENT

The management structure of the COWASH at federal level is as follows:



The Federal SC having a member from Embassy of Finland, MoFEC, MoH, MoE and MoWIE is the highest level decision-making body of the Project. It is responsible for decision making between the two Governments.

The main duties of SC are:

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- approval of changes in the COWASH Project Document including project scope and objectives, the organizational structure and management as well as other changes to the COWASH which will have major financial implications;
- final endorsement of the annual work plans and budgets approved by the National WaSH Technical Team; and
- compare the progress/challenges/successes etc. in the different regions
- any other (policy) decisions which have financial implications.

The Federal Technical Assistance Team is located under WSSD and it reports directly to the WSSD Director and to the National WASH Coordinator. TA team works in close coordination and collaboration with the WSSD, NWCO, NWTT, MoH, MoE and MoFEC.

The COWASH Management Committee (CTA, CMPS and OMA) carries out the overall management of COWASH at Federal level and day – to – day – management is done by the CTA.

### 4 COWASH ADMINISTRATION

#### 4.1 DUTY REPORTS

All the specialists shall fill daily the Time Sheet (duty report) and submit it last day of the Ethiopian month for CTA approval. The Monthly Time Sheet of the specialists is presented in **Annex 3**. The support staff shall fill daily the Support Staff Duty Report as attached in **Annex 4** and submit it last day of the Ethiopian month for CTA approval. Submitting the Time Sheet or Duty Report is precondition for the payment of the salary and fringe benefits.

#### 4.2 ATTENDANCE AND WORKING HOURS

During work hours all staff is obliged to concentrate their whole energy and ability to the implementation of the project. The staff shall perform their duties to their best knowledge and ability.

The TA staff (specialists and support staff) in Addis Ababa shall follow the Government of Ethiopia working hours. The working hours are subject to change according to the change in the government practice. At the moment TA staff shall work five days a week from Monday to Friday. The working hours are from 8:30 am to 5:30 pm. TA staff is entitled to have one hour lunch break per day. Public Holidays as announced by the Ethiopian Government is followed. On Fridays the lunch hour is from 11:30-13:30 in order to allow Muslim staff to participate daily prayer.

The TA staff and support staff is expected to arrive on time and to work for the whole duration of the work day. In case a member of the staff arrives late or departs early or there is absence, the staff member is required to give the reason and time for the absence to CTA or OMA as soon as possible.

The staff should not leave the office during office hours except for official visits and should always inform Office Management Assistant (OMA) when leaving the office during office hours.

#### **4.3 ADMINISTRATIVE/LOGISTIC SUPPORT**

Administrative/Logistics support services are provided to the staff members for Project work. All the requests for the services should be forwarded to OMA in writing. The OMA is responsible to organize and coordinate the services. In absence of OMA the CTA and in his absence the CMPS will be responsible for the logistic support services.

The small scale photocopying of COWASH related papers is done by using the copy machine in TA office by the staff themselves. The use of the photocopy machine is controlled by OMA. The bulk photocopying should be avoided and if possible done in the Addis Ababa town by private sector photo copy service providers selected annually for the COWASH by the CTA and OMA jointly.

Secretarial work (typing) should be mainly handled by TA staff themselves.

The other secretarial services such as photocopying, archiving, bookings and reservations, handling faxes and e-mails are to be done by the staff themselves. OMA handles the cash, mailing, courier service and telephone requests, receives guests and serves tea and coffee for visitors and for the meetings held in the TA Office.

#### **4.4 ACCOUNT SUPPORT**

CTA is responsible for overall financial management of the COWASH assisted by OMA. Payments to TA staff expenditures will not be made without reliable supporting documents. All incoming bills/invoices are to be verified by OMA before CTA's approval. The regular expenses based on valid agreements, like the rents of the houses, security, electricity, liaison, water and telephone bills etc, once approved by the CTA in the beginning of the agreement term can be paid by the OMA after the CTA has checked the contents of the bills.

#### **4.5 COMPUTER NETWORK SUPPORT**

The OMA is responsible for maintaining overall network system of COWASH office in Addis Ababa including installation of software. S/he is also responsible for the maintenance of TA staff computers, printers, copy machines and scanners. The maintenance of office equipment should be outsourced to the private service providers. OMA is responsible to follow-up of these contract services.

#### **4.6 SECURITY SUPPORT**

All COWASH international staff houses security is outsourced if the accommodation does not include the security. The OMA is responsible for the follow up of the security and s/he is responsible for keeping the security contracts up to date. It is also the

responsibility of OMA to make sure that the security protocols and discipline are strictly maintained. S/he should also work as a security warden for COWASH.

#### **4.7 PERSONNEL RECORDS**

In addition to the personnel records the OMA keeps simple records of all people employed by COWASH. Information regarding short-term consultants shall be kept by the CTA in the simple records in addition to the permanent staff employed by COWASH.

#### **4.8 CORRUPTION**

Corruption is the misuse or exploitation of entrusted power for private gain. It threatens economic growth and social development jeopardizing development. In other words corruption is an institutionalized way of stealing from the poor.

Weak governance is the consequence of scarcity of resources. The purpose of COWASH is to strengthen the capacity of MoWIE, Regions and Woredas and thus to make the governance stronger and capable to deliver good quality services in the WASH sector.

Bad governance however, as opposite to good governance, is consequence of corruption and irresponsible practice. It is the responsibility of COWASH and its staff to promote good governance in all its activities.

In order to promote good governance COWASH continuously analyses its administrative practices for any deficiencies that may give space for corruption to occur. It is also the responsibility of each staff member to promote good governance in his/her work and to report to CTA in case s/he faces any hindrances to his/her work due to corruption.

If any member of staff is found to be involved in any activities encouraging corruption or to be directly involved in corruption s/he will face disciplinary action. Practicing in corruption leads to immediate termination of the employment contract.

Examples of corruption:

- Receiving bribes
- Giving bribes
- Receiving commission while purchasing items or services
- Uncompetitive procurement procedures
- Preferential treatment on the basis of personal relationship

#### **4.9 USE OF VEHICLES**

All COWASH vehicles belong to the Pool. OMA takes care of the day to day vehicle movement. S/he is to make a weekly plan for the vehicle movement that is subject to the approval of the CTA. In order to make the vehicle movement as smooth and economic as possible the travel requests (Travel request, advance request and

approval format is presented in **Annex 5**) should be made well in advance and submitted to OMA who then forwards them to the CTA for approval. It is the Driver's duty to monitor and ensure that the vehicles are properly used and maintained.

Misuse of any vehicle shall immediately be reported to the OMA or CTA.

The vehicles shall be driven only by the drivers hired by the COWASH. Special permission may be granted in special circumstances also for others to drive by the Chief Technical Advisor.

A proper diary (logbook) shall be maintained by each driver of each vehicle and kept inside the vehicle in question. The diary shall contain all the information as specified in the Instructions for the Utilization for Project Motor Vehicles annexed to this document as **Annex 6**.

The vehicles shall be used only for purposes necessary for the COWASH. If COWASH vehicle is not available for the transport in Addis Ababa, local taxi or rented car can be used. The Receipt format **(Annex 7)** is to be in each taxi use properly filled and signed by the taxi driver. The registration plate number and driver name, name of the user as well as the route and purpose of using the taxi is to be filled in the receipt.

All drivers are obliged to exercise maximum possible care in handling and using the vehicles, as they are individually responsible for careless handling.

Hence, the drivers should always keep their duties and responsibilities in their mind while handling the vehicles. The duties and responsibilities of the drivers are:

- Keep the vehicle clean and ensure that the vehicle is always in a good working condition
- High speed driving and driving under influence of alcohol or any drug is prohibited
- Timely servicing, maintenance and proper utilization
- Produce traffic police reports when accident occurs in order to facilitate insurance claim
- No transportation of the people other than the people linked to the Project implementation
- Not to transfer or give the vehicle to another person (staff members or outsiders) without permission from the CTA
- Report any malfunctioning part of the vehicle to the OMA
- Make sure that the vehicle is safe from theft and other accidents during parking
- In order to follow-up the vehicle life history, a proper vehicle logbook has to be filled by the drivers and submitted to OMA on monthly basis
- Drivers are responsible to request the vehicle maintenance periodically and they have to also supervise that the maintenance is done as requested. They

are also responsible to submit the changed spare parts to the Project store for OMA verification.

Each vehicle should have logbook as presented in **Annex 8**.

All use of the car, both work and private, should be recorded. The OMA shall compile the log books on monthly basis to provide information to the CTA on average fuel consumption, driven kilometers and private use.

All vehicles shall be parked in the office compound after the regular working hours unless CTA permits otherwise.

Travel request and authorization form has to be used when a vehicle goes to a fieldwork

When an accident is occurred on a COWASH vehicle, the driver or others who have the permission to drive shall report the accident to the OMA and CTA as soon as possible but within 24 hours at latest.

In order to avoid improper handling of vehicles due to frequent changes of drivers, one driver shall be assigned for one vehicle.

All vehicles shall have comprehensive insurance. OMA is responsible to organize and up-date the insurance policies.

The OMA shall ensure that logbooks are always available and filled by the drivers.

Annual examination and certification of vehicles should be done timely. OMA is responsible for this.

#### **4.10 TRAVEL REGULATIONS**

The, "Standard Terms for the Payment of Fees and Reimbursement of Costs applicable to firms, companies, corporations and organizations providing services in the field of development cooperation issued by the Ministry for Foreign Affairs of Finland, Department of Development Policy, 1.6.2012" is used in COWASH for compensating the travel expenses. **(Annex 14.)**.

##### **4.10.1 Travel Request and Authorization**

Every staff member should complete a travel request and authorization form (**Annex 5**) and have it signed by CTA prior to travel. This process is to be done every time going to the field work. Once approved, the travel request is submitted to the Office Management Assistant (OMA) for the purpose of booking transportation (including air and road).

The mode of transport will always be the most economic and direct. Travel by air is strictly limited for most needed cases only. In any case, travel by air should always be approved by the CTA.

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#### **4.10.2 Travel Advances**

Travel advances will be provided one to two days prior to departure. The amount of the travel advance is approved by the CTA. Travel advance request form is included to the travel request and authorization format, **Annex 5**.

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#### **4.10.3 Travel Claims**

In order to get compensated from the travel expenditures each person shall prepare a travel claim. Travel claim format is presented in **Annex 9**. The travel claim shall be prepared immediately after the travel has ended. All expenditures have to be mentioned in the travel claim form and all original receipts are to be attached to the travel claim. International TA staff travel claim format is different as per the Finland taxation requirements and is not presented in this Manual.

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#### **4.10.4 Miscellaneous Travel Expenses**

Any reasonable travel expense will be reimbursed pursuant to the submission of actual receipts. These primarily consist of official telephone calls, accommodation and ground transportation (taxi, garri, horse etc). The CTA will approve the payment of such expenses. In cases where the reimbursing does not receive a receipt/voucher, he/she must write a receipt by using receipt format. This own made receipt must be approved by the CTA. Receipt format is presented in **Annex 7**.

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#### **4.10.5 Official Entertainment / Business Lunch / Dinner**

Prior approval from the CTA is required for any entertainment expense or official lunch/dinner.

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### **4.11 FILING SYSTEM OF COWASH**

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#### **4.11.1 COWASH Files**

The main files of the COWASH are kept in the office room close to the Office Management Assistant. S/he will be responsible for such filing. The financial files are kept in the locked cabin by the OMA.

All incoming faxes, letters and other document should be first registered by OMA and only a copy delivered to the concerned person. Original shall be filed by OMA. The same procedure for outgoing documents applies. An office copy should be kept before letter is dispatched.

COWASH has also electronic library in TEMP network. All specialists are advised to store their important documents into this library. Instructions for its use will be provided by OMA.

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#### **4.11.2 Computer virus protection**

All the computers should be protected with latest version of the Anti-virus software. Windows Essentials Security is recommended. Similarly, all the incoming discs and any attached files coming with e-mail should be checked against viruses. The staff is

reminded to take back-up regularly in order to avoid loss of files due to hard disc failure. OMA is responsible to follow up the upgrading of the virus programs on staff computers.

## 5 PERSONNEL ADMINISTRATION

### 5.1 RECRUITMENT AND SELECTION OF EMPLOYEES

#### 5.1.1 Guiding Principle of Staff Recruitment

The COWASH will follow the following guiding principles of recruitment as per the project's philosophy and donor community's commitment to the merit based inclusiveness and development. If there is a need for an employment in the TA, The employment shall proceed as described hereunder. Whenever there is a vacant post, recruitment and selection could be made in the following ways.

#### 5.1.2 Recruitment and selection

Before employment processes are undertaken, the following conditions must be fulfilled:

- All TA posts should be approved by SC. Support staff posts are approved by the CTA or HOC.
- Budget for the vacant post shall be allocated and approved
- Job description and requirements of the post shall be clearly stated and prepared

#### 5.1.3 Filling the vacant Specialist post

When there is a vacant specialist post in the TA, the vacant post shall be open for competitive employment. For this purpose, the vacancy shall be advertised either in the Ethiopian Herald or other relevant newspaper or through the WASH Ethiopia Movement network mailing list.

#### 5.1.4 Filling the vacant Support staff post

When there is a vacant support staff post, the post shall be open for competitive employment. For this purpose, the vacancy shall be advertised in the notice board of the MoWIE.

The vacancy announcements in specialist and support staff recruitment shall include the following:

- ◇ the title of the post
- ◇ requirements as in the Job Description
- ◇ application deadline

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### 5.1.5 Registration of applicants

After the post is announced, registration of applicants can be made within the given time in the TA during the working hours.

During registration: -

- \* Applicants shall present their signed application letter and supportive documents to TA in person or through the post office or through e-mail
- \* CTA or his representative should check all the documents of the applicants
- \* All applicants coming after the registration deadline will be rejected
- \* Applications without compulsory documents will be rejected
- \* After registration is completed and scoring is made, the examination and interview time and date is announced for those selected

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### 5.1.6 Selection and appointment and employment committee

Screening, scoring, examination and evaluation of the candidates shall be done by the employment and promotion committee of COWASH.

The employment and promotion committee of COWASH shall do all employment and promotion of TA staff. The committee should have the following members:

- |          |      |
|----------|------|
| • Chair  | CTA  |
| • Member | CDS  |
| • Member | CMPS |

In the absence of the above mentioned members, the CTA shall nominate another member from TA team.

When decisions are made the committee quorum shall be full. The committee meeting can be called by the chairperson whenever needs arises. The committee can decide on the employment by vote if it is necessary.

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### 5.1.7 Employment decision

Based on the recommendation of the employment and promotion committee, the SC shall approve the Specialists employment and employment and promotion committee shall approve the support staff employment.

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### 5.1.8 Professional Competency

The level of competency will be assessed according to the job requirements. Higher coordination skills, conceptual application, result measurement skills and ability to take the lead in the sector for higher level staff; knowledge of project implementation, monitoring and application of technical or subject matter know-how for specialists; and skills proficiency for support staff forms the basic benchmarks to determine the competency of the potential staff for different level of recruitment.

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### **5.1.9 Gender and Social inclusiveness**

The recruitment policy embraces the equity principles in both gender and social inclusiveness according to the relevant Ethiopian Government guidelines and principles. The COWASH not only encourages but also promotes and practises of these issues seriously within the project organization and in its service areas.

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### **5.1.10 Employment Duration**

Each contract to be made with the TA staff will be for maximum one year.

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### **5.1.11 Grades and Positions**

The following grade structure corresponding to the job-positions will be applied.

#### **1 Senior Professional Specialist**

Special assignment requiring significant national experience; team leader or especially demanding assignment in planning, appraisal, implementation, supervision or evaluation in an exceptionally large project. Proven and full readiness for independent work in the field of expertise. Over 10 years full time professional working experience in bi-lateral and multilateral projects. Minimum 20 years of relevant professional experience. Proven excellent performance in previous assignments. Advanced academic degree in a relevant field. Completely sound command of professional English and Amharic.

#### **2 Professional specialist**

Leading position in planning, appraisal, implementation, supervision or evaluation in a large project. Proven readiness for independent work in the field of expertise. Minimum 7 years full time professional working experience in either bi-lateral or multilateral projects. Minimum 15 years of relevant professional experience. Proven excellent performance in previous assignments. Academic degree, or academic degree in a relevant field. Completely sound command of professional English and Amharic.

#### **3 Specialist**

Leading position or special expert in project planning, appraisal, implementation, supervision or evaluation in a medium project. Readiness for independent work in the field of expertise. Minimum 5 years full time professional working experience either in bi-lateral or multi lateral projects. Minimum 10 years of relevant professional experience. Proven excellent performance in previous assignments. Academic degree or college education in a relevant field. Sound command of professional English and Amharic.

#### **4 Junior Specialist**

Expert in project planning, appraisal, implementation, supervision or evaluation. Clear sign for independent work in the field of expertise. Minimum 5 years of relevant professional working experience. Proven excellent performance in previous

assignments. Academic degree or college education in a relevant field. Manageable command of professional English and Amharic.

### **5 Expert**

Minimum 3 years of relevant professional experience. Proven excellent performance in previous assignments. College education in a relevant field. Manageable command of professional English and Amharic.

### **6 Technical or administrative project staff**

Minimum 1 year relevant experience. Proven excellent performance in previous assignments. Sufficient vocational education. Working knowledge of English and Amharic.

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#### **5.1.12 Job Description and Specification**

General job-description and specification of each post is given in **Annex 10** where core competency, job description (major roles and responsibility) and job specification (educational qualification and experience) of the staff are provided. More detailed job description will be developed and updated annually. Each specialist and support staff duty is to support Regions, Zones, Woredas and Kebeles CMP service delivery capacity and User Committees management capacity in rural WASH.

Apart from above positions, the COWASH may avail opportunity to other professional job seekers as professional associates and/or interns time to time as per the needs of the COWASH. The job description and specification of such persons will be provided at the time of hiring.

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## **5.2 APPOINTMENT AND EMPLOYMENT STATUS**

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### **5.2.1 Effective date of employment**

The date of employment is indicated in the contract of employment and will be effective starting from the day on which the staff member starts performing her/his duties in COWASH.

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### **5.2.2 Contract of Employment for a definite period**

A contract of employment for a definite period is made and signed by the Chief Technical Advisor and the employee. The contract will become effective once both parties have signed it. The model contract of employment is presented in **Annex 11** of this manual. The contract of employment should include at least the following:

- Name, age and address of the member of the staff and name and address of the employer
- Functional title of the member of the staff
- Date of appointment and duration of the contract
- Remuneration and payment
- Duty station

- Job Description

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### **5.2.3 Probation period**

A probation period of 45 days is applied to all staff. During the probation period both the employer and the member of the staff may terminate the contract upon giving written notice to the other party.

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### **5.2.4 Confirmation of employment**

At the end of the probation period a written confirmation letter of employment is issued by the employer. Based on the performance evaluation carried out at the end of the probation period the confirmation letter may include some changes to the contract of employment as agreed by the parties. Thus the confirmation letter will become valid only when the member of the staff approves it with her/his signature.

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### **5.2.5 Personnel records**

The OMA establishes and maintains personnel records of the staff. A separate file for each member of the staff shall be kept in the personnel records. Only Chief Technical Advisor and the OMA shall have access to the files. The file should contain at least the following documents:

- Job Description
- Contract of employment
- Confirmation of employment
- Adjustment letters made to the contract of employment
- Copies of performance evaluations
- Warnings and other relevant information issued during the employment

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## **5.3 CONDITIONS OF SERVICES**

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### **5.3.1 Confidentiality**

Staff members shall not disclose to any person other than in-charge of his/her official duties and official channels any information gained in the course of his/her official career or otherwise, unless such information is made public by authorized persons. Nor shall they use any such information for their private advantage. This means, employees shall not disclose information, proceedings, proposals, plans, financial accounts, decisions or similar matters of the Project or project administration to any other person without the permission of CTA.

Violation of the confidentiality policy leads to a disciplinary action including termination of employment.

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### **5.3.2 Overtime**

The agreed salary includes a reasonable amount of overtime. The staff is not entitled to claim overtime at all. Anyhow, extravagant work time may occur when work

intensity is high. Therefore if the work is to be performed during weekends or public holidays (work of whole day only counts) the compensation (substitute) can be agreed with the Chief Technical Advisor for another working day. The compensation (substitute) days shall not be accumulated and have to be used in three months from the days worked. If compensation (substitute) days are not used during that time the employee will automatically lose the days accumulated so far. If the traveling in Ethiopia will occur for the weekend or public holiday, the travelling days are not compensated as substitute leave. All traveling or meetings or conferences or trainings, etc. abroad or in country are not compensated by substitute leaves.

Each day and its compensation shall be agreed with the CTA **beforehand** and OMA keeps the records of these days of each professional staff.

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### 5.3.3 Leaves

All full-time staff members are entitled to annual, sick, maternity/paternity and compassionate leave. The leave year is as per the Ethiopian Fiscal year. The member of the staff should always submit a written leave application that has to be approved by the Chief Technical Advisor before s/he can start the leave. Unforeseen circumstances and sickness are an exception to this rule as specified below. Each leave shall be applied by using the Leave Format in **Annex 12.**

#### 5.3.3.1 Annual leave

All staff members are entitled to annual leave of 24 workdays per one year service. Leave shall be used during the Ethiopian Fiscal Year in which it was earned. All leaves have to be used during the contract period of the employment.

Unused annual leave will not be remunerated to the staff, except in a case of immediate employment termination by the employer.

A separate leave plan will also be prepared and updated by the OMA. All staff members should mark their planned leaves to this plan biannually. The OMA will keep records of the realized annual leaves of the staff.

#### 5.3.3.2 Sick leave

The sick leave periods and compensations as defined in the Labour Proclamation No 377/2003I article 85 shall apply. Staff member shall inform CTA or OMA as soon as s/he knows that s/he will not be able to attend the office. If the staff member is sick for three days or more s/he will have to submit a valid medical certificate from a recognized physician upon arriving back to the office. The certificate shall show the kind of illness, a statement of inability to work, and the specified date of rest given by the physician.

Female staff members or single parent may also take sick leave in the case her/his child falls seriously ill.

Unused sick leaves are not compensated.

### **5.3.3.3 Maternity leave**

Pregnant employees are entitled to a paid maternity leave as defined in the Ethiopian Labour Proclamation. Unused maternity leave is not compensated.

### **5.3.3.4 Paternity leave**

Male employees are entitled to paternity leave on delivery of a child by his spouse up to a maximum of 14 calendar days with full pay. Paternity leave has to be taken after the birth of the child, but not later than 6 months from the child birth. Unused paternity leave is not compensated.

### **5.3.3.5 Compassionate leave**

The member of the staff is entitled to get 7 calendar days compassionate leave to cover mourning on the death of her/his parent, child or spouse. In case of death or sickness of other relatives or friends compassionate leave is not permitted. Verbal notification of absence should be given immediately to the CTA or OMA if the staff member is not able to submit a written compassionate leave application. The staff member shall however submit a written compassionate leave application upon return to work.

### **5.3.3.6 Substitute leave**

The substitute leave is leave substituting the days worked during weekends or public holidays. See chapter 5.3.2 for details.

### **5.3.3.7 Leave without pay**

The staff may take leave without pay with prior written approval from the Chief Technical Advisor. The staff wanting to take leave without pay should submit a leave application that clearly states why leave is being applied. A staff member on leave without pay is not entitled to any salary or to any of the other benefits mentioned in this manual or in the employment agreement. The leave without pay should not exceed one month during Ethiopian Fiscal Year. If longer leave without pay is requested, the request may cause termination of employment.

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## **5.3.4 Public holidays**

All staff members are entitled to public holidays. The public holidays are those which are recognized by the Government of Ethiopia.

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## **5.3.5 Remunerations**

The salary is the basic salary mentioned in the contract of employment. The total remuneration consists of not only basic salary but also of other fringe benefits given to the employee as per the contract of employment. Total remuneration consists:

- a) Salary
- b) Pension Scheme (Employer's part)
- c) Allowances

Total remuneration payment of less than one month (if the appointment is made in mid of the month i.e. not on the 1st) will be based on the formula below:

$$\text{Payment} = \frac{\text{Total remuneration} \times \text{Actual working days}}{21 \text{ (working days in a month)}}$$

#### *5.3.5.1 Currency and increments*

The salary and fringe benefits are in EUR for the specialists and in Birr for the support staff. In principle the salary and fringe benefits will remain the same during the entire "contract" period. The salary or fringe benefits increment is not automatic. Performance evaluation will be carried out. Possible increment will be decided based on the performance evaluation.

#### *5.3.5.2 Date of payment*

Salaries are paid monthly in Ethiopian currency in the last working day of the European month. In case of specialists (TA staff) the exchange rate used in changing the Euro into Birr is taken from the web page <http://www.exchange-rates.org/history/ETB/EUR/G> on 2 days earlier than the pay day of the salary payment. Support staff salaries and benefits are agreed in Birr.

#### *5.3.5.3 Salary advance and deductions*

Salary advances are considered case by case on compassionate grounds. The CTA handles requests for salary advances based on the recommendations given by the OMA.

Deductions from staff member's salary are made for the following reasons:

- For reimbursement of salary advances
- Pension fund deduction
- Income tax deductions or any other tax deduction as defined by the Government of Ethiopia
- Deduction made for any loss or damage caused by the staff member to the property of COWASH intentionally.

#### *5.3.5.4 Pension scheme*

The Employee shall be covered by the "Private Organization Employees Pension Scheme" as per the Proclamation 715/2011. As per the regulations of this Proclamation the pension contributions shall be paid as per the article 10 and 57. As per the article 57 of the Proclamation during the first year of employment the Employees contribution is 5 % and Employers contribution 7 %. The Employee's contribution will be deducted from the salary by the Employer and deposited to the Pension Scheme by the Employer. The contributions will be increased annually as per the proclamation.

#### *5.3.5.5 Bonus*

Bonus payments are not paid in COWASH.

**5.3.5.6 Severance pay**

The employee is entitled to the severance payment as per the rules and regulations of the Ethiopian labor proclamation. Severance pay is not calculated into the “total remuneration” as described earlier.

**5.3.5.7 Transportation costs, travel advances, accommodation and per diems**

All COWASH staff transportation expenses related to official trips, Per Diems and accommodation compensation of normal standard during these trips are reimbursed for official and approved visits and travel only. Compensations are paid as per the *Standard Terms for the Payment of Fees and Reimbursement of Costs applicable to firms, companies, corporations and organizations providing services in the field of development cooperation issued by the Ministry for Foreign Affairs of Finland, Department of Development Policy, 1.6.2012.*

Transportation for field trips is provided by COWASH if possible. If other transportation means are used the costs are reimbursed as per the actual cost. The reimbursement of transport will be made based on the receipts provided by the member of the staff annexed to the travel claim. The transportation costs from home to office and to home from the office are included in the remuneration. Separate transportation to and from the office is not provided by the COWASH Project or Ramboll Finland.

The Per Diem is paid for any travel performed outside the duty station (outside of Addis Ababa) determined in the contract of employment. The Per Diems are calculated as follows:

<b>Country</b> <b>ETHIOPIA</b>	<b>Travel hours</b>	<b>Per Diem/DSA</b>
Part travel day	≥ 8 or ≤ 15	No per diem payment for TA
Full travel day	≥ 15 or ≤ 24+2	Full per diem
Last full travel day exceeded by hours	≥ 24+2 or ≤ 24+15	Full per diem+ ½ per diem
Last full travel day exceeded by hours	≥ 24+15 or ≤ 24+24+2	Full per diem + Full per diem

The support staff (drivers and OMA) the per diem is paid if the day trip is longer than 8 hours.

Per Diem rates are confirmed annually (European calendar) by the Ministry for Foreign Affairs of Finland. In 2016 the confirmed Per Diem is 24,5 EUR.

Should a staff member attend a full-board training/workshop/seminar (when it includes accommodation, breakfast, lunch and dinner), only ¼ from the Per Diem will be paid.

#### **5.3.5.8 Communications allowance and mobile and internet recharge cards**

All COWASH staff members are to use their own mobile phones. The Project will provide internet modem for the specialists and OMA. The maximum monthly internet card provided is 500 Birr and maximum monthly telephone card provided is 500 Birr. If the internet or mobile use in a month is more than these payments, the costs are included in the communication allowance paid.

#### **5.3.5.9 Transport allowance**

Transport allowance as specified in the employment contract is paid on monthly basis and it covers the movement in Addis Ababa from home to the work place and from the work place to home.

#### **5.3.5.10 Housing allowance or special allowance**

Housing allowance or special allowance as specified in the employment contract is paid on monthly basis.

#### **5.3.5.11 Cashiers allowance**

In COWASH the OMA will work also as a cashier. The cash at hand should be kept as small as possible. Anyhow sometimes the cash at hand may be >100,000 Birr, which amount also defines the cashier's allowance amount as per the practical application in private sector in Ethiopia.

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### **5.3.6 Taxation**

COWASH and RABOLL is fully committed to follow the laws of Ethiopia and as such will require all salaries, allowances, funds and bonuses to be subject to statutory taxation as per the rules and regulations of the tax office.

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### **5.3.7 Insurances**

All staff members are entitled to GPA, Illness, life and BSG insurance coverage. The insurance can also cover the spouse and children under 16 year. The insurance package will be negotiated with the employee and the insurance company. The maximum insurance coverage is defined in the employment contract.

## **5.4 DISCIPLINE**

Basically disciplinary measures can be taken to protect employees from neglecting or failing to perform his/her duties, or to commit any other breach of discipline. When an employee commits any breach of discipline, the CTA shall take the necessary disciplinary measures according to the degree of the case. This is aimed to return the employee to the right aspects of RABOLL-COWASH working conditions.

The following actions are considered as breach of discipline:

- Staff member uses his/her position or project property for unnecessary benefit
- Staff member fails to follow the non-discrimination policy of RAMBOLL-COWASH regarding gender, ethnicity, religion or age and commits discriminatory action. The policy is presented in **Annex 13.**
- Staff member uses the project's property for her/his personal purpose or transfers it to a third party without permission
- Staff member works under the influence of any drug or alcohol.

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#### **5.4.1 Types of disciplinary actions**

The following actions may be taken for breach of discipline:

1. Oral warning
2. Written reprimand
3. Dismissal

These disciplinary actions shall be taken in consecutive order according to the degree of disciplinary problems committed by the employee.

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#### **5.4.2 Types of disciplinary problems used for disciplinary action**

##### **5.4.2.1 Minor disciplinary problem**

- Absenteeism
- Misuse of project property
- Taking alcohol and other drugs during working hours
- Delay in performing assigned tasks
- Un-cooperativeness
- Performing personal things during working hours
- Making disturbance during working hours
- Action against the project procedures made purposely

##### **5.4.2.2 Major disciplinary problems**

- Repeated simple disciplinary problems more than three times
- Disclosing information, plans, accounts and other things to other people without permission of project officials
- Using the project's property for personal purpose or transferring to others without permission
- Presentation of false certificate or testimonials
- Provoking project employees for illegal matters and motives
- Disseminating the secret of the project and false rumors and information
- Stealing or misusing project's property
- Sexual and physical harassment and advancement

## 5.5 TERMINATION OF EMPLOYMENT CONTRACT

The contract between the COWASH and the member of the staff can be terminated as defined in the labor law. In addition to the Labor Proclamation the following reasons for termination also apply:

- In case the post is cancelled by the decision of the Project Steering Committee, the Employer has the right to terminate the employment contract by giving 1 (one) month notice in writing
- The Employer has the right to give notice to the Employee, in addition to those reasons that are mentioned in the Ethiopian Labor law, also if one or more of the competent authorities of the Project deem it unsuitable for the Employee to stay in the country or to work in the Project. In this case the term of notice is 1 (one) month.
- In case it turns out, that the Employee has given misleading information on her/his ability to carry out the duties, the Employer has the right to terminate this contract by giving 1 (one) week's notice in writing.
- In case of evacuation from the country of assignment due to orders given by the Client (GoE or GoF), the Employer has the right to give notice to the Employee; in this case the term of notice is 1 (one) month.
- The Employee has the right to terminate the employment contract. In case of termination the Employee shall give 1 (one) month notice in writing to the Employer

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### 5.5.1 Resignation

In case a member of the staff should decide to resign s/he shall give one month's prior written notice upon resignation to the COWASH. The written letter of resignation should be given to the Chief Technical Advisor and should state the reason for resignation. The notice period will start once the letter is handed to the Chief Technical Advisor.

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### 5.5.2 End of contract

Employment shall terminate automatically when the contract period ends.

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### 5.5.3 Dismissal

In case of dismissal the employment contract is terminated immediately. The employer shall give a written explanation on the reason/s leading to dismissal to the member of the staff. The employer shall also give the member of the staff the opportunity to explain her/his view on the reasons leading to dismissal.

Dismissal may happen due to the following reasons:

- For reasons of misconduct and disciplinary problems

- When the employee is absent without permission from the work place for 5 consecutive working days in a week or 10 working days in a month or 30 working days in a year
- When the employee is arrested and put in a prison for more than 30 days
- If the employee has been found out to be involved in corruptive activities

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#### **5.5.4 Death**

In the event of death the date of death will be considered as the last day of the employment. The nominated beneficiary will be entitled to all benefits accrued to the member of the staff.

## **6 PERFORMANCE EVALUATION**

Performance evaluation is carried out annually by the CTA.

Performance evaluation shall always evaluate the performance of the employee against the tasks and duties assigned for him/her. These tasks and duties are measured in terms of the Key Performance Indicators (KPI) in line with the project objective and outputs. Job description provides the basic terms of reference of the tasks to be carried out by the staff but annual targets with deliverables in line with the project outputs become the performance result measurement framework of each individual staff. A separate performance evaluation forms will be developed.

The performance evaluation should also be seen as a possibility for the member of the staff to evaluate her/his own weaknesses and strengths and to give suggestions to the CTA on how to support her/him in improving her/his future performance.

## **7 HOME OFFICE SUPPORT**

The Home Office (Finland) is represented by The Home Office Coordinator to take care of all the Project matters to Ramboll Finland Oy and The Ministry for the Foreign Affairs, Finland. The Home Office Project Administrator assists the Home Office Coordinator. CTA is responsible to coordinate with the Home Office Coordinator for all the policy matters of the Project. The Home Office Project Administrator is responsible to coordinate the financial information as well as money transfer from Helsinki to Addis Ababa.