



Center for Implementation of Investment Projects

Human Resources Policy

2025

Dushanbe, Republic of Tajikistan

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1. INTERNAL RULES FOR RECRUITMENT AND SELECTION OF HUMAN RESOURCES SPECIALISTS

1.1 Purpose

The purpose of the “Center for the Implementation of Investment Projects” is to attract highly qualified specialists to achieve its operational and strategic goals. The rules for recruitment of HR specialist are aimed at ensuring timely, fair and efficient selection of personnel specialists.

1.2 This Human Resources (HR) Policy establishes the Center for Implementation of Investment Projects' (CIIP) framework for personnel management excellence. Scope

These rules apply to the recruitment and selection of all permanent employees of the CIIP. The rules do not apply to the procurement of contractors and consultants.

1.3 Responsibilities

The process of recruitment of personnel specialists is the joint responsibility of the HR department (male or female) and the members of the Commission appointed by CIIP Director. Each stakeholder is responsible at each stage of the process.

The HR Department ensures that all recruitment processes integrate Diversity, Equity and Inclusion (DEI) principles and are designed to prevent bias and discrimination.

An independent HR observer, trained in DEI and fairness practices, shall oversee each recruitment process to ensure compliance with ethical and non-discriminatory standards.

All Recruitment Committee members must complete mandatory DEI training before participating in candidate evaluations.

1.4 Request for employment

1.4.1 When a position becomes vacant, the procurement specialist submits an employment application form along with a technical assignment (TOR) to the HR specialist department.

1.4.2 TOR should include:

- Position
- Date
- General purpose of the position
- Brief description of duties and qualifications
- Characteristic features (e.g. dates, schedule) and status (e.g., full-time or part-time) of the position.
- Deadline

1.4.3 The HR specialist sends a request to CIIP Director for a location permit.

1.5 Publication of vacancies

1.5.1 All vacancies must be advertised within 21 days.

1.5.2 Vacancy announcements shall be:

- Posted by the HR Department in consultation with the hiring director
- Based on a valid job specification using a standard announcement format
- Advertised through multiple channels including online platforms (untj.org, tajnature.tj), newspapers with large circulation, and internal communication to CIIP team members
- Distributed through administrative centers or local television channels in the national language for positions in remote areas

1.5.3 All job advertisements must include:

- Position requirements and responsibilities
- Information about security measures
- Equal opportunity and non-discrimination statement
- CIIP's commitment to gender balance and inclusive hiring
- Application deadlines
- Reference to candidate consent for personal data processing
- Statement on compliance with applicable laws

Candidates shall provide written consent for the processing of their personal data, aligned with data protection and privacy requirements.

1.6 Interviews and recruitment committees

1.6.1 The selection committee is determined by the Director of the CIIP and typically includes, the Director of the CIIP, a representative of the State Committee on Investment and State Property Management, a HR specialist, a representative of the Committee for Environmental Protection and a chief procurement officer.

1.6.2 It is forbidden to withdraw the nomination of the member of the Admission Commission.

1.6.3 The members of the Recruitment Commission must undergo mandatory training before being involved in this process.

1.7 Interview arrangements

1.7.1 The HR specialist sends written invitations to candidates.

1.7.2 The HR specialist prepares a special room for invited candidates and organizes the selection process, including the necessary documents.

1.7.3 Candidates are invited at the same time and place without exception.

- 1.7.4 Each candidate will be given a laptop, a calculator, a drink and a blank sheet of paper (A4 size) with a pen.
- 1.7.5 Applicants do not have access to the Internet.
- 1.7.6 Mobile phones of the candidates should be handed over and placed in the middle of the table.
- 1.7.7 Candidates will be instructed in detail about the process.
- 1.7.8 The process and use of laptops can be monitored without access to the Internet.

1.8 Process for qualification assessment

- 1.8.1 Applicants must submit a resume, cover letter, at least three reference contacts and academic credentials relevant to the position.
- 1.8.2 Only applications received through CIIP's email will be considered.
- 1.8.3 Exceptions will not be allowed for applications received after the deadline.
- 1.8.4 The HR specialist coordinates the evaluation criteria for the position with the Director of the CIIP.
- 1.8.5 The Selection Committee evaluates the candidates according to the established criteria.
- 1.8.6 Candidates who received less than 60% of the votes during the selection process will not advance to the next stage.
- 1.8.7 Internal candidates must notify their supervisor of their intention to apply for another position.
- 1.8.8 Qualification of candidates is based on the rating up to 35 points according to the established evaluation criteria.

Note: In case of gender imbalance in the number of applications, CIIP reserves the right to re-announce its position.

1.9 Recruitment

- 1.9.1 When the job offer is accepted in writing, the candidate will be notified of the starting date and time of work, the location to which he will report and the name of the supervisor to whom he will report.
- 1.9.2 All new employees are obliged to undergo a 3-month trial period.
- 1.9.3 Induction includes the following activities:
- Registration of documents required by law;
 - Set up email and phone number;
 - Excursion and meeting with the team;
 - Payment schedule information;
 - Expectations and timing procedures;

- Work benefits;
- Setting goals.

CIIP

1.10 Selection of candidates

After the test and interviews, the HR specialist prepares a performance report containing recommendations, which is sent to the Recruiting Specialist for review and correction, as well as for further review by the CMT and finally for approval by the Director of the CIIP.

After the exams and interviews, the commission will consider the results of the interview for each candidate, taking into account the following factors:

- working experience;
- qualification;
- education;
- performance during interviews.

CIIP Director approves the final candidate for the position based on the report of the Recruitment Committee.

Recruitment outcomes, including metrics on gender balance and inclusivity, shall be monitored by the HR Department and reported annually to senior management to strengthen institutional accountability.

2. POLICY STATEMENT

CIIP undertakes to ensure all the rights of employees provided by the labor legislation of the Republic of Tajikistan in this Manual. Employees, in turn, are obliged to comply with all relevant obligations set forth in this Manual and labor laws. CIIP is committed to upholding the highest standards of transparency, fairness, accountability and inclusivity in all employment practices. As part of this commitment, CIIP aligns its human resources management with national labor laws and international best practices, on non-discrimination, gender equality and ethical workplace conduct.

2.1 Compliance statement

This Policy complies with internationally recognized fiduciary standards and operational requirements by:

- Implementing financial integrity controls and transparent HR procedures for recruitment, evaluation and termination
- Establishing documentation standards and performance systems for accountable management
- Incorporating anti-corruption measures through conflict-of-interest procedures and whistleblower protections
- Integrating gender-responsive approaches aligned with global equality and inclusion practices
- Supporting environmental and social risk management throughout HR processes

CIIP regularly reviews this Policy to maintain alignment with evolving standards and commits to:

- Integrating national labor laws and global best practices
- Ensuring fairness, transparency, accountability and inclusion
- Supporting institutional integrity through documentation and risk mitigation
- Developing personnel, ethical conduct and operational excellence
- Coordinating with CIIP's Gender Policy, Grievance Redress Mechanism and Whistleblower Protection Policy

This integrated approach establishes the organizational capacity and governance systems required for effective project implementation and donor compliance.

2.2 Employer's rights

- In accordance with the rules established by the labor legislation, conclude, change or cancel the employment contract with the employees.
- Employees should be rewarded for their honest and efficient work.
- Require employees to perform their work professionally, take care of the property of the employer and third parties and comply with the requirements of this Manual.
- Compliance with the employer's property, property of third parties, property of other employees, as well as compliance with the requirements of this Manual is necessary.
- Acceptance of local regulatory documents (regulations).

- Obtain compensation for damage caused by employees to their property.
- Provide incentives to employees to increase their motivation to achieve better work results.
- If necessary, make changes to the salary system.
- Periodic review of wages, benefits and working conditions in order to adapt the CIIP's wage system to the state of the labor market of the Republic of Tajikistan.
- The possibility of using any other rights provided for in this Manual and legislation of the Republic of Tajikistan.

2.3 Obligations of CIIP as an employer during employment

- Compliance with the Constitution of the Republic of Tajikistan, labor legislation and legal regulations of the Republic of Tajikistan, local legal regulations and terms of the labor contract.
- Providing work to employees in accordance with labor contracts.
- Providing a work environment free from harassment, discrimination, or retaliation, in line with the CIIP's Anti-Harassment and Anti-Discrimination Policy (Annex A).
- Compliance with safe working conditions to the requirements of safety and labor protection to the extent necessary for the effective performance of labor duties.
- Implementing the Gender Policy and DEI framework to promote equal opportunity, inclusive hiring, and equitable treatment across all employee groups.
- Providing employees with equipment, documents and other materials necessary for the performance of their work duties.
- Supporting the daily needs of employees related to the performance of their work duties.
- Provision of compensation in case of premature termination of the employment contract in accordance with the procedure established by the Labor Code of the Republic of Tajikistan.
- To the attention of employees, against signing all internal rules in force or adopted by the CIIP, which are directly related to labor obligations, the description of the duties of such an employee, as well as explaining to the employee his rights and obligations.
- Creation of conditions for professional growth of employees with the aim of increasing labor efficiency, professional development and professional skills.
- Obtain all necessary consents for the collection, storage and processing of personal data of employees.
- Perform other obligations stipulated by this Manual and the labor legislation of the Republic of Tajikistan.

2.4 Conflict of interest

Employees of the CIIP must avoid situations where personal interests or relationships could conflict, or appear to conflict, with the interests of the company. Conflicts of interest can arise in various forms, including financial, personal, or professional relationships.

2.4.1 The following are Examples of Conflicts of Interest (COI):

1. Financial Interests: Employees should not engage in any activities or transactions that could financially benefit themselves or their family members at the expense of the company.
2. Outside Employment: Employees must disclose any outside employment, consulting, or advisory roles that could potentially conflict with their responsibilities at CIIP.
3. Family Relationships: Employees should not make decisions that could favor or disadvantage family members or close personal relationships within the company.
4. Vendor Relationships: Employees involved in procurement or vendor selection processes should disclose any personal or financial relationships with potential vendors to avoid bias or favoritism.

2.4.2 Employees are required to promptly disclose any actual or potential conflicts of interest to their supervisor or the HR department. Upon disclosure, appropriate steps will be taken to address and resolve the conflict in a fair and transparent manner, which may include recusal from decision-making processes, reassignment of responsibilities, or termination of the conflicting relationship.

All disclosed COI shall be documented by the HR Department and included in periodic HR risk management reviews. Significant COI cases will be reported to senior management and, where required, to external auditors or donors.

2.4.3 CIIP prohibits retaliation against employees who report actual or potential conflicts of interest in good faith. Any instances of retaliation will be subject to disciplinary action, up to and including termination of employment.

2.5 Compliance and training

All employees are expected to review and comply with this Conflict-of-Interest Policy. Regular training sessions will be conducted to educate employees on identifying, disclosing, and managing conflicts of interest effectively. Failure to comply with this policy may result in disciplinary action. Conflict of Interest training will be part of the broader ethics, DEI, and fiduciary management training provided to all employees annually. Attendance at these training sessions is mandatory.

2.6 HR risk management framework

CIIP implements a risk management approach that:

- a) Maintains an HR-specific Risk Register addressing:

- Competency and capacity gaps
- Policy compliance vulnerabilities
- Integrity and anti-corruption safeguards
- Knowledge retention strategies

b) Integrates HR risk assessment into the organization's overall Risk Management Framework through quarterly reviews.

c) Subjects HR processes to regular compliance verification against applicable national regulations and internationally recognized standards..

d) Requires specialized fiduciary standards training for all staff in financial management, procurement, and project oversight roles.

e) Establishes documentation standards ensuring all personnel decisions can withstand external scrutiny and audit.

The Director shall provide annual compliance reporting to the Board on HR-related risks and mitigation measures.

2.5.1 Fiduciary Risk Assessment and Controls

To fully comply with recognized fiduciary standards, CIIP implements the following specific procedures:

a) Fiduciary Risk Assessment: The HR Department, in collaboration with Finance, shall:

- Conduct quarterly assessments of HR-related fiduciary risks
- Maintain a Fiduciary Risk Register documenting internal control gaps
- Assess staff capacity to implement financial and procurement controls
- Rate each risk based on likelihood and potential impact

b) Internal Control Requirements:

- Segregation of duties between recruitment, payroll, and benefits administration
- Dual authorization for all personnel actions with financial implications
- Independent verification of qualifications and background claims
- Periodic staff rotation for positions with financial authority
- Regular declaration of conflicts updated quarterly

c) Procurement Integrity Controls:

- Staff involved in procurement must complete specialized certification
- Mandatory cooling-off periods for staff joining from vendors/contractors
- Formal disclosures of relationships with potential vendors or grantees
- Implementation of a "Responsibilities Matrix" defining procurement authority limits

d) Fiduciary Risk Reporting:

- Quarterly fiduciary risk reports to the Director
- Annual fiduciary assessment meeting with external audit team
- Prompt escalation of any identified control weaknesses
- Mandatory reporting of any suspected financial irregularities

The HR risk management system shall be subject to periodic independent review as part of the organization's overall financial control framework and shall be updated annually to incorporate recommendations from internal and external audit functions.

3. EMPLOYEE

All new employees should be given a handbook detailing terms and conditions, working conditions, working hours, etiquette, employee benefits and online information. New employees shall be given a comprehensive onboarding experience that ensures they understand CIIP's values, policies, job expectations, and support systems—and feel welcomed into an inclusive workplace.

3.1 Onboarding handbook

The Handbook will include not only terms & conditions, benefits, and working hours, but also:

- CIIP's Vision, Mission, and Values
- Gender Equality & DEI Policy highlights
- Anti-Harassment & Whistleblower Policies (Annexes A & B)
- Grievance Redress Mechanism overview
- IT, Security & Data Privacy guidelines

The HR Specialist should develop a program of procedures for new employees, including meetings with relevant employees to familiarize themselves with the CIIP's management during the first week after joining.

3.2 Structured orientation program

Day	Activities
Day 1	• Welcome session with HR and Director • Issue Handbook & Code of Conduct • Complete administrative paperwork (see 3.3)
Day 2	• Mandatory DEI & Anti-Harassment training • Introduction to CIIP's Gender Policy & GRM
Day 3	• Job-specific systems & IT access setup • Security, data privacy, and file-management training
Day 4	• Meet your Assigned Mentor (senior colleague) • Office tour and team-building lunch (lunch is optional)
Day 5	• Review of performance expectations and KPIs with supervisor • One-week check-in: questions, feedback, and next steps

A Mentor shall be assigned on Day 1 to guide the new hire for at least the first three months.

A 30-day and 90-day check-in formality with HR and the direct supervisor to review progress, address challenges, and confirm probation milestones.

3.3 Required documentation and data privacy

On the first day of employment, a new employee is obliged to submit and record the following documents in his personal file:

- Personal sheet;
- Curriculum vitae (CV);
- Copy of passport;
- Copy of diploma;
- Work book;

- Job application;
- Medical reference (for persons who undergo such examination in accordance with the Labor Code and other laws of the Republic of Tajikistan);
- Certificate of good conduct;
- Tax identification number;
- Photo 3x4;
- Military ID, if required;
- Driver's license, if required.

4. PROBATION PERIOD AND ASSESSMENT

4.1 Introduction

The purpose of the probationary period is to ensure that new employees have the values, abilities, skills, and knowledge necessary to perform the job. Unless otherwise stipulated in the offer letter or employment contract, the probationary period for all employees who join the CIIP is three months from the day of starting work.

The CIIP ensures that probation assessments are conducted fairly, objectively, and in alignment with its Gender Policy and DEI commitments. Evaluations will focus solely on job-relevant performance, skills, and conduct, without discrimination based on gender, disability, age or other protected characteristics. Reasonable adjustments or accommodations will be provided where required.

The trial period does not apply to persons under 18 years of age; young specialists are sent to work for the first time according to their specialty (but not later than 1 year after graduation from institute/university); employees who have been transferred to another organization or place and disabled people who have a work recommendation issued by the authorized state authority.

The immediate supervisor and HR specialist are responsible for supervising the intern's work.

Employees shall receive structured feedback on their probation performance, including strengths, areas for improvement, and support measures (if applicable), before any termination decision is finalized.

Based on the results of the inspection period, the Head of Department recommends the following options:

- Confirmation of employment.
- Termination of employment.

Concluding remarks/comments are required from the HR specialist to support the review of the test results. The HR Specialist shall review all probation outcomes to ensure consistency, fairness, and alignment with organizational policies on non-discrimination and equal opportunity.

After the successful completion of the trial period, the employees will be notified in writing, after which their work in the CIIP will continue according to the employment contract.

4.2 Procedure

HR must have a database that lists all employees who are on probation for a three-month period.

On the basis of the data base, the HRC should inform the relevant manager and the Director of the CIIP two weeks before the end of the test period.

The relevant manager should record his/her evaluation of the relevant staff on the check sheet and return it to HR specialist after the completion of the check period of the concerned staff.

Based on the employee's certification at the end of the testing period, recommends one of the following options:

- Confirmation of employment.
- Termination of employment.

Summary observations/remarks of HR specialist are necessary to support the review of the test results.

The approval of the employees after the end of the test period is approved by the Director of the CIIP.

Upon successful completion of the trial period, employees must be confirmed in writing, after which their work in the CIIP will continue according to their employment contract.

The letter is given to the employee and a copy of it is kept in the employee's personal file.

Probationary employees may be terminated on two weeks/one month or two months written notice depending on the grounds for termination.

CIIP can also cancel the contract due to non-expiration of the trial period 7 days before the end of the trial period (Article 28, Part 8 of the Labor Code) by sending a notice.

The CIIP can also cancel the contract on the basis of the general violations provided for in this Manual and the labor legislation by sending a notice provided for in this Manual and the Labor Code of the Republic of Tajikistan for a period of two weeks.

5. EMPLOYEE FILES AND DATABASE MANAGEMENT

5.1 Information to be maintained in employee files

The HR Department is responsible for maintaining personnel files that contain all information collected by the CIIP through forms, notices, and other sources. The HR Department shall ensure that all personnel records are maintained in strict confidence and used solely for legitimate employment and administrative purposes. CIIP commits to upholding the principles of data protection, privacy and confidentiality in line with applicable national laws and international standards.

The personnel files should have information about:

- Employment history;
- copy of passport, diploma, military ID (issued for certain tasks), work book (copy for part-time workers whose work at the CIIP is not their main job);
- TIN, PIN, bank details;
- residence permit (for foreign employees), certificate of criminal record, if required by laws and regulations;
- job objective;
- order, contract;
- promotion, demotion, transfer, salary;
- performance evaluation forms;
- suspension, disciplinary action and dismissal.

A checklist should be kept in each employee's file to ensure the completeness of the documents in the file. Such lists and files are reviewed by an HR specialist to ensure that personnel files are maintained in an acceptable condition.

5.2 Compilation of the employee file

The CIIP maintains a separate file with the HR specialist, which includes all relevant documents.

Procedure:

- After confirmation of the new appointment, each employee's power of attorney, letter of offer and other documents (in the recruitment phase), the HR specialist prepares contracts and staff orders for new appointments.
- The HR specialist should prepare a hardcover folder in the name of the new employee and keep all the documents in it.

5.3 Access to personnel files and disclosure of confidential information

Access to personnel files or disclosure of information contained in personnel files must be approved in writing by HRM. Access to personnel files shall be granted strictly on a need-to-know basis. Any disclosure of personal information should require written consent from the employee, unless required by law or authorized under organizational policy.

The above access and disclosure rules apply to the requested information by:

- relevant officer;
- relevant department or any other department;
- auditors.

The HR specialist must ensure that any movement of documents in personnel files is tracked and controlled.

Procedure:

- No original document may be permanently deleted from the file. A copy of the document must be obtained if such a document is necessary for the employee's personal use.

5.4 Physical storage of employee files

Personnel files must be kept in hardcover at the CIIP office. These files should be labeled with the employee's name. Personnel files must be kept in locked cabinets.

Procedure:

- The HR specialist is responsible for the physical security of employee files.

Periodic Review:

The HR Department shall conduct periodic internal reviews of personnel file management practices to ensure compliance with privacy, confidentiality and data protection obligations, and to prevent unauthorized access or misuse.

5.5 Closing of employee files

An employee's file is closed after dismissal or retirement of the employee. Closed employee files are marked "CLOSED" and kept separately from active files in the HR Department.

Procedure:

- When closing an employee's file, the document must give the original employment record book after making a copy and signing the employee to the "Labor Book Registration Office". Further approval is obtained from the employees after receiving the original documents, which are kept in the closed employee files.

5.6 Documentation standards for fiduciary compliance

CIIP maintains proper documentation to ensure accountability and transparency:

a) Essential Documentation:

HR shall maintain complete records of:

- Recruitment processes and decisions
- Performance evaluations and outcomes
- Disciplinary actions
- Employment terminations

b) Documentation Quality:

- Required approvals for all significant decisions
- Clear justification for personnel selections
- Standard forms for consistency

c) Audit Support:

- Annual internal documentation review
- Organized filing system supporting external verification

d) Documentation Standards and Retention:

- All HR documentation shall be retained for a minimum of ten (10) years in compliance with recognized fiduciary requirements
- Documentation shall be maintained in both physical and electronic formats with appropriate access controls
- A formal Documentation Index shall record all personnel decisions with cross-references to supporting evidence
- Critical records including recruitment decisions, performance evaluations, and disciplinary actions shall be backed up in secure off-site storage
- All financial authorizations related to personnel (salary changes, benefits, allowances) shall be maintained with full audit trails
- Complete documentation of all procurement decisions involving staff must reference applicable policies and justifications
- Annual independent verification of documentation completeness shall be conducted by the internal audit function
- Specific retention standards apply to different document types:
 - Recruitment files (10 years after separation)
 - Payroll records (10 years after fiscal year)
 - Performance evaluations (entire employment period plus 7 years)
 - Disciplinary actions (entire employment period plus 10 years)
 - Training certificates and fiduciary compliance records (10 years)

Documentation shall be organized according to international archiving standards to facilitate both internal oversight and external audit by relevant stakeholders or designated third parties. An annual Documentation Compliance Verification shall be conducted prior to submitting project reports to donors.

6. EMPLOYEE ATTENDANCE

6.1 Monitoring official timings and maintenance of attendance records

The normal working week shall be Monday to Friday, 40 working hours per week (according to the production calendar issued by the Government of Tajikistan). The working hours for full time employees shall be as follows:

Morning	8.00 to 12.00
Lunch break	12.00 to 13.00
Afternoon	13:00 to 17:00

Public holidays shall be observed as announced by the Government of Tajikistan and outlined by laws of the Republic of Tajikistan.

Employees shall report to work on time. In the event that an employee cannot avoid being late or is unable to work as scheduled, they shall notify their supervisor as soon as possible. If an employee needs to leave work early due to an emergency, they may request for the respective Head of Department's approval accordingly.

Each department head shall review the day-to-day attendance register on a daily basis.

6.2 Working from home

Flexible working arrangements, including working from home, will be offered fairly and equitably, taking into account the specific needs of employees from underrepresented groups, including single parents, employees with disabilities or those returning from parental leave, in line with the CIIP's Gender Policy and DEI commitments. Employees are eligible to work from home for the following reasons:

- In case of emergency in family – something that happens instantly and influences the well-being or security of staff's immediate family members.
- In cases when staff members are doing their master's degree study or PhD, they may request to work from home based on the agreed schedule with their direct supervisor.
- In case of any health pandemic situations based on the internal schedule.
- In case of sickness of children or parents.

The employee should get official approval from their supervisor and send confirmation to HR department.

6.3 Employee timesheets

The policy defines the CIIP's approach to timekeeping management. This applies to all employees who will submit time sheets based on their salary. The purpose of this policy and its justification procedure is to ensure that employees receive proper compensation for the work performed and to accurately account for service fees for donors. The timekeeping sheet is approved by the CIIP Director for inclusion in employees' personnel files.

The HR Department shall periodically review attendance and timesheet practices to ensure compliance with national laws, donor requirements and the CIIP's internal commitments to fairness, inclusivity and

non-discrimination. Any patterns or discrepancies identified shall be addressed to strengthen equitable treatment across all employee groups.

General Principles:

CIIP makes every effort to use timesheets to pay employees correctly, in a timely manner, for work actually performed.

- Timesheets provide proof of time worked and meet donor and government requirements.
- The CIIP Director should ensure that timesheets are properly completed and signed by staff. The timesheet should reflect attendance and hours worked each month.
- The employee and his/her supervisor shall ensure that the timesheet is legible, accurate, signed by the employee and approved by the supervisor.
- The employee is responsible for submitting the signed timesheet to the supervisor and the supervisor must review, approve, and forward to HR for further processing.
- Timesheets must be submitted in a timely manner to HR for filing and to Finance for payroll.
- Employees must charge hours worked to the project or provide proof of hours worked during the month.
- Failure of an employee to comply with timekeeping rules may result in disciplinary action.

Procedure:

- At the end of each month, the employee will receive timesheet templates and the current month's grant and project accrual codes from HR.
- Each employee is required to turn in a timesheet each month. The employee completes and signs the timesheet and submits it to the supervisor for approval.
- The HR Specialist consolidates the collected timesheets of the staff member and submits to the CIIP Director for approval.
- The CIIP Director reviews and approves the timesheet and submits the approved timesheet to the HR Specialist.
- The HR Specialist will submit the consolidated information to the Finance Department.
- If the timesheet is rejected by the CIIP Director or HR, it must be corrected and resubmitted to the HR Specialist for approval in the same pay period.
- HR will reconcile timesheets with paid and unpaid leave balances.
- Employees taking leave must submit timesheets to the HR Specialist in advance.
- The HR Specialist shall ensure that approved employee timesheets are submitted to CIIP Director on the last working days of the month. Timesheets dated retroactively will not be accepted or processed for payment.
- Original timesheets shall be kept on file in the HR Department.

Timesheet template:

The template includes employee details, period of employment, timesheet number, dates and number of hours worked per day and per month.

The template specifies any type of paid and unpaid leave, total number of hours of paid leave per month and total number of hours of paid leave per day and per month, signatures of HR specialist, chief accountant and Director of the CIIPCIIP.

The timesheet template is approved by the Government of the Republic of Tajikistan.

7. VACATION MANAGEMENT

7.1 Basic principles

All employees are entitled to the types of leaves listed below, which may be taken at any time from January through December during the year.

These leaves shall be paid subject to appropriate conditions.

The leave request form shall be submitted by the employee in all cases

The primary purpose of annual leave is to encourage employees to regain their physical and mental abilities and remain fully productive. To achieve this goal, employees are encouraged to take a vacation every year.

- 1) Annual leave may also be requested for other periods of absence for personal reasons, such as illness of immediate family members or other genuine reasons.
- 2) Employees are entitled to minimum 24 calendar days of vacation for each completed year or as provided in the employment contract. Employees shall also be entitled to additional calendar days of annual leave based on their service experience and health condition. Any revisions are made in accordance with the Labour Code of the Republic of Tajikistan
- 3) Employees should attempt to discuss vacation with the CIIP Director at the beginning of each year. Both parties should agree on the dates the employee requests to leave (a schedule must be signed).
- 4) Every effort will be made to accommodate the employee's wishes within the context of the needs of the office. The manner and timing of Employees' use of annual leave shall be set forth in an annual leave schedule to be approved by the CIIP Director. Such schedule for the following calendar year shall be approved annually no later than January 15 of the year.
- 5) CIIP ensures that all leave entitlements are applied equitably, free from bias or discrimination, in line with CIIP's Gender Policy and DEI commitments. Special accommodations may be made, where appropriate, to support employees from underrepresented or disadvantaged groups, including single parents, caregivers or employees with disabilities.

7.2 Unused vacation leave

Annual leave may be divided into several parts, one of the parts shall not be less than 14 days, as provided by the Labor Code of the Republic of Tajikistan (Article 111 part 1). Carrying over unused vacation day of the current year to the next year within the next two years is prohibited.

The Employer may recall the Employee from vacation only with the consent of the Employee. In this case, the unused portion of the vacation shall be granted to the Employee at any time convenient to the Employee at the Employee's option.

Vacation - dismissal from work regardless of the reason, the Employee who did not use or used part of the vacation is entitled to monetary compensation (see Article 118 part 1 of the Labor Code). In case of questions, high-level visits or special tasks, management reserves the right to reschedule the previously agreed vacation schedule.

New employees will be eligible to use earned vacation after eleven months of continuous employment with the CIIP. In the event of an emergency, the conditions set forth in Article 104.2 of the Labor Code may apply.

A lump sum payment for accrued vacation will be made when the employee is dismissed by CIIP.

7.3 Sick leaves

When an Employee is absent from the workplace due to illness or other valid reasons, the Employee shall notify the CIIP Director at the beginning of the workday of the reason for his/her absence. Upon recovery from illness or other valid reasons preventing the Employee from performing his/her job duties, the Employee shall present the sick leave to the HR Manager.

In the event of the Employee's illness and upon receipt of a medical certificate, the CIIP shall compensate the Employee for a day's sick leave in accordance with the laws of the Republic of Tajikistan.

In case of a confirmed long period of illness, employees will be granted paid sick leave for up to four months.

To receive paid sick leave, employees must provide a medical certificate signed by a registered medical practitioner stating the illness and expected recovery period. Payment for employee sick leave shall be made from social security contributions in accordance with local labor laws payable on behalf of employees at the CIIP.

7.4 Unauthorized release

Leave without pay is granted only when the employee has no balance of paid annual leave on his/her account and in cases expressly provided for by the labor legislation of the Republic of Tajikistan.

The decision to grant any unpaid leave will be made on a case-by-case basis based on the recommendation of the appropriate supervisor. The maximum amount of unpaid leave is 3 months.

7.5 Marriage leave

Employees are entitled to 10 calendar days paid leave which should be used immediately after the date of marriage.

7.6 Maternity leave

An employee expecting a child will be entitled to 140 calendar days of maternity leave with full pay through social security contributions in accordance with applicable law.

In case of complications, the maternity leave shall be 156 calendar days and 180 days in case of birth of two or more children.

The employee is allowed discretion in selecting the number of days to be spent before and after the expected date of birth.

Male employees (raising a child without a mother) or female employees with a child under 1.5 years of age shall be entitled, in addition to rest and meal break rates, to additional nursing breaks at least every 3 hours of work with a minimum duration of 30 minutes each in the case of one child and a minimum duration of 1 hour each in the case of two or more children in accordance with applicable law.

The organization's phone may be kept with the employee while she is on maternity leave, but any organization's laptops must be turned over to CIIP Director before she goes on maternity leave, unless otherwise authorized by the appropriate department head.

7.7 Paternity leave

Male employees are entitled to 10 calendar days paternity leave, which may be taken within 8 weeks of the birth of a child.

7.8 Compassionate leaves

Compassionate leave is usually unplanned and arises from a family bereavement, the need to attend the funeral of immediate family members (spouse, children, parents, sibling).

Employees should apply to CIIP Director for compassionate leave and such leave will be granted with full pay.

A maximum of 10 calendar days of compassionate leave may be granted for each bereavement.

In the event an employee needs more than 10 calendar days of vacation, the employee may request additional vacation leave, which will be deducted from the employee's accumulated annual leave time. If annual leave has already been taken, the additional leave will not be paid.

7.9 Training leaves

All employees who wish to participate in recognized professional courses will be eligible for a training leave of 30 calendar days per year based on the provision of appropriate documentation of their training.

7.10 Maintenance of leave log

When an approved leave request is received, its status is updated in the leave database maintained by HR in MS Excel.

If necessary, HR should consider the impact of such leaves of absence on employee payroll calculations.

Procedure:

- Once the application is approved, the HR Specialist shall update the leave record of the employee concerned.
- All approved applications must be retained in the appropriate employee's personnel file for future reference.

8. EMPLOYEE TRAINING AND DEVELOPMENT

. CIIP is committed to fostering a culture of continuous learning and professional development. It aims to strengthen the skills, knowledge and capabilities of all employees to enhance their performance in their current roles and prepare them for future responsibilities. The CIIP recognizes employee training as a strategic investment that improves institutional effectiveness and promotes staff motivation, innovation and retention.

To ensure sustainability, the CIIP shall allocate a fixed annual budget for employee training and development and integrate training into its HR planning and reporting processes.

8.1 Principles of learning and development

Training and development opportunities shall be accessible to all employees based on the following principles:

- Meeting the current and future operational needs of the CIIP for well-trained and skilled personnel with the right attitude;
- Building dynamic, adaptive and flexible competencies, knowledge and attitudes aligned with international best practices that are fundamental to the productivity and effectiveness of the CIIP;
- Promoting gender equality and inclusivity by ensuring equal access to training for all employees, including those from underrepresented groups;
- Aligning staff development with the evolving needs of the environmental sustainability, climate finance and investment project sectors;
- Ensure the full development of the potential of the Centre's staff to enhance their chances for growth and fulfillment.

8.2 Training and development responsibilities

Each employee is responsible for annually identifying personal and professional training and development needs to ensure that he/she acquires the necessary knowledge, skills and abilities to fulfill current and future roles and engaging actively in the development process.

The HR Specialist will lead the preparation of an Annual Training and Development Plan based on a needs assessment in coordination with departmental heads. This plan will include but shall not be limited to:

- Mandatory core training (e.g., ethics, gender equality, anti-harassment, climate finance, fiduciary standards, Adaptation Fund learning courses and trainings, Green Climate Fund mandatory trainings via GCF online learning platform <https://ilearn.greenclimate.fund/>)
- Technical and role-specific training tailored to evolving institutional priorities
- Soft skills development (e.g., leadership, communication, project management)

In addition, it is the responsibility of the CIIP Director to encourage continuing professional and educational training for all employees.

Procedure:

- The HR Specialist, in coordination with the CIIP Director, shall review individual training needs in accordance with job descriptions, performance evaluations and organizational priorities.

- The HR Specialist shall compile all training needs for each department into the Annual Training and Development Plan and submit them to the CIIP Director for review and approval
- A dedicated training budget shall be included in the HR annual work plan and tracked for reporting purposes
- Employees participating in approved external training programs may be eligible for reimbursement of tuition and associated costs, subject to prior approval and availability of funds.
- Training impact will be evaluated annually through feedback, performance reviews, and application of skills in the workplace

8.3 Fiduciary capacity development

CIIP implements targeted training to strengthen fiduciary compliance:

a) Core Fiduciary Training: All staff shall complete training on:

- Procurement integrity and procedures
- Financial management standards
- Documentation requirements
- Ethical conduct expectations

b) Function-Specific Development: Enhanced training for financial, procurement and project roles, including:

- Advanced financial monitoring techniques
- Fraud detection and prevention
- Competitive procurement safeguards
- Risk identification and management

c) Verification and Accountability:

- Competency testing following all fiduciary training
- Documentation in personnel files
- Compliance tracking and performance integration

Training effectiveness shall be evaluated annually and adjusted based on audit feedback and emerging compliance requirements.

8.4 Integrated monitoring and evaluation framework

CIIP implements a comprehensive monitoring and evaluation framework that integrates gender-responsive approaches and fiduciary compliance:

a) Performance Indicators:

- Technical competency development and application
- Gender balance in participation and leadership
- Financial management and procurement integrity
- Compliance with fiduciary standards

b) Monitoring and Reporting Mechanisms:

- Annual monitoring of gender equality indicators, including staff composition, training participation, promotions, and salary equity

- Quarterly compliance tracking of fiduciary training completion and application
- Documentation of certification outcomes in personnel files
- Integration of training outcomes with performance evaluation

c) Budgetary Allocations:

- Dedicated budget for fiduciary capacity development
- Specific allocation for gender-focused initiatives including awareness training and mentorship programs for underrepresented groups
- Resources for inclusive workplace improvements
- d) Accountability Measures:
- Annual reporting on training metrics and outcomes to senior management
- Periodic review of training effectiveness based on audit feedback
- Adjustment of programs to address emerging compliance requirements
- Where required, reporting to donors on capacity development outcomes

This integrated approach ensures that CIIP's training and development initiatives simultaneously address technical competencies, gender equality objectives, and fiduciary compliance requirements.

8.5 Performance evaluation framework

CIIP establishes a transparent and comprehensive performance evaluation system that:

a) Links individual KPIs directly to organizational objectives and project deliverables.

b) Implements bi-annual evaluations with:

- Self-assessment and supervisor evaluation
- Documented development plans with clear timelines
- Follow-up monitoring of progress against targets

c) Balances assessment across:

- Technical competencies and deliverables
- Innovation and adaptability
- Collaboration and communication effectiveness
- Fiduciary responsibility compliance

d) Applies evaluation outcomes to:

- Merit-based advancement decisions
- Targeted professional development
- Performance improvement interventions

e) Ensures evaluation equity through annual process audits to identify and address potential biases.

HR Department shall analyze and report annually on performance trends and system effectiveness to senior management.

9. CURRENT EMPLOYEE POSITION

CIIPThe CIIP recognizes the importance of internal mobility as a tool for staff development, retention, and business continuity. When a temporary or acting position becomes available, the opportunity should be used to build staff capacity, promote on-the-job learning and ensure transparent role assignment in line with performance, qualifications, and growth potential.

The CIIP encourages fair and documented processes for the temporary assignment of duties, ensuring that internal candidates are considered based on merit, interest and availability

Procedure:

- When a casual or acting vacancy arises, the CIIP Director shall assess the vacancy's strategic importance and determine whether to fill it internally or advertise externally.
- The CIIP Director, in consultation with HR, shall evaluate internal candidates based on qualifications, performance record, and readiness, and assign duties accordingly

The selected employee shall be formally notified in writing, with a clear job description, duration of assignment, reporting lines, and expected outputs.

- The employee may receive a temporary acting allowance based on HR policy and available budget
- Performance during the temporary assignment shall be assessed and recorded in the employee's personnel file and considered during future recruitment and promotion opportunities.

10. SALARY AND BENEFITS

10.1 Monthly salary

Wages are paid once per month and transferred to the employee's bank account.

CIIP will withhold and remit any taxes on employee salaries directly to the state budget of the Republic of Tajikistan.

CIIP will withhold other deductions in accordance with the Tax Code of the Republic of Tajikistan.

National employees shall be paid in the national currency.

To ensure fairness and competitiveness:

- CIIP shall conduct a salary benchmarking study every two years to compare its compensation structure with national and regional standards.
- Salary scales shall be publicly available internally, and HR shall ensure that staff are informed of their grade, band, and potential progression steps.
- All promotions and salary increases shall be based on documented performance evaluations, skills acquisition, and added responsibilities, with transparent criteria shared with staff.
- HR shall maintain records of all salary changes and justifications in personnel files.

10.2 Harassment, discrimination and bullying

Obligations and responsibilities

The CIIP is committed to providing a safe, inclusive, and respectful workplace. CIIP has **zero tolerance** for harassment, discrimination, sexual harassment, bullying, or abuse of power. All complaints will be treated with seriousness, confidentiality, and without fear of retaliation. A comprehensive Anti-Harassment and Anti-Discrimination Policy is annexed to this HR Policy (Annex A)

The CIIP is committed to ensuring that:

- Complaints of harassment, discrimination, bullying and violence in the workplace are addressed promptly seriously, impartially and confidentially;
- Taking immediate steps to stop inappropriate behavior and prevent its recurrence;
- Ensuring that complainants and witnesses are not victimized in any way;
- Using training and incident analyses to strengthen prevention efforts.

Institutional Responsibilities

CIIP Management shall:

- Uphold and model appropriate workplace behavior;
- Promote a safe, inclusive and respectful work environment;
- Ensure effective enforcement of this policy through documented procedures and trained focal points
- Promote awareness of relevant policies (Gender Policy, Code of Conduct, Anti-Harassment Policy)
- CIIP;
- Take immediate corrective action when violations occur, investigate and resolve them;
- Protect the privacy of all individuals involved in any complaint..

CIIP leadership must:

- Set a personal example and model appropriate standards of behavior;
- Remain alert to early signs of misconduct and act preventively;
- Inform and train employees of their obligations and on workplace behavior expectations under this policy;
- Intervene promptly and appropriately to any reports of harassment or discrimination;
- Take immediate action in accordance with the procedure if they discover that bullying or harassment is taking place;
- ;
- Refer all formal complaints to the HR unit or designated grievance committee

All employees shall

- Treat everyone with dignity, courtesy and respect at all times;
- Refrain from any form of harassment, bullying, or discriminatory behavior;
- Understand and comply with the CIIP's policies on workplace conduct;
- Report incidents of harassment (experienced or witnessed) to designated focal points;
- Observe and adhere to the standards of behavior set forth in this Policy;
- Attend mandatory training on harassment prevention and sign the Code of Conduct upon employment;
- Communicate concerns about unwanted behavior in advance of it becoming a serious complaint;
- Support colleagues affected by misconduct and refer them to available support systems. and
- Maintain complete confidentiality if they are required to provide information in the course of investigating a complaint.

Note: Retaliation against anyone who files or supports a complaint in good faith is strictly prohibited and will result in disciplinary action.

11. DISCIPLINARY MATTERS

The CIIP is founded on the equal treatment of all persons employed by the CIIP. CIIPCIIP maintains high standards of both professional and personal conduct and applies disciplinary actions consistently, transparently and in line with due process..

11.1 General principles

All disciplinary matters will be handled CIIPin a consistent, timely, confidential and impartial manner.

No disciplinary action will be taken until a fair, thorough and properly documented investigation has been conducted.

Employees have the right to present their side, provide evidence, and, where appropriate, be accompanied by a colleague or representative during formal disciplinary proceedings.

Any disciplinary action shall follow a clear, stepwise process outlined in the CIIP's HR Risk Management Framework.

Minor misconduct will be addressed, where possible, informally through counseling, coaching or additional training. If informal measures fail or the misconduct is too serious to be classified as minor, a formal disciplinary procedure will be initiated. .

Depending on the severity of the circumstance and and the employee's disciplinary history, the following forms of actions may be applied:

- A written warning;
- A formal written reprimand;
- Suspension or reduction of pay (severe reprimand)d
- Termination of employment.

11.2 Examples of misconduct

This is a non-exhaustive list of the types of behavior or conduct that will usually result in disciplinary action. The level of punishment will depend on the seriousness of the offense:

- Persistent poor time keeping (e.g. arriving late for work on a regular basis without a legitimate reason, late back to work next breaks, late for meetings, patterns of poor timekeeping e.g. always late the day after a weekend)
- Unauthorized absence/unacceptable level of absenteeism
- Misuse of organization Resources, or property (e.g. removal of equipment without obtaining permission, damaging assets)
- Minor violations of organizational rules, policies and procedures
- Minor rudeness or insubordination (CIIP (e.g., abusive language, refusal to follow lawful instructions)).
- Failure to observe safety precautions while traveling/using a company vehicle or during field operations.
- Harassment, discrimination, bullying or any form of misconduct violating the CIIP's Anti-Harassment and Anti-Discrimination Policy.
- Misrepresentation, falsification of records or breach of confidentiality obligations.

12.EXCEPTIONS

Policy:

An employee's contract may be terminated by CIIP management:

- Proven violation of established standards of conduct and performance at the CIIP
- For any disciplinary matters, or
- Because of the completion of the contract term.

Procedure:

- An employee's contract may be terminated by the CIIP Director for violation of established standards of conduct and performance as a result of disciplinary action after investigation.
- If management decides to terminate an employee for violating established standards of conduct and performance, the employee shall be informed in writing of the specific reasons for such termination with two weeks' notice.
- In the event of termination, non-renewal, or lack of funding for a donor agency, the CIIP will endeavor to provide two months written notice.
- A letter of termination shall be prepared by the HR Specialist and signed by the CIIP Director. One copy of the letter shall be forwarded to the employee and another copy of the letter shall be retained in the employee's personnel file for future reference.
- Full and final payment shall be made. However, it shall be paid to the employees after deducting the loss, if any, incurred by the CIIP for disciplinary reasons. In the event such loss is not recovered from the final settlement amount, the employee will not be issued an experience certificate, and the employee will be notified to initiate necessary legal action.
- Employees have the right to appeal termination decisions through the CIIP's Grievance Redress Mechanism (GRM) within 10 working days of notification.
- The CIIP shall provide an experience certificate unless the employee was dismissed for gross misconduct (e.g., fraud, theft, violence) following due process.
- Any unresolved disputes related to termination shall be addressed through the GRM or, where applicable, external legal or labor channels.

13.POLICY INTEGRATION AND COMPLIANCE

This HR Policy operates alongside complementary organizational policies:

- Staff shall receive integrated training on the interconnected requirements of the Gender Policy, GRM and Whistleblower Protection Policy.
- HR shall collect appropriate data to monitor effective implementation of these policies, while maintaining confidentiality.
- The HR Department shall coordinate with the Ethics Officer on cross-cutting compliance matters.
- HR shall maintain documentation standards that facilitate internal and external audits.

All employees shall sign an annual Ethics Declaration acknowledging understanding of these interconnected policies, with specialized ethics training for financial management and procurement positions.

14. REFERENCES AND SOURCES

The following international standards, guidelines, and best practices informed the development and revisions of this HR Policy:

International Labor Standards

1. **ILO Termination of Employment Convention (No. 158)**
Available at:
https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:C158
2. **ILO Recommendation No. 166 (Termination of Employment Recommendation)**
Available at:
https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:R166
3. **ILO Convention No. 190 on Violence and Harassment (2019)**
Available at: <https://www.ilo.org/global/topics/violence-harassment/lang--en/index.htm>

UN and Donor Agency HR Standards

4. **United Nations HR Handbook: Chapter XI (Disciplinary Measures)**
Available at: <https://hr.un.org/handbook>
5. **Green Climate Fund (GCF) Ethics and Integrity Policy**
Available at: <https://www.greenclimate.fund/document/ethics-and-integrity-policy>
6. **Adaptation Fund Fiduciary Standards**
Available at: <https://www.adaptation-fund.org/document/fiduciary-standards/>

International HR Best Practices

7. **Society for Human Resource Management (SHRM) Guidelines on Disciplinary Action**
Available at:
<https://www.shrm.org/resourcesandtools/tools-and-samples/policies/pages/disciplinaryaction.aspx>
8. **IFC Performance Standards on Environmental and Social Sustainability (PS2: Labor and Working Conditions)**
Available at:
https://www.ifc.org/wps/wcm/connect/topics_ext_content/ifc_external_corporate_site/sustainability-at-ifc/policies-standards/performance-standards