



REPUBLIC OF SOUTH SUDAN
MINISTRY OF PETROLEUM
(MOP)



**UNIFIED HUMAN RESOURCES POLICY
MANUAL FOR ALL OIL AND GAS
OPERATING COMPANIES IN THE
REPUBLIC OF SOUTH SUDAN.**

(UHRPM - 2020).

Adw

W A D

Page 1 of 154

fu





Pke



REPUBLIC OF SOUTH SUDAN
MINISTRY OF PETROLEUM
(MOP)



VERSION HISTORY & ACKNOWLEDGMENT

Version No.	Prepared By	Reviewed By	Endorsed By	Approved By	Approved Date	Effective Date
1.0	<i>UHRPM Committee Represented by Hon. Machar Aciek Ader</i>	<i>Dr. William Anyak Deng (Director General of Petroleum Authority) Ministry of Petroleum</i>	<i>Hon. Eng. Awow Daniel Chuang (Undersecretary) Ministry of Petroleum</i>	<i>Hon. Puot Kang Chol (Minister) Ministry of Petroleum</i>	<i>1st December 2020.</i>	<i>1st December 2020.</i>
						

Adw

W A D

Page 2 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN MINISTRY OF PETROLEUM (MOP)



TABLE OF CONTENTS

INTRODUCTION:	8
REFERENCES:	9
DEFINITIONS:	10
1. POLICY PRINCIPLES:	12
2. NON-DISCRIMINATION & ANTI-HARASSMENT:	14
2.1 Anti-Bullying:	16
2.2 Diversity Management:	16
2.3 Sexual Harassment:	16
2.4 Substance Abuse:	17
2.5 Violence Prevention:	18
3. RECRUITMENT:	21
3.1 Manpower Planning and Employment Policy:	22
3.2 Contracts of Employment:	35
3.3 Employee's Duties and Responsibilities:	37
3.4 Transportation to take Up Employment:	38
3.5 Transfer Procedures:	38
4. WORK HOURS:	42
4.1 Standard Work Hours:	43
4.2 Normal work schedule:	43
4.3 Shift work schedule:	43
4.4 Work Days:	44
4.5 Shift Work:	44
5. OVERTIME:	46
5.1 OVERTIME (OT):	47
5.2 Definition:	47
5.3 Authorization of Overtime:	47
5.4 Eligibility and Amount:	47
6. PUBLIC HOLIDAYS:	50
Official Holidays:	



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



7. LEAVES:	52
7.1 Annual Leave:	53
7.2 Leave Duration:	53
8. SALARY ADMINISTRATION:	62
8.1 Salary Administration Policy:	63
8.2 General conditions:	63
8.3 Currency of Payment:	63
8.4 Objectives:	64
8.5 Salary Components:	64
8.6 Salary Structure:	65
8.7 Monthly Salary:	65
8.8 Condition of Services:	66
8.9 Employee's Status:	67
8.10 Payment of Salaries:	67
8.11 Annual Salary Review (A.S.R):	68
9. ALLOWANCES & BONUSES:	71
9.1 Allowances:	72
9.2 Acting Allowances:	72
9.3 Christmas/Eid Al- filter & Easter/Eid Al Adha Bonuses:	72
9.4 Professional allowance:	72
9.5 Social allowances:	72
9.6 Commuting Allowance:	74
9.7 Disturbance Allowance:	74
9.8 Meal Allowance:	75
9.9 Scarce Skill Premium Allowance:	75
9.10 Housing Allowance:	78
10. BENEFITS:	79
10.1 Management Benefit:	80
10.2 Managerial Level Transport Assistance:	81
10.3 Managerial Level Telephones:	81
10.4 Loans and Salary Advances:	81
10.5 Salary Advance:	81
10.6 Salary Advance at Time of Engagement:	82
10.7 Emergency Loan:	82
10.8 Car Purchase Loan:	82
10.9 Land/Building Loan:	83

Adv

W A D

fu

PKC



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



11. BUSINESS TRIPS:	85
11.1 Conference / Training / Business Trips:	86
11.2 Frequent Flyer Programs:	86
11.3 Group Air Travel Limitations:	86
11.4 Air Travel Authorization:	86
11.5 Rental Cars:	86
11.6 Hotels:	87
11.7 Other Travel:	87
11.8 Miscellaneous:	87
11.9 Entertainment:	87
11.10 Expense Reports:	87
12 PERFORMANCE APPRAISAL:	93
12.1 Performance Appraisal (PA):	94
12.2 The main Purpose of (PA) is to:	94
12.3 Benefits for employee from PA employees Understand:	95
12.4 Performance Appraisal Periodic guidelines:	95
12.5 Performance Appraisal-Three Phases:	96
12.6 The Role of the Supervisor:	97
12.7 The Role of the Reviewer:	97
12.8 Human Resource Department (HRD):	99
12.9 Frequency:	99
12.10 Continuous (PA):	99
12.11 Probationary Period:	99
13 TRAINING & DEVELOPMENT:	101
13.1 Employee Training and Development:	102
13.2 South Sudanese Trainees:	102
13.3 Recruitment of Trainees:	102
13.4 South Sudan-Based Training:	102
13.5 Training Courses and Attachments outside South Sudan:	104
13.6 Administration:	106
13.7 Liaison with Course Site:	106
13.8 Travel:	106
13.9 Excess Baggage:	107

Adv

W A D

fu

PKC



REPUBLIC OF SOUTH SUDAN MINISTRY OF PETROLEUM (MOP)



14 PROMOTION:	108
14.1 Promotion Increments:	109
14.2 Eligibility for Promotion Increment:	109
14.3 Promotion Increment:	109
15 MEDICAL CARE:	110
15.1 Medical Services:	111
15.2 Eligibility:	111
15.3 Special Services:	112
15.4 Exclusions:	112
15.5 Medicine and Drugs:	113
15.6 Referral for Specialist Treatment:	113
15.7 Private Treatment:	114
15.8 Medical Checkup:	114
15.9 Pre-Employment Medical Checkup:	114
15.10 Routine Medical Checkup:	114
16 EMPLOYEE RELATIONS:	117
16.1 Discipline:	118
16.2 Employees accused of Intentional Crimes relating to their Employment:	123
16.3 Employee proved guilty:	124
16.4 Employee proved not guilty:	124
16.5 Ex. Employee proved not guilty:	124
16.6 Employee Voice:	125
16.7 Employee Safety:	125
16.8 Responsibilities of Supervisors:	125
16.9 Protection & Safety:	126

Adw

W A D

fu

PKE



REPUBLIC OF SOUTH SUDAN
MINISTRY OF PETROLEUM
(MOP)



17 COMPLETION OF SERVICES: -----	128
17.1 Termination: -----	129
17.2 Termination at Employee's Initiative (Resignation): -----	129
17.3 Date of Termination: -----	130
17.4 Termination at Company's Initiative: -----	130
17.5 Under Notice Clause: -----	130
17.6 For Redundancy: -----	131
17.7 Attainment of Retirement Age: -----	131
17.8 For Other Reasons: -----	132
17.9 Summary Dismissal: -----	132
17.10 End of Fixed Contract: -----	132
17.11 Termination for Lack of Fitness: -----	133
17.12 Termination by Death of Employee: -----	133
17.13 Termination of Contract (Notice Period): -----	133
17.14 End of Service Benefits (ESB): -----	134
18. ALLOWANCES FOR PUBLIC SERVANT ON OFFICIAL DUTY: ---	142
18.1 Public Servant on Official Duty: -----	143
18.2 Travel: -----	143
18.3 Assignment in Excess of 6 Months: -----	148
18.4 Business Travel Allowances inside South Sudan: -----	149
19. ALLOCATION OF POSITIONS IN THE JOINT OPERATING COMPANIES (JOCs): -----	150

Adw

W A D

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



INTRODUCTION

This purpose of this Unified Human Resource Policy Manual (UHRPM) is to guide and provide all employees with administrative, organizational rules, regulations, policies, procedures and general information governing personnel matters relating to the company workforce.

This manual together with the letter of employment constitutes the terms and conditions applicable during each employee's employment. Each employee shall become familiar with these policies and procedures. It is requested that employee consult the General Manager or the HR Department if they have additional questions or want further clarification of these policies and procedures. Non-compliance could result in disciplinary action including possible termination and legal penalties.

This Unified Human Resources Policy Manual is issued for two principal objectives:

- a) It provides a written expression of personnel policies to ensure consistent application throughout the Company.
- b) It is designed to enable the supervisor to administer his/her own personnel relations at the most desirable level i.e. first level supervision.

HR Policy statements contained in this manual supersede all previous announcements about any subject herein contained.

The Company shall be responsible for the administration of the contents of this manual.

Adw

W A D

Page 8 of 154

fu

Pke



REPUBLIC OF SOUTH SUDAN MINISTRY OF PETROLEUM (MOP)



REFERENCES:

This Unified Human Resources Policy Manual is based on South Sudan Labour Act 2017, South Sudan Civil Services Act 2011, South Sudan Social Insurance Circular by Ministry of Labour (2010 & 2012), South Sudan Petroleum Act 2012 and any amendment thereafter, and the Exploration Production Sharing Agreement (EPSA / PSA). The provisions of South Sudan Labour Act 2017 shall govern any matter not mentioned in this Manual. The Minister has the right to issue principles & rules necessary for the implementation of the provisions of this policy.

Adw

W A D

Page 9 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



DEFINITIONS:

- 1 **"The Company"** shall mean the Oil Operating Company.
- 2 **"The Companies"** shall mean the Oil Operating Company.
- 3 **"Shareholders"** shall mean the shareholders of the Company.
- 4 **"The Board of Directors"** shall mean the Board of Director of the Company
- 5 **"Management"** shall mean an authorized entity by the law to run and manage the Company's affairs.
- 6 **"HRD"** shall mean Human Resources Department.
- 7 **"HRC"** shall mean Human Resources Committee
- 8 **"The Minister"** shall mean the Minister of the Ministry of Petroleum or his representatives.
- 9 **"President"** shall mean the President of the Company.
- 10 **"Vice President"** shall mean the Vice President of the Company.
- 11 **"Employees"** shall mean Secondees and direct hire employees of the Company.
- 12 **"Partner's Secondees (Including Nilepet Secondees)"** CNPC, PETRONAS, Nilepet, SINOPEL & Tri Ocean and any other partner recognized by the Ministry of Petroleum under the Government of South Sudan shall be treated as Secondees.
- 13 **"Company's National Secondees"** shall mean a regular partner's Secondees of Sudanese Nationality other than Nilepet Secondees and who are directly paid by the Operating Company.
- 14 **"Nilepet Secondees"** shall mean a Nilepet Secondees to the Company.
- 15 **"Direct Hire Employees"** shall mean a regular employee who are directly hired with an indefinite period contract.
- 16 **"National Employees"** shall mean a regular employees of South Sudanese Nationality whether Seconded or directly hired by the Company.
- 17 **"Base Salary"** shall mean starting salary as per approved salary structure which is specified as such in the contract / letter of employment and amended from time to time by the Company.
- 18 **"Basic Salary"** shall mean the base salary + cola.
- 19 **"Gross Salary"** shall mean basic salary + housing.

Adw

W A D

Page 10 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN MINISTRY OF PETROLEUM (MOP)



- 20 **"Total Salary"** shall mean the Gross Salary plus all supplemental allowances, bonus award and benefits.
- 21 **"Permanent Employment"** shall mean the service of an employee in the Company, from the date of joining work and including probationary period.
- 22 **"EPSA / PSA"** shall mean a relevant Exploration & Production Sharing Agreement made between Government of South Sudan and the Contractor.
- 23 **"Government"** shall mean Government of South Sudan.

Adw

W A D

Page 11 of 154

fu

PKC



REPUBLIC OF SOUTH SUDAN
MINISTRY OF PETROLEUM
(MOP)



1. POLICY PRINCIPLES

Adw

W A D

Page 12 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



POLICY PRINCIPLES:

1. This manual shall be applicable to all foreign, national and indigenous Oil and Gas Companies operating in the Republic of South Sudan since July 2011.
2. The Company shall make decision on the Company's organization chart subject to the approval of the Board of Directors and the Minister of Petroleum.
3. The Company shall approve a detailed job description for every job.
4. The Ministry of Petroleum shall approve a salary structure and other supplemental allowances for all employees. Any changes to the salary structure shall be approved by the Minister.
5. Definite Contract Employee shall not be entitled to any of the benefits of this UHRPM unless specifically indicated in their contract.
6. This UHRPM may be amended by the Ministry of Petroleum when deemed necessary.
7. The Company shall be responsible for the administration of the contents of this manual.
8. This manual shall not be interpreted as a contract of employment, expressed or implied between any employee and the company and shall not be viewed as such, or as a promise of employment for any specific duration.
9. This manual shall supersede and replaces previously issued personnel manuals, policies, practices and employee manuals by the ministry of Petroleum. In the event of any contradiction between the information appearing in this UHRPM and the company internal Human Resources Manual, the content of this UHRPM shall govern in all cases.

Adw

W A D

Page 13 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN
MINISTRY OF PETROLEUM
(MOP)



**2. NON-DISCRIMINATION &
ANTI-HARASSMENT**

Adw

W A D

Page 14 of 154

fu

Pke



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



The company shall be committed to a work environment in which all individuals are treated with respect and dignity. Each individual has the right to work in a businesslike atmosphere that promotes equal opportunities and prohibits discriminatory practices, including harassment. There, the company shall ensure that all relationships among persons in the workplace will be businesslike and free of bias, prejudice, threats and harassment. The statement below shall express the company's position and the law.

Harassment of employees because they are members of any protected class, such as race, colour, religion, sexual orientation, creed, gender, marital status, national origin, gender identify, disability, status as a disability, as well as any form of sexual harassment, is prohibited and will not be tolerated.

Unwelcome sexual advances, requests for sexual favour, offensive comments, jokes, and other sexually oriented statements or physical conduct of a sexual nature shall constitute sexual harassment when:

1. Submission to or rejection of such conduct by an individual is used as a basis for employment decisions affecting such individual
2. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment
3. Such conduct has the purpose or effect of substantially interfering with the individual's work performance or creating an intimidating, hostile and/or offensive work environment

Violations of this policy may result in disciplinary action, up to and including termination of employment contract.

Adv

W A D

Page 15 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



2.1 Anti-Bullying

The company must ensure any form of harassment such as bullying is not tolerated and any employee found to be persisting in bullying his/her colleague must be thoroughly investigated in accordance to the company internal policy and an appropriate disciplinary action taken, which could be severe in particularly bad cases. The company internal policy must make it clear that individuals who are being bullied must have the right to discuss the problem with another person; a representative or a member of the HR function, and to make a complaint.

2.2 Diversity Management

The company internal policy on managing diversity must recognize that there are differences among employees and that these differences must be managed properly to enable work done more efficiently and effectively. In managing diversity, the company must

- a) Acknowledge cultural and individual differences in the workplace;
- b) State the values the different qualities that people bring to their jobs;
- c) Emphasize the need to eliminate bias in such areas as selection, promotion, performance assessment, pay and learning opportunities;
- d) Focus attention on individual differences rather than group differences.

2.3 Sexual Harassment

The company must be committed to a harassment free working environment by ensuring that

- a) Sexual harassment is not tolerated.
- b) Employees subjected to sexual harassment are given advice, support and counselling as required.
- c) Every harassment case is thoroughly investigated and a strict disciplinary action taken
- d) Assistance is given to the employee to complain formally if informal discussions fail.

Adw

W A D

Page 16 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



- e) A special and confidential process is available for hearing complaints about sexual harassment. This shall provide for employees to bring their complaint to someone of their own sex if they so wish.
- f) Complaints is handled sensitively and with due respect for the rights of both the complainant and the accused.
- g) Sexual harassment is regarded as gross misconduct and, if proved, makes the individual liable for instant dismissal. Less severe penalties may be reserved for minor cases, but there must be a warning that repetition shall result in dismissal.

2.4 Substance Abuse

The company must be committed to a Substance Abuse free working environment by ensuring that

- a) Employees identified as having substance abuse problems must be offered advice and help;
- b) Any reasonable absence from work necessary to receive treatment must be granted under the company's sickness scheme provided that there is full cooperation from the employee;
- c) An opportunity must be given opportunity to discuss the matter once it has become evident or suspected that work performance is being affected by substance-related problems;
- d) The right to be accompanied by a friend or employee representative in any such discussion;
- e) Agencies must be recommended to which the employee can go for help if necessary;
- f) Employment rights must be safeguarded during any reasonable period of treatment.

Adw

W A D

Page 17 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



2.5 Violence Prevention

Violent acts in the workplace often result from activity within the workplace that causes an unfriendly or intimidating effect on an employee. Violent acts of any kind at workplace shall not be tolerated and the following guidelines shall help to prevent violent acts in the workplace.

- a) Jestng, bantering or teasing that is offensive to another employee or a client of the company is prohibited
- b) Behavior that can lead to violence includes threats of violence, aggressive actions, offensive actions, and threatening and offensive words. Employees will shall not engage in this type of activity. Employees who witness this type of behavior in or outside the workplace between co-workers will immediately report it to a manager or any member of management.
- c) Employees shall not bring firearms (loaded or unloaded) or any other weapons and/or other contraband such as explosives, etc., on to the company or client premises.
- d) Employees shall repot observations of troubled or irrational behavior to a member of management.
- e) Employees shall report to management any visitor, vendor or client who is behaving in a threatening, abusive or violent manner.

Any employee who engage in threatening or violent behavior, or who behaves in a way that could provoke violence, may be disciplined, up to and including termination.

2.6 Work-Life Balance

The company must properly manage the work schedule to allow employees greater flexibility in their working patterns so that they can balance what they do at work with the responsibilities and interests they have outside work. This work schedule must indicate how flexible work practices can be developed and implemented. It must emphasize that the numbers of hours worked must not be treated as a criterion for assessing performance. It must set out guidelines on the specific

Adw

W A D

Page 18 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



arrangements that can be made, such as flexible hours, a compressed working week, term-time working contracts, working at home, and special leave for parents and careers, career breaks and various kinds of child care.

2.7 Dress Code

During the business hours or when representing the company, all employees shall present a clean, neat and tasteful appearances, all employees shall dress and groom according to the acceptable guidelines and requirements. Without unduly restricting individual tastes, the following personal appearance guidelines shall be followed.

2.7.1 Inappropriate Appearance Items for all Employees

- Sweatshirts and sweatpants.
- Shorts.
- Leggings
- Denim or miniskirts (More than 2” above the knee)
- Flip flops or beach sandals
- Hats/Caps with an exception of company branded Hats/Caps
- Canvas shoes
- Halter tops, tank tops, tube tops.
- Offensive body odor and poor personal hygiene
- Excessive perfume or cologne
- Shoes without socks

2.7.2 Acceptable Business Casual Attire that is Appropriate for Both Male and Female Employees

- Blazers
- Dress Shirts
- Dress Shoes
- Dress slacks
- Sweaters and Vest
- Suites

Adw

W A D

Page 19 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



2.7.3 Additional Guidelines for Female Employees

- Dress sandals
- Skirts and dresses (2" above the knee or longer)

2.7.4 Additional Guidelines for Male Employees

- Tie style, wingtip or slip on shoes
- Trouser socks

2.7.5 Socks/Hosiery

- Colour and pattern of socks/hosiery shall be in good taste
- Solid colours or patterns that complement the colours of pants, suits, etc shall be worn.
- Socks/Hosiery shall meet all guidelines listed above

2.7.6 Shoes

- Shoes shall always be clean, polished and in good condition.

2.7.7 Hair

- Mustaches and beards must be clean, well-trimmed and neat.
- Hairstyles and hair colours are expected to be in good taste

2.7.8 Jewelry/Body Art

- Limit visible tattoos, body art and body piercings
- No excessive jewelry

All the above items are subject to change or may be adjusted to meet the requirements and expectations of an acceptable working environment and/or presentation.

Adv

W A D

Page 20 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN
MINISTRY OF PETROLEUM
(MOP)



3 . RECRUITMENT

Adw

W A D

Page 21 of 154

fu

Pke



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



3.1 Manpower Planning and Employment Principle:

3.1.1 Manpower Planning:

The Company plans its manpower needs as far ahead as possible. Thus the company shall endeavor to maintain the required number of employees, having the necessary skills, experiences and qualifications.

3.1.2 Nationalization (Shadowee Program)

The company must strictly follow the South Sudan's nationalization policy after a professional job market analysis is carried out to assess and evaluate the available skills in the national market. The company must ensure that all direct hire foreign employees are hired only for rare skills for a period not more than two (2) calendar years (2-Years Maximum). The company must make sure a systematic shadowee program is established with a good monitoring methodology to ensure technical know-how and knowledge transfer is achieved as per the agreed time frame to nationalize such rare skill.

3.1.3 Employment Principle:

This policy manual's philosophy is founded upon the following principles:

- a) The recruitment and retention of skilled innovative and motivated people who are capable of using their initiative and who are committed to delivering best practice.
- b) Recruitment shall be done to fill existing vacancies in the approved established organization structure in the Oil and Gas Company.
- c) The Ministry of Petroleum and the Board of Directors (BoD) of the Oil Company shall confirm the existence and continuity of a vacant position prior to the advertisement and filling of such vacant position.
- d) Recruitment shall be on merit, based on a fair and open competitive process

Adw

W A D

Page 22 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



- e) No candidate shall receive less favorable treatment or consideration on the basis of age, gender, religion, ethnicity, disability or geographic origin. Affirmative action shall be taken from time to time in accordance with the established laws.
- f) Any job applicant shall appeal against the recruitment exercise to the relevant authority within thirty (30) calendar days from the date of release of the interview results if he/she has reason(s) to believe that it has been conducted in a non-transparent and/or unfair manner.

It shall be the policy of the Company to recruit employees on the basis of its established manpower requirements and to fill vacant positions with the most qualified candidates available, governed by such factors as education, experience, skill and other characteristics as determined by the Company. However, new employees shall not be hired when the Company's requirements can be adequately supplied through the development, promotion or transfer of qualified employees to fill those vacant position from within the Company.

3.1.4 Equal Employment Opportunity

The company must demonstrate commitment and determination to take an affirmative action to redress imbalances between the numbers employed according to sex or race and to differences in the levels of qualifications and skills by giving equal opportunities to all, irrespective of sex, race, creed, disability, age, health and marital status.

The company must have an internal policy which encourages and demonstrates that

- a) We are an equal opportunity employer and we do not permit direct or indirect discrimination against any employee on the grounds of race, nationality, sex, sexual orientation, disability, religion, marital status or age.
- b) We practice a non-discriminatory employment policy and equal opportunity principles are applied in all our HR policies and in particular to the procedures relating to the recruitment, training, development and promotion of its employees.
- c) Any form of an indirect discrimination shall not be tolerated, whether intentional or domestic.

Adw

W A D

Page 23 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



3.1.5 Classification of Employment

The Company shall classify employees and provide benefits in a consistent manner according to criteria established by the company in coordination with the Ministry of Petroleum and in compliance of the established laws. These Classifications shall not guarantee employment for any specified period of time. The criteria for employee classification and the benefit offered may be change from time to time at the company's discretion and with a written approval from the Ministry of Petroleum. Accordingly, the right to terminate the employment relationship at will at any time shall be retained by both the employee and the company.

Employment in the Oil and Gas Companies in the Republic of South Sudan shall be classified as follows:

- a) **Direct-Hire Employees:** These are National employees who shall be directly appointed by the Oil Company and confirmed by the Ministry of Petroleum. **Direct-Hire Employees** shall be eligible for benefits mentioned in this manual.
- b) **Expatriate Direct-Hire:** These are foreign employees or Non-citizens of South Sudan; their employment shall only apply to positions with certain special skills that cannot be found locally. Their period of employment shall not exceed two (2) calendar years, during their employment a shadowee must be attached and knowledge transfer must be done to allow the development of National staff. **Expatriate Direct-hire employees** shall be eligible for benefits mentioned in this manual.
- c) **Secondees' Employees:** There are employees who shall be seconded to the oil company by any partner recognized by the Ministry of Petroleum under the Government of South Sudan and shall only be apply to persons who have certain special skills; non-citizens or citizens of South Sudan; or where the terms of employment of the post in question dictate so. The duration of Secondment shall not exceed two (2) calendar years at a time. **Secondee's Employees** shall be eligible for benefits mentioned in this manual.

Adv

W A D

Page 24 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



3.1.6 Functions and Powers of the Oil and Gas Company.

The Oil and Gas companies shall observe and promote the principles of merit, transparency, fairness, regional and gender balance. The operating companies shall.

- a) Develop, implement and disseminate recruitment policies, regulations and guidelines.
- b) Develop and manage recruitment plans and systems in accordance with the vacant position.
- c) Develop recruitment and selection tools such as examinations, aptitude tests, psychometric tests and interview guidelines.
- d) Conduct recruitment and selection of competent and professional persons for positions in the Oil Company
- e) Establish and enforce recruitment standards to achieve integrity, merit, competence, equity and fairness, and other appropriate principles in the recruitment and selection process.
- f) Establish and manage a recruitment information and records system.
- g) Undertake research to inform and facilitate innovation and adoption of best practices in recruitment and selection.
- h) Prepare and submit periodic recruitment reports to the Hon. Minister of Petroleum.
- i) Perform such other functions as prescribed by the law in relation to recruitment in the Oil and Gas Company.

Adv

W A D

Page 25 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



3.1.7 Functions and Powers of Presidents/HR Managers in the Oil and Gas Company.

The respective Presidents/HR Managers in the Oil and Gas Companies in consultation with the Ministry of Petroleum shall fill vacant positions by recruitment or promotion in accordance with the established laws, Rules and Regulations of the Republic of South Sudan. In the process of filling the vacant positions through recruitment or promotion, the President/HR Manager of the respective Oil and Gas Company shall be responsible for:

- a) Identifying vacant positions listed in the respective Oil and Gas Operating Companies' Organizational structures that have been confirmed and approved for continuity by the Ministry of Petroleum.
- b) Seek approval from the Ministry of Petroleum prior to filling vacant positions through recruitment process.
- c) Seek approval from the Ministry of Petroleum prior to forwarding the vacant positions for advertisement.
- d) Participating in the short-listing of applicants
- e) Participating in interviewing eligible candidates invited by the Recruitment panel.
- f) Make follow-up of the appointment of selected candidates with the Ministry of Petroleum.
- g) Monitoring new appointees who have been issued with approval letters of appointment by the Ministry of Petroleum to ensure they serve and complete an uninterrupted probationary period of three (3) calendar months satisfactory. In the event of unauthorized or unwarranted absence from duty, the President/HR Manager of the Oil and Gas Company shall strike off the appointee from the payroll and inform the Ministry of Petroleum in writing.

Adw

W A D

Page 26 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



3.1.8 Functions of the Ministry of Petroleum.

The Ministry of Petroleum shall be responsible for overseeing recruitment, and shall ensure that the basic values and principles of the Civil Service are upheld in accordance with the Provisions of Article 138 of the Republic of South Sudan Transitional Constitution 2011.

In exercising its oversight functions, the Ministry of Petroleum shall:

- a) Set procedures and guidelines on recruitment in the Oil and Gas Companies
- b) Verify the status of vacant positions listed in the respective Oil Company Structures' to confirm continuity of the positions and their funding in the current/new budget.
- c) Ascertain the existence of a Job description for the position to which recruitment is being made.
- d) Approve verified positions for advertisement.
- e) Participate in the short-listing and interviews of recruitment.
- f) Ensure conformity with all recruitment requirements by vetting appointments made by the Oil Company.
- g) Approve request letters of appointment.

3.1.9 Eligibility for Recruitment.

Any person seeking recruitment in any of the Oil and Gas Companies in the Republic of South Sudan shall meet the following minimum recruitment standards. He / She shall.

- a) Be a South Sudanese Citizen
- b) Be 18 years and not more than 63 years of age.
- c) Have no Criminal records
- d) Possess such training or educational or mandatory qualifications and other requirements as required by the post, and for entering the corresponding level and grade.
- e) Have not been dismissed from a public institution of the Government of South Sudan, or any state Government because of disciplinary action.

Adv

W A D

Page 27 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



- f) Be in good health and fit for the Job for which the candidate is applying as certified by a qualified medical practitioner
- g) Meet any other specific criteria for the position applied for.

3.1.10 Advertisement of Vacant Positions:

- a) Vacancies reflected in the organization structure of the Oil and Gas Companies shall be advertised only if they have been verified for continuity and approved by the Ministry of Petroleum and are funded through the current/new budget. The concerned Oil and Gas Company shall prepare Job descriptions and specifications for the vacant position containing information as set out in the recruitment procedures.
- b) Reasonable adjustments shall be made to reduce any disadvantage faced by persons with disabilities in submitting a Job application.
- c) Vacant positions to be filled by recruitment shall be widely advertised/announced using all established forms of mass media available, and locations suitable for attracting applications from the widest possible pool of qualified persons over a period of not less than two (2) calendar weeks.
- d) Any advertisement shall comprise of all necessary information including, but not limited to:
 - i. The title of the vacant position
 - ii. Minimum level of educational qualifications, skills and experience required
 - iii. A description of duties and responsibilities.
 - iv. The date by which applications must be submitted.
 - v. Where the application is to be submitted.

Adw

W A D

Page 28 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



3.1.11 Interviews and Selection Processes.

- a) All applicants shall be screened against selection criteria which reflect the minimum requirements set out in the job description and Job specifications in the advertised vacancy. These may include skills and abilities, behavioral competencies, formal qualifications, training, experience, specific demands and any special requirements (e.g. travel, working hours). All candidates who meet the selection criteria shall be shortlisted.
- b) The selection process shall comprise of a structural interview combined with tests and exercises as appropriate. Interviews shall only assess candidates against Job-Specific criteria. Tests and Exercises shall be relevant to the Job and shall measure the applicant's ability to perform the Job. Selection tests and exercises shall be reviewed as necessary to ensure they remain relevant.
- c) A question sheet shall be designed by the Recruitment Department in the Oil and Gas Company to ensure that only relevant criteria as assessed.
- d) Each interviewer shall complete a scoring sheet for each candidate with comments on the overall performance of the candidate.
- e) The highest ranked candidate overall shall be recommended for appointment by the relevant appointing authority.

3.1.12 Recruitment and Selection Committees:

There shall be Recruitment and Selection Committees in all Oil and Gas Companies in the Republic of South Sudan. These Committees shall constitute a Recruitment Panel comprising of representatives of the Ministry of Petroleum (MoP), representatives from the recruiting company, representatives from the Ministry of Labour (From the directorate of Labour and Industrial Relations); and an expert in the area of Specialization.

Adw

W A D

Page 29 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



3.1.13 Appointments:

- a) The Ministry of Petroleum shall authorize the appointment of the candidate with the highest scores (highest ranked) except where, based on the evidence concern submitted by the Oil and Gas Company's Department of Recruitment that the selection process has not been carried out fairly. In such cases, the Ministry of Petroleum shall instruct the Recruitment Committee/Panel to carry out further interviews and tests; and/or advertise the vacant position.
- b) The effective date of appointment shall be the date of decision to appoint by the Ministry of Petroleum (MoP).

3.1.14 New Appointments made (Direct-Hired)

- a) The Ministry of Petroleum (MoP) shall issue an approval letter for all Eligible Candidates for Recruitment to the Oil and Gas Company prior to the commencement of the Recruitment Process.
- b) New appointees who have been issued with letters of appointment by the Oil and Gas Company shall be required to serve and complete a satisfactory and uninterrupted probationary period of three (3) calendar months.
- c) New appointees joining the Oil and Gas Company shall be required to undergo medical check-up at a Government health facility or hospital before the commencement of the probationary period.
- d) The doctor conducting the medical examination or tests shall send a confidential medical reports to the recruiting Oil and Gas Company and share the report with the new appointee. The cost of the medical examination(s) or tests shall be borne by the recruiting Oil and Gas Company. Tests required shall include at least the followings.
 - i. Chest x-ray.
 - ii. Blood.
 - iii. Urine.

Adv

W A D

Page 30 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



- iv. Sputum and stool tests.
 - v. Eye tests
 - vi. Any other tests required by the recruiting Oil and Gas Company
- e) The results of the medical tests shall not be used to discriminate against the candidate unless, in the opinion of the medical examiner, a disease suffered by the candidate poses a serious health risk to fellow workers, in which case the offer of appointment may be withdrawn or postponed by the Ministry of Petroleum (MoP).

3.1.15 Priority to South Sudanese Citizens (Direct Hire)

The Company must give priority in employment to any South Sudanese Citizen who is suitably qualified to fill a vacant position.

3.1.16 South Sudanese Seeking Internship:

South Sudanese final year students who are due for Internship program shall be taken as INTERNS under Internship program for the duration of their respective internship program as required by his/her university and/or colleagues. However, before seeking employment with Oil and Gas companies, fresh graduates who have undergone a minimum of three (3) calendar months of an intensive training at the South Sudan Vocational Training Center certified by the Ministry of Petroleum (MoP) shall be given an advantage (Bonus) during the recruitment session.

3.1.17 Other Nationalities:

In the absence of a competent and qualified South Sudanese national, the Company shall employ a qualified, committed and competent applicants from other nationalities for a period not more than two (2) calendar years (2 Years Maximum) after obtaining a prior written approval from the Ministry of Petroleum, Ministry of Labour-Republic of South Sudan and in compliance to the South Sudan Labour Act of 2017. The Employed Expatriates MUST be attached with a South Sudanese employee with the similar profile for knowledge transfer and replacement plan at the end of his/her 2 years of attachment.

Adw

W A D

Page 31 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



3.1.18 Employment of Relatives:

The employment of relatives in the same area/unit of the company shall be considered a conflicts and problems with favoritism and employee morale. In addition to claims of partiality in treatment at work, personal conflicts from outside the work environment may be carried over into day-today working relationships.

For purposes of this policy, a relative is any person who is related by blood or marriage, or whose relationship with the employee shall be similar to that of persons who are related by blood or marriage. It shall be the policy of the company not to employ relatives of any employee within the same facility if any of the following conditions apply:

- a) Relative would exercise supervisory, appointment or dismissal authority or disciplinary action over the other
- b) Relative would audit, verify, receive or be entrusted with monies received or handled by the other.

The company shall reserve the right to take prompt action if an actual or potential conflict of interest arises involving relatives or individuals involved in a dating relationship who occupy positions at any level (higher or lower) in the same line of authority that may affect the review of employment decisions.

If a close, personal relationship is established after employment or two employees marry each other, date each other or otherwise become members of the same family, action must be taken to address the situation. The department head and Human Resources shall make a reasonable effort to reassign the job duties of one or both of the employees as to minimize any concerns with supervision, security, safety or morale that may exist. If no suitable arrangements can be made, one employee must voluntarily resign. No employee shall be asked to resign without the prior approval of the Human Resources department. There may be an occasional exception only based on client needs/requests.

Adv

W A D

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



In other cases, where a conflict or the potential for conflict arises because of the relationship between employees, even if there is no line of authority or reporting involved, the employees may be separated by reassignment or terminated from employment.

It shall be the responsibility of the relative employees and/or Job applicants to notify Human Resources if a close, personal, relationship is established, if two employees are dating, currently are or become involved in a legal common-law relationship, or otherwise become related marriage.

3.1.19 Employment Related Official Documents:

HRD shall be responsible for obtaining all employment related official documents. The contract of Employment shall be contingent upon such documents being secured.

Each non-South Sudanese candidate must be in possession of a certificate issued by Foreigners Labour Office, certifying that there is no objection to his/her employment.

3.1.20 Age Limits:

The minimum recruitment age is 18 years. As a general policy, the maximum age limit for recruitment is 63 years. Candidates over 63 years who possess special qualifications may be considered for employment in specific positions, subject to the prior approval of the Human Resources Committee (HRC). The date of birth given by the employee shall be supported by a Birth Certificate and/or Age Assessment Certificate, and shall be entered in the Company records at the time of his/her employment. The date of birth so given and recorded shall be deemed to be the employee's birth date for all purposes during his/her employment with the Company. The employee shall be released from service upon reaching 65 years of age & his/her service may be extended for operational reason not exceeding 5 years in compliance to the South Sudan Labour Act of 2017.

Adw

W A D

Page 33 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



3.1.21 Application Form and Proof of Qualifications:

Candidates for employment are required to complete the Company's Standard Application Form and to furnish original certificates of their academic and / or technical qualifications, certificates from previous employers, if any, attesting to their work experience and career, and any other documents required by the Company.

3.1.22 Pre-employment Interviews:

A candidate for employment must present himself/herself for interview and professional test to demonstrate his/her ability to meet all requirements in the job description and/or recruitment specification.

3.1.23 Pre-Employment Medical Examination:

Before a candidate is accepted for employment, he/she must undergo a general medical examination and meet the standards established for service with the Company, as well as in the occupation for which he/she is being considered. The Company bears the cost of all medical examinations carried out inside South Sudan in respect of the candidate. Employees engaged locally shall be required to undergo the medical examination at a hospital in Juba assigned by the Company. Employees engaged outside South Sudan shall undergo medical examination in South Sudan as arranged by Company Medical Officer and must be attested by the South Sudan Medical Commission in compliance to the established laws.

Adw

W A D

Page 34 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



3.1.24 Confidentiality/ Public Pronouncements:

- a) It is a condition of this employment that no employee shall disclose any confidential information about the company without express permission from the Board of Directors.
- b) Public pronouncements about any matters relating to the company shall not be allowed unless authorized by the President/Vice President.
- c) Each employee shall be expected to sign a confidentiality agreement to this effect. Failure to comply could result in termination and/or legal penalties.

3.1.25 Conflict of Interest

All company employees shall be subject to the company regulations regarding integrity and conflict of interest.

3.2 Contracts of Employment:

All employees are engaged under a Contract of Employment. Conditions of service should comply with the South Sudan Labor Law. Company policy and the terms of the contract should not be in any conflict with conditions of both documents (i.e. contract and Company's HR Policy Manual).

3.2.1 Probationary and Confirmation Period:

- a) All newly appointed employee shall be subject to an uninterrupted probationary period of three (3) calendar months.
- b) The supervisor shall provide any necessary support and guidance during the probationary period. At the end of the probationary period, the supervisor shall assess whether probation has been successfully completed or not and, make a recommendation to the appropriate appointing authority for confirmation upon satisfactory performance, or extension for up to a maximum of three (3) calendar months in case of unsatisfactory performance, or termination.
- c) A new appointee while on probation:

Adw

W A D

Page 35 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



- i. Shall be assessed prior to the completion of the specified probation period, and if his/her performance of duties and responsibilities is considered satisfactory by the Oil company, this shall be communicated in writing, with a copy to the employee concerned, to the Ministry of Petroleum (MoP) for confirmation, extension of the probationary period, or termination of services within thirty (30) calendar working days from the date of expiry of the probationary period.
 - ii. The employee having completed his/her probationary period and whose appointment has not been communicated in writing to the Ministry of Petroleum (MoP) for confirmation, or probationary period extension, or termination of service, the employee on probation shall inquire in writing from the Oil company, with a copy to the Ministry of Petroleum (MoP).
 - iii. The employee may have his/her probation period extended for not more than three (3) calendar months if the performance is not satisfactory, but the head of his/her unit has reasons to believe that there will be improvement.
 - iv. The employee shall be terminated from the Oil Company by the appointing authority, if his/her performance is reasonably considered by the Oil Company to be unsatisfactory for a reason that is within the probationer's control.
- d) Upon confirmation by the employee's supervisor on the successful and satisfactory completion of the probationary period, the employee shall be considered to have entered into permanent service with effect from the date of his/her appointment on probation. The Ministry of Petroleum (MoP) and the Oil Company shall issue a letter of permanent appointment.

3.2.2 Starting Salary:

The starting salary shall be determined by HR and the Manager concerned based on the minimum requirements of the job. However, for candidates with exceptional qualifications and / or experience, a higher starting salary may be justified.

Adw

W A D

Page 36 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



3.3 Employee's Duties and Responsibilities:

Every Company's employee should strictly adhere to the followings:

1. The employee shall perform all duties and responsibilities assigned to him/her by the Company from time to time within the scope of his/her appointment and job description. He/she shall devote all his/her time and effort to carry-out her/his work with satisfactory, accuracy and honesty.
2. The employee shall give diligently his/her exclusive whole time service to the company in accordance with the instructions and directions given to him/her by his/her senior supervisors or anybody else who is authorized to give him orders to work and reside in such locations as the Company may require, and to abide by the Company's rules and regulations in operation for the guidance and conduct of personnel employed by the company in the Republic of the South Sudan. The employee shall obey to carry out his/her work assigned to him/her outside the official working hours, if required, in the interest and benefit of both parties.
3. The employee shall not undertake any work, paid or unpaid, for any third party during the period of his/her service in the company without prior permission of the Company's top management.
4. The employee undertakes not to use the Company's name except for the Company's business.
5. The employee undertakes to co-operate and behave in a good manner with his/her management (i.e. supervisors or subordinates).
6. The employee (expatriates) undertakes to respect the traditions and customs of the country and to obey the Laws of the Republic of the South Sudan.
7. The employee shall be punctual in his/her official working hours and shall fully dedicate his/her time for performing the duties assigned to him/her whenever he/she is inside or outside the country.
8. To avoid committing any act which shall be incompatible with duty requirements.

Adw

W A D

Page 37 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



9. Not to disclose any information that comes to his/her knowledge through his/her job and to abide to confidentiality even after the end of his/her service.
10. Except for the interest of work, the employee shall not keep original documents or copies of any document or report; or part of it.
11. The employee shall not accept any gift, reward or payment from any third party dealing with the Company, in return for the duty required by the job.

3.4 Transportation to take Up Employment:

Employees below Manager Level recruited outside South Sudan shall normally be provided with economy-class air transportation from place of recruitment to South Sudan (Business class for distance more than 6 hours' flight). Employees at the status of Manager / General Manger level shall be eligible for business-class transportation. President and Vice President are eligible for first class transportation.

3.4.1 Point of Origin:

Point of Origin for each employee shall be established and entered on the contract of employment. Such point of origin is designated by the Company at the time of initial engagement.

3.4.2 Family Transportation:

Travel in the same class of the employee shall be arranged for his/her family proceeding to South Sudan to take up residence, provided that President/ Vice President approves the arrival of the family.

3.5 Transfer Procedures:

Transfer of employees within the Company shall require the agreement of the transferring and receiving Department, location and approval of President and/or the Vice President. Actual transfer of employees can only take place after the transfer documents have been cleared and processed by HRD.

Adw

W A D

Page 38 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



3.5.1 Passports, Visa and Permits:

An entry visa is required for all foreigners entering South Sudan. Entry visas for the purpose of employment or for a visit of limited duration must in all cases be sponsored by the Company. Short term visa for the purpose of employment are renewable every month. The Company shall arrange work permit which enable Visa to be issue on Long term with multiple entries. Passport size photos, Original Passport with a minimum validity of 6 months and passport copy shall be required for the extended Visa period with a multiple entry in compliance to the guidelines of the South Sudan Ministry of Interior, Directorate of Nationality, Passports, and Immigration department.

3.5.2 Work Permit:

All foreign nationals working in South Sudan are required to have a valid Work Permit approved and issued by Ministry of Labour in consultation with the Ministry of Petroleum and in accordance to the general terms and conditions of the respective EPSA. The company shall process Work Permits to all foreign nationals working in the country. Work Permits are issued annually and shall be renewed every year.

3.5.3 Residence Permit:

All foreign nationals planning to stay in the Republic of South Sudan for an extended and/or a fixed period for a specific company operation based on the business need are required to have a valid Residence Permit approved and issued by the Ministry of Interior, Directorate of Nationality, Passports, and Immigration department. The company shall ensure this foreign national/employee has a valid work permit before applying for a residence permit. Residence permit shall have the same validity with the work permit and shall be at the possession of the foreign national/employee at all-time throughout the duration of his/her assignment in the Republic of South Sudan.

Adh

W A D

Page 39 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



3.5.4 Registration

All foreign nationals working in South Sudan are required to re-register with the Department of Alien Affairs and obtain new visa stickers. Aliens' registration fee shall be as per the latest fee structure released by the Immigration department under the ministry of internal affairs and subject to change as per local South Sudan government Policy at time of arrival to the country. The company shall arrange for registration and facilitate payments in compliances to the guidelines of the Ministry of Internal Affairs under the Government of the Republic of South Sudan.

3.6 Employee's Dependents:

A visit permit must be obtained from one of the South Sudanese diplomatic missions unless they are of South Sudanese origin for all employees' dependents coming from abroad before they travel to South Sudan. Once an employee has obtained his/her residence permit, applications shall be made for residence permit for his/her dependents under his/her sponsorship, renewal of residence permits is the employee's own responsibility.

3.6.1 Driving License:

Until a residence permit is obtained, an employee cannot apply for a driving license nor is he/she permitted to drive a vehicle. Driving License shall be on the employee's own responsibility.

3.6.2 Renewal of Official Documents:

- a) It is the employee's responsibility to ensure that all Passports, Permits, Licenses...etc. is renewed before they expire. The company is available to help with the formalities and payments.
- b) If the employee delays to renew all his official travelling documents, in case of any fine laved on him/her. He/she shall bear the cost.

Adw

W A D

Page 40 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



3.6.3 Residence Visa for Expatriate Dependents:

The Company bears the cost of residence visa fees of expatriate employee's spouse and dependent children until 18 years of age as per EPSA.

3.6.4 Induction/Orientation

- a) The appointed candidate(s) shall undergo an Induction/Orientation period to assist them to understand their work, and the environment so as to settle down quickly and be productive. Proper employee induction instills into new employees a sense of belonging, loyalty, greater commitment to the company's value, culture, goals and higher level of satisfaction.
- b) All newly recruited staff shall undergo appropriate induction training in accordance with the Induction Manual issued by the Ministry of Public Services to orientate them to the culture of the Oil and Gas Company and to familiarize them with the procedures and operations of the Oil and Gas Company, and the challenges and responsibilities of their new jobs.
- c) The Oil and Gas Company shall ensure that all new entrants into the Oil and Gas Company undergo Induction within three (3) calendar months upon appointment.

3.6.5 Records.

- a) Written records of the interview and selection processes shall be maintained as confidential documents by the Department of Recruitment of the recruiting Oil and gas Company for at least three (3) calendar years. These records shall include the job descriptions, the advertisement, the shortlist, the interview questions, tests, answer sheets, and the complete assessment sheet for each candidate.
- b) Records shall also include data on the gender, ethnicity, religion, and ability/disability status of each applicant.
- c) The interview results shall be kept indefinitely for reference at any time in the future.

Adw

W A D

Page 41 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN
MINISTRY OF PETROLEUM
(MOP)



4 . WORK HOURS

Adw

W A D

Page 42 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



4.1 Standard Working Hours

4.2 Normal work schedule:

- a) Normal working hours for an employee shall not exceed eight (8) hours including one-hour lunch break per day and forty (40) hours per week in accordance to the South Sudan Labour Act of 2017 and the South Sudan Civil Services - 2011.
- b) The daily working hours for all field based employees are 12 hours.

4.3 Shift work schedule:

Since large areas of the Company's activities involve 24 hours' operations, shift work schedule shall be established.

Working Hours	Office-Based Employees	Field Based Employees
	8 Hours from 08:00 am to 05:00 pm	(12) Hours per day
Breakfast/Lunch time	(1) Hour lunch time	As per work schedule
Paid rest day	Saturday and Sunday	28 Calendar days on and 28 Calendar days off.
During Ramadan	Working hour shall be reduced by 2 paid hours for Muslims	As to be recommended by the company and shall be in compliance to the South Sudan Labour Act of 2017.
Infant nursing mother	One paid hour is reduced for each working day for one year after delivery.	One paid hour is reduced for each working day for two years after delivery.

Adw

W A D

Page 43 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



4.4 Work Days:

- a) The normal hours of working days are eight (8) hours including 1 hour for lunch time. The standard week consists of five (5) working days and paid rest days (Saturday and Sunday).
- b) Exceptions to normal schedules of work may be necessary to cover extended periods of day work though not requiring a 24 hours' operation. Such schedules defined as 'disturbed hours' which shall be compensated by disturbance allowance.

4.5 Shift Work:

Due to varying operational requirements, a number of different shift cycles are operated in the Company. They all shall conform to an average daily hours of each shift to be 12 working hours during a complete shift cycle.

4.6 Prayer Time:

It is the Company's policy to grant employees reasonable time off, to pray at the appropriate times, provided the supervisor concerned is satisfied that work requirements permit it.

4.7 Ramadan Working Hours:

Time worked in excess of stipulated working hours during Ramadan shall be kept to the minimum. Only in exceptional circumstances Department Managers issue instructions for additional work. Day Workers during the Holy Month of Ramadan shall not be required to work in excess of seven hours per working day. Shift/Disturbed Workers who man jobs involving shift work and disturbed working hours, which must be manned continuously, will, however, be required to follow their normal course of duty.

Adw

W A D

Page 44 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



4.8 Absence:

- a) Unexcused absence from work (including periods of late arrival at, or early departure from work) shall be penalized as per disciplinary code.
- b) Entries shall be made in number of hours involved.
- c) According to the UHRPM, the employee who completed the probationary period of three (3) calendar months deserves to be paid his/her salary during his/her absence due to the followings:
 1. **One:** Cease of normal transportation.
 2. **Two:** Force Majure.
 3. **Three:** Called by court, any official government authority, or any other general authority
Permission to do so by law.
 4. **Four:** The death of the husband/wife, parents/brothers/sisters and children.

4.9 Attendance

Office & Field based employees must report to work on time and be ready to start work and continue until working ours end. Attendance shall be made available for HQ Staffs at the Reception and has to be fill-in/out and/or check-in/out when reporting and when work is finished.

Additionally, all head office staffs are to Log in their movement using the provided staff's tracking system installed at the reception when leaving office during working hours to indicate their destination and/or time of leaving.

In the field daily employee attendance report shall be prepared by the relevant departments and endorsed by the concerned department's head and sent to HR department at the head office in Juba.

Adw

W A D

Page 45 of 154

fu

Pke



REPUBLIC OF SOUTH SUDAN
MINISTRY OF PETROLEUM
(MOP)



5. OVERTIME (OT)

Adw

W A D

Page 46 of 154

fu

Pke



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



5.1 Overtime (OT):

5.2 Definition:

Overtime is defined as authorized hours worked in excess of regular and published work schedules by employees. Overtime shall not exceed four hours (4) per day, twelve hours (12) per week. It is the Company's policy that the amounts of overtime schedules and worked hours are kept to an absolute minimum.

5.3 Authorization of Overtime:

Only essential overtime may be allowed. In all cases, overtime must have prior authorization of the Department Manager and the relevant GMs.

An overtime form is to be completed for each employee who has worked overtime, which must be authorized by the Departmental Manager, endorsed by HRM, and then forwarded to Finance Department, not later than the third working day of the month following the month during which the overtime has been worked. Overtime shall not be compensated for periods of less than half an hour. Returns are to be made to the nearest half an hour.

5.4 Eligibility and Amount:

5.4.1 Executives:

Employee in Grade 10 and above are not eligible for overtime compensation, even if they may work extra hours.

Adw

W A D

Page 47 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



5.4.2 Non-Executives (Office Based):

Employees in Grade 9 and below are eligible for overtime (taxable) compensation, calculated as follows:

Overtime (Normal Working Hours) (Rate/hr).	$=f(x) = (\text{Monthly Basic Salary}) * \left(\frac{12 \text{ Month}}{1 \text{ Year}}\right) * \left(\frac{1 \text{ Year}}{52 \text{ Week}}\right) * \left(\frac{1 \text{ Week}}{40 \text{ Hour}}\right) * \left(\frac{150}{100}\right)$
Overtime (Weekends & Public Holidays) (Rate/hr).	$=f(x) = (\text{Monthly Basic Salary}) * \left(\frac{12 \text{ Month}}{1 \text{ Year}}\right) * \left(\frac{1 \text{ Year}}{52 \text{ Week}}\right) * \left(\frac{1 \text{ Week}}{40 \text{ Hour}}\right) * \left(\frac{200}{100}\right)$

5.4.3 Non-Executives (Field Based):

Employees in Grade 9 and below are eligible for overtime (taxable) compensation, calculated as follows:

Overtime (Normal Working Hours) (Rate/hr).	$=f(x) = (\text{Monthly Basic Salary}) * \left(\frac{12 \text{ Month}}{1 \text{ Year}}\right) * \left(\frac{1 \text{ Year}}{52 \text{ Week}}\right) * \left(\frac{1 \text{ Week}}{84 \text{ Hour}}\right) * \left(\frac{150}{100}\right)$
Overtime (Weekends & Public Holidays) (Rate/hr).	$=f(x) = (\text{Monthly Basic Salary}) * \left(\frac{12 \text{ Month}}{1 \text{ Year}}\right) * \left(\frac{1 \text{ Year}}{52 \text{ Week}}\right) * \left(\frac{1 \text{ Week}}{84 \text{ Hour}}\right) * \left(\frac{200}{100}\right)$

Adw

W A D

fu

Pke



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



5.4.4 Compensation of Working during an Official Holiday (Office Based):

Employees who are eligible for overtime payments and who work on an official holiday receive compensation as follows:

Compensation (Official Holidays) (Rate/hr)	$=f(x) = (\text{Monthly Basic Salary}) * \left(\frac{12 \text{ Month}}{1 \text{ Year}}\right) * \left(\frac{1 \text{ Year}}{52 \text{ Week}}\right) * \left(\frac{1 \text{ Week}}{84 \text{ Hour}}\right) * \left(\frac{150}{100}\right)$
--	---

5.4.5 Compensation of Working during an Official Holiday (Field Based):

Employees who are eligible for overtime payments and who work on an official holiday receive compensation as follows:

Compensation (Official Holidays) (Rate/hr)	$=f(x) = (\text{Monthly Basic Salary}) * \left(\frac{12 \text{ Month}}{1 \text{ Year}}\right) * \left(\frac{1 \text{ Year}}{52 \text{ Week}}\right) * \left(\frac{1 \text{ Week}}{84 \text{ Hour}}\right) * \left(\frac{200}{100}\right)$
--	---

Adw

W A D

fu

Pke



REPUBLIC OF SOUTH SUDAN
MINISTRY OF PETROLEUM
(MOP)



6. PUBLIC HOLIDAYS

Adw

W A D

Page 50 of 154

fu

Pke



REPUBLIC OF SOUTH SUDAN MINISTRY OF PETROLEUM (MOP)



6.1 Official Holidays:

The Company shall grant Public Holidays with pay as announced by the Government.

Adw

W A D

Page 51 of 154

fu

PKC



REPUBLIC OF SOUTH SUDAN
MINISTRY OF PETROLEUM
(MOP)



7 . LEAVES

Adw

W A D

Page 52 of 154

fu

Pke



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



7.1 Annual Leave

The Company grants annual leave with full pay to all its established employees as a contractual right. Such leave is intended to afford the opportunity for mental and physical relaxation.

The whole of annual leave entitlements must be cleared in the same year in which it is earned. However, when an employee resigns or his/her service is terminated, his/her leave not utilized shall be encashed at the time of termination.

The employee may, after obtaining the authorized approval of the concerned manager, postpone his/her annual leave. The concerned Department Manager for his/her sole decision based on work load and operational requirements can:

- a) Grant the whole leave or part of it, or
- b) Defer it or part of it to the following year.

When the employee's service is terminated before the completion of one year of joining the Company, he/she shall not be entitled to annual leave.

7.2 Leave Duration

All office and Field Based Employees working on Rotational basis shall not be eligible for Annual Leave.

7.2.1 Office Based:

Annual Leave shall be as indicated below:

- Executive Nationals 45 days / year (Including traveling days).
- Non-Executive Nationals 35 days / year (Including traveling days).
- Expatriates. 45 days / year (Including traveling days).

Adw

W A D

Page 53 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



Partners Secondees (other than Nilepet Secondees and Partners National Secondees) are entitled to 4 full tickets to point of origin on their annual leave according to the class of travel stated in Article 11.17 of Part 11 which shall be paid in cash in addition to the annual travel expenses of 260 USD payable at the beginning of the year.

7.2.2 Field Based (Rotation):

No of days	a) Twenty-Eight (28) Calendar days working b) Twenty-Eight (28) Calendar days Leave including Travel Time and Holidays.
No of times per year	Six (6) Times only

Partners Field Based Employees (other than Nilepet Secondees and Partners National Secondees) are entitled on their rotational leave to the following allowance per two ways trip:

Destination	Accommodation	Per Diem
City	0	\$ 77
Outside / Remote	\$ 100	\$ 100

7.2.3 Other Locations:

To be treated as Juba base.

7.2.4 Date of Commencement of Leave:

Leave is deemed to commence on the first day of absence from work. The same arrangement applies in relation to Company declared holidays and for shift workers, the normal 'day(s) off' following the last day on duty before leave.

Adw

W A D

fu

Pke



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



7.2.5 Leave Program:

Each Department shall submit by the first of January leaves program for all its employees to HR.

7.2.6 Split Leave:

Subject to operational requirements and agreement of respective Supervisor/ Mgr/ HRM & VP/ President, employees may split his/her annual leave entitlement maximum twice a year.

7.2.7 Compassionate Leave:

This leave is granted as follows:

7.2.7.1 Death of a Family Member:

- a) In the event of death of a member of the employee's immediate Family, leave of absence with pay up to 14 calendar days is given to the in or outside South Sudan.
- b) This leave is granted for the death of employee immediate family member within or outside the country of assignment. (Death/Certificates should be submitted):
- c) In case of the death of the employee, his/her wife/husband or any of his children, the Company shall bear the cost of transporting the body to point of origin and the cost of passage for an escort.

Adh

W A D

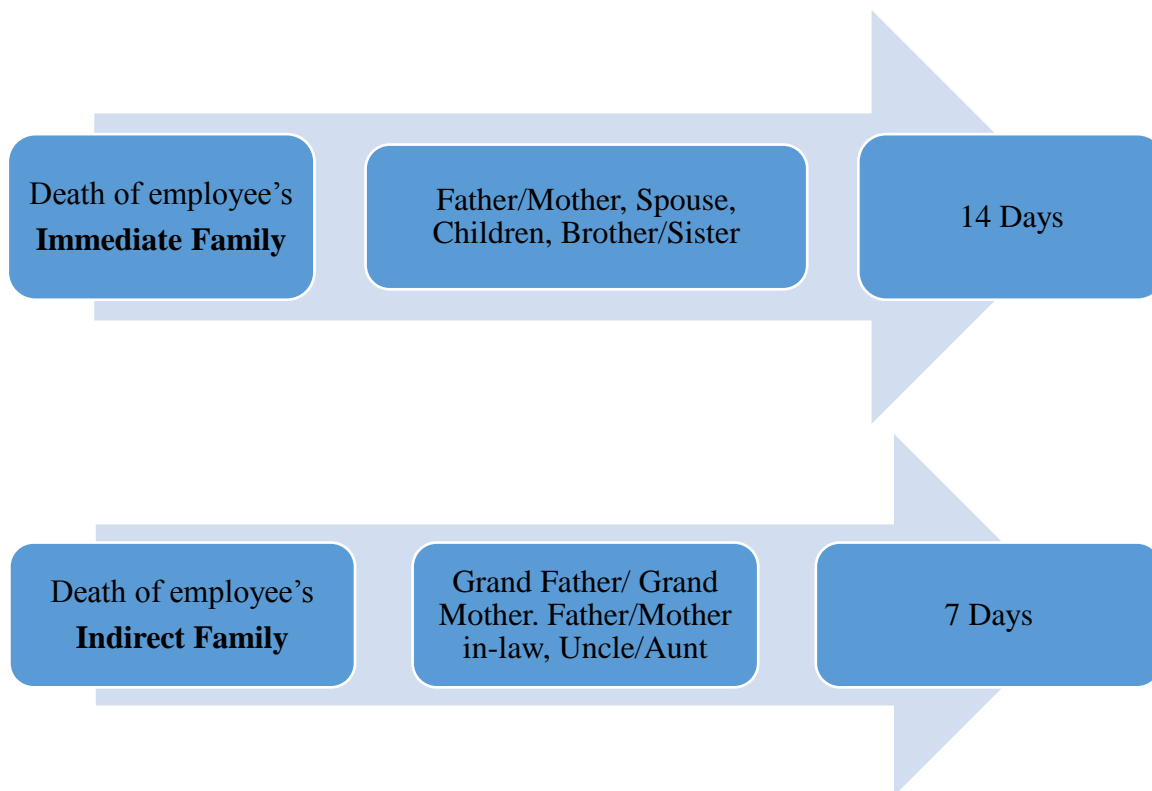
Page 55 of 154

fu

Pke



REPUBLIC OF SOUTH SUDAN MINISTRY OF PETROLEUM (MOP)



7.2.8 General Conditions:

- a) Satisfactory evidence e.g. death/medical certificate should be produced either before or on return to HRD.
- b) The term 'Immediate Family' includes only:
 - I. Father/Mother
 - II. Spouse
 - III. Children
 - IV. Brother/Sister
- c) The term 'Indirect Family' includes only:
 - I. Grand Father/ Grand Mother
 - II. Father/Mother – in – law
 - III. Uncle/Aunt

Adw

W A D

Page 56 of 154

fu

Pke



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



- d) In case of the death of the employee, his/her wife/husband or any of his children, the Company shall bear the cost of transporting the body to point of origin and the cost of passage for an escort.

7.2.9 Serious Illness of an Immediate Family Member:

- a) In the event of serious illness of a member of the employee's immediate family, the employee shall be entitled to leave of absence with pay for only 10 calendar days each year within or outside the country of assignment after submission of Medical Certificate either before or on return to HRD.
- b) In the event of serious illness of a member of the employee's indirect Family, the employee shall be entitled to leave of absence with for only 5 calendar days each year within the country of assignment after submission of Medical Certificate either before or on return to HRD.

7.2.10 Rotational Leave

Field Base employees are entitled to rotational leave based on their originality, as for South Sudanese, they are entitled to 28 calendar days after 28 days of continuous work.

All foreign employees in the field are given rotational leave of 28 calendar days after 28 days of continuous work. Rotational leave can be postponed, cancel at the sole discretion of Management and cannot be reimburse in cash. When an employee is terminated on the last month when due to go on rotational leave, it shall be deemed that the rotation leave is canceled.

Adw

W A D

Page 57 of 154

fu

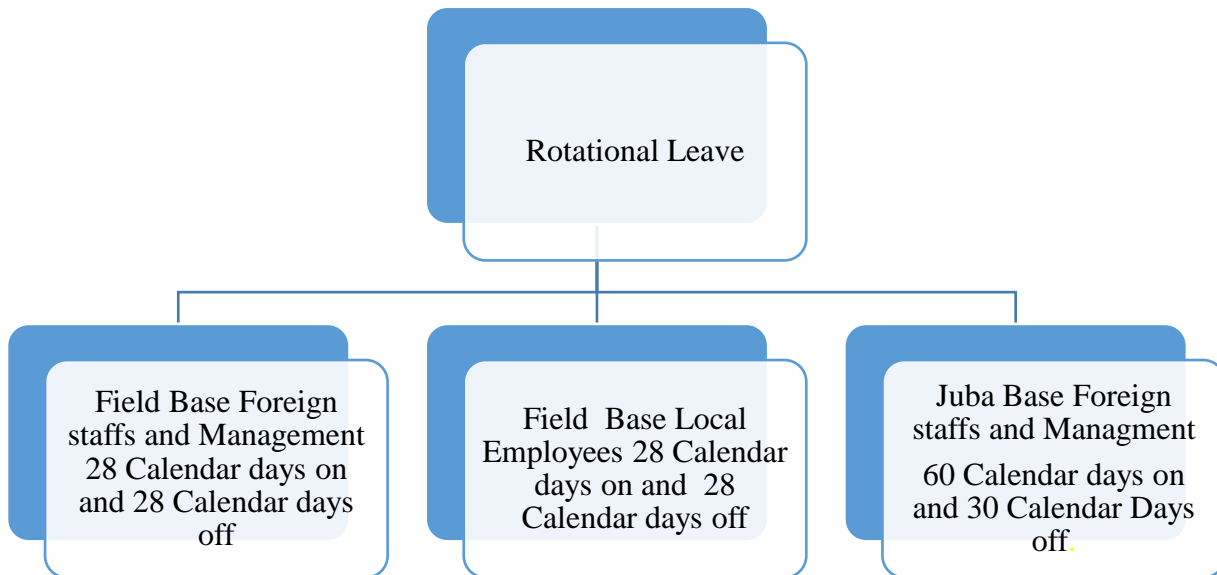
PKE



REPUBLIC OF SOUTH SUDAN MINISTRY OF PETROLEUM (MOP)



Rotational Leave Schedule:



7.2.11 Sick Leave:

- a) **Subject** to the provisions of the Work Injuries Compensation Labour Act 2017, if the employee completed a period of not less than three months of continuous service and unable to come to the place of his/her work because of a certified illness the reason of which is not due to his/her misconduct or negligence, he/she shall be entitled to a salary for the days of his/her absence due to such illness and the salary shall be paid as follows:

NO	SICK LEAVE PERIOD	PAYMENT PERIOD
1	First three months	Full remuneration
2	Second three months	Half remuneration
3	Third three months	1/4 remuneration
4	Forth three months	0 Remuneration and review from Medical commission to determine eligibility to work.

Adw

W A D

fu

Pke



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



- b) If the illness continues for a period of more than stated above, the employee shall be on a sick leave without pay until he is sent during a reasonable period to the Medical Commission to decide promptly his/her fitness for work.
- c) The employee shall not be on sick leave with reduced pay unless he has exhausted his normal leave.

7.2.12 Other Leave:

Circumstances	Employee Category	Entitlements
Marriage Leave	An employee (male or female)	7 Working Days
Study leave	The employee shall be granted Study leave at the discretion of the company concern department's manager and shall be approved by the company president/vice president up to 10 calendar days paid leave in any rolling 12 Calendar months' period subject to a justified written evidence of examination schedule from a certified training Centre. Study leave/Training policy shall be after completing two years with the company and limit to 3 Calendar months only.	10 working days

Adv

W A D

Page 59 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



7.2.13 Administration:

- a) Sick leave certificates shall be referred to the Company's Medical Officer for verification / endorsement.
- b) The Company's Medical Officer shall notify the Line Department and HRD for any sick leave granted.
- c) HRD shall be responsible for documentation of all sick leave records and for follow up of the procedure related to sick leave in liaison with the Company's Medical Officer.

7.2.14 Hajj/Pilgrimage Leave:

All Christians and Muslims employees who have completed one-year continuous service with the Company are eligible for Hajj/Pilgrimage Leave which shall be for 15 Calendar days once during his/her service.

7.2.15 Authorization of Hajj/Pilgrimage Leave:

Without impairing the smooth running of the Company's work, the concerned department shall ensure a fair distribution of opportunities for granting Hajj/Pilgrimage leave to eligible applicants. In the best interest of all concerned, and primarily to ascertain that justice prevails in implementing these rules, formal applications for Hajj/Pilgrimage Leave must be submitted at least five weeks in advance.

7.2.16 Priority within Department:

Where applicants within any Department are many and the opportunities are few, priority shall be set in the following order:

- a) Irrespective of age, where there is equal service, the longer service employee shall merit a higher rank.
- b) Where there is no difference in the length of service, the older employee shall be preferred.

Adw

W A D

Page 60 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



7.2.17 Maternity Leave:

According to the South Sudan Labour Act 2017, a female employee is entitled, on each occasion she is pregnant to 90 calendar days (three (3) months) maternity leave; and 45 Calendar days for breastfeeding while working for half day. It is permissible that the period of leave to be 2 weeks preceding the delivery and 12 weeks follow the delivery.

An employee, who has a miscarriage or stillborn child, is entitled to leave for six weeks after the miscarriage or still birth.

7.2.18 Paternity Leave:

An employee is entitled, on each occasion that his wife is pregnant, to two weeks of paternity leave on full pay, to be taken:

- (a) Within three days after the birth of his child or
- (b) Immediately following the miscarriage by his wife.

7.2.19 Leave without Pay:

This Leave may be granted for exceptional personal reasons as per the following conditions:

- a) Take home pay shall cease for the period of leave.
- b) Leave of absence up-to 90 Calendar days may be granted once during an employee service upon the approval of President/ Vice President.
- c) Leave without pay shall not be allowed unless the employee has availed his/her contractual leave.

Adw

W A D

Page 61 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN
MINISTRY OF PETROLEUM
(MOP)



8 . SALARY ADMINISTRATION

Adw

W A D

Page 62 of 154

fu

Pke



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



8.1 Salary Administration Policy

8.2 General conditions:

- a) The base salary is fixed for all new employees with no proven qualifications (Fresh Graduate) at the entry point only. In most other cases, Employee's Grade, Qualifications, Prior experiences, performance and responsibilities determine the base salary.
- b) For Employees assigned to management positions, part of their respective compensation may include a Performance Incentive bonus.
- c) For Field Engineers and Field Technicians, a bonus for successfully completed operations, determined by the Operating Bonus policy of the company for their Product Line shall be included in their payroll. However, this is a commission payment and is therefore not part of admissible compensation for deferred benefits purpose.

8.3 Currency of Payment

- a) Salaries shall be expressed, and paid, in US dollars through a dollar transfer according to the Employee's bank account.
- b) Salaries shall be expressed, partially and/or fully paid in the local currency and/or any other currency as per the directives, only and only if there is a change in the exchange regulation enforced in the country and this change must be in writing, documented and approved for implementation by the concerned government institutions and the Ministry of Petroleum.
- c) Salaries quoted shall include all the premiums that an Employee may be entitled to under the laws of the country of assignment.
- d) Salaries are paid in a lump sum at the end of each month. The Company cannot hold them to the Employee's credit.

Adv

W A D

Page 63 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



8.4 Objectives

The Company's Salary Administration Policy is based on three (3) main objectives, which are as follows:

- a) To relate the remuneration to the job and recognize differences in skill levels and job values.
- b) To pay salaries, which are competitive with those paid by other companies of a similar type for a similar job.
- c) To pay salaries which are equitable within the Company so that salary levels are similar for comparable responsibilities.

8.5 Salary Components:

1. **Base Salary** shall mean 70% of starting salary as per an approved salary structure that shall be specified in the contract /letter of employment and amend from time to time by the Company.
2. **Basic Salary** shall mean 70% Base Salary and 10% Cost of Living Allowance.
3. **Gross Salary** shall mean 70% Base Salary, 10% Cost of Living Allowance and 20% Housing Allowance, which shall represent 100% of the Gross Salary.
4. **Total Salary** shall mean all the remuneration including: 100% Gross Salary, Benefits and Supplemental Allowances such as Meal Allowances for office employees, Transport Allowance and Scarcity Skill Premium Allowance for office based employees and 25% of Field Allowances out of Gross Salary, Shift Allowance, Commuting Allowance and Scarcity Skill Premium Allowance for field based employees.

8.5.1 Gross Salary

The Company pays a salary comprised the following:

1. Base Pay :70%
2. Housing :20%
3. COLA :10%

Adv

W A D

Page 64 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



Jobs in the Company are categorized from grade-1 (being the lowest in rank) to grade-24 (the highest in rank) to accommodate adequately the required range of skills and organizational levels. Allocation of a particular job to a particular grade up to grade-24 shall be allocated by means of the Job Evaluation Plan as approved by the President/Vice President of the company for South Sudanese employees and by the Minister for non-south Sudanese employees.

8.6 Salary Structure:

The Job title within the company shall be categorized from Grade-1 which is being the lowest in the range to Grade-25 which being the highest in the rank in order to adequately accommodate the required ranges of skills and the organization levels. However, the Minister of Petroleum shall allocate allocation of particular job to particular grade up to Grade-25 through means of job evaluation plan.

The company shall pay competitive salaries based on a formal salary structure constructed in accordance to the Market Based Salary Structure to provide a meaningful salary progression from one grade to the next higher one, and a reasonable spread from the minimum to the maximum range for each grade.

8.7 Monthly Salary:

The monthly salary is due and payable on the 25th day of each month through transfer to any commercial bank within the Republic of South Sudan. The Company shall make payments in agreed international currency the USD for expatriates and South Sudanese Employees as approved by the Minister.

Adw

W A D

Page 65 of 154

fu

Pke



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



8.8 Condition of Services:

8.8.1 Established (Regular) Employees:

All employees (Permanent incumbents) are engaged under a contract of employment which constitutes the written contract required by the EPSA / PSA.

The contractual relationship between the Company and its employees is governed by the EPSA/PSA, the contract of employment signed by the employee and the Company, Company's HR Policy Manual.

8.8.2 Non-Established Employees:

Employees may be engaged on a temporary or part-time basis as Non-Established Employees for the following posts only:

- One)** Posts, which are a temporary requirement only (e.g. to provide level sickness relief, or to deal with emergency or short-term work load).
- Two)** Posts for which no candidate for regular employment is immediately available, although prospects exist of recruiting one in the short-term.
- Three)** occasionally, the Company may need to engage specialists, professionals and consultants to cover the duties of certain posts which must continue during critical time of operational activities and cannot be filled with regular incumbents and when no satisfactory substitute is available within the Company and South Sudan.

Since temporary employment is involved, the duration of the engagement may be for maximum two years extendable for another two years or the completion of the project for which the employee was engaged. The terms and conditions of service of specialists are governed by an inclusive offer of temporary engagement. The contract is limited to a certain period and is subject to termination in compliance with the provisions contained in the contract. It may however, be extended for a further period, only by the express agreement between both parties in writing three months prior to the expiry date thereof.

Adw

W A D

Page 66 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



8.9 Employee's Status

8.9.1.1 Partners Secondees, Nilepet Secondees and Direct Hire:

Employee's personal and job status affect his/her employment in the Company. In particular, his/her personal and/or job status impact the application of most of Company's HR Policy. Therefore, employee's status may be described by one of the factors from each of the following main grouping:

1. Partner's Secondees.
2. Nilepet Secondees
3. Direct Hire Employees.

The employment conditions of all employees are governed by EPSA/PSA and HR Policy Manual. Their remuneration is based on approved salary structure.

8.9.1.2 Field Site or Juba-Based Employee:

Field site-based employees are those employees who are permanently assigned to field operations. Juba based employees are those who are regularly assigned to work in work locations in Juba or its adjacent areas - other cities includes both site & office based employee based on Company internal regulations.

8.10 Payment of Salaries

8.10.1 Deduction from Salary

Salaries are paid monthly after authorized deductions and credits of any additional sums to the employee. Some employees can be paid in cash at work sites.

In some cases, payments can be made ahead of time (i.e. two weeks) prior the end of the month provided that an approval is obtained from President / Vice President.

Adw

W A D

Page 67 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



8.10.2 Salary Statements:

All transactions affecting the employee's monthly payment are recorded on Salary Statement, where all transactions are coded and briefly described. Employees requiring an explanation of any transaction shall in the first place apply to HRD.

8.11 Annual Salary Review (A.S.R):

- a) The employee's manager may request an analysis of the employee's salary at any time the manager deems appropriate on annual basis. This request shall be made to the HR department, who shall review the employee's salary in comparison to other employees in comparable positions and within the guidelines the company's compensation policy.
- b) The HRD shall establish the format and timing of all Annual Salary Review Processes. All Salary increase requests shall be supported by a performance appraisal for salary change processing. Managers shall not discuss any proposed action with the employee until all written approvals are obtained.
- c) HRD shall review all salary increase/adjustment requests to ensure compliance with company policy and that they fall within the provided guidelines.

8.11.1 Administration of This Policy:

Subject to the guidelines laid down by the President/ Vice President, the salaries shall be reviewed each year. For this review, Standard of Performance Ratings forms are to be completed for each employee. The proposed salary after approval of President/Vice President shall take effect the following month of completing the format.

- a) It is the policy of the company that an individual's increment should reflect his/her merit relative to others in the same grade.
- b) It is the function of HRD to ensure that the salary review is applied uniformly across the company, and to examine and adjust any individual cases should such action be necessary. An approval of the concerned Manager is required.

Adw

W A D

Page 68 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



8.12 Amounts of Merit Increments and Eligibility:

Merit increments are not an automatic right (Subject to Minister Approval). Employees whose performance is assessed to be less than completely fair should be awarded little or no increment while employees whose performance is outstanding should be rewarded.

Since the S.O.P. rating is related to performance, the merit increment can in turn be related to the performance rating. The following guidelines are normally applied:

S.O.P Rating	S.O.P Description	Merit Increase Percentage
1	Outstanding	Up to 10% of the Basic Salary
2	Very Good	Up to 7% of the Basic Salary
3	Good	Up to 5% of the Basic Salary
4	Fair	Up to 3% of the Basic Salary
5	Poor	Nil

8.13 Merit Increments for Employees Less than 12 Month's Service:

Employees engaged less than 12 months before the effective date of the particular salary review are to be treated as follows:

Financial Year Starting 1 st January	Increment Status
Engaged during the months of January to March inclusive	Full increment
Engaged during April to August inclusive	Increment pro-rated to months of service in that year (engagement after 15 th of any month excludes that month from consideration)
Engaged during September to December inclusive.	No increment

8.14 Lump Sum Payment when Merit Increase Limited by Maximum Range:

8.14.1 General

To enable employees, whose salaries are at the maximum of their salary ranges, to receive a lump sum cash payment in recognition of their performance and continuing contribution to the company.

Adw

W A D

Page 69 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



8.14.2 Eligibility

Employees are eligible for a lump sum payment if they meet the following criteria:

- a) They are evaluated at Performance "Good" or better.
- b) Their base salary is at the maximum.
- c) Twelve (12) months have elapsed from the date of last salary action.

8.14.3 Amount of Payment

The lump sum payment amount applicable to employees who meet the eligibility rules is equal to the average annualized rate as specified in the appropriate merit guidelines multiplied by the annual base salary.

8.14.4 Effect on Benefits/Other Payments

The lump sum payment is not considered a part of base salary or regular compensation. It has no effect on the payment of any allowance, benefit plan computations, severance awards or "over base salary components".

Adw

W A D

Page 70 of 154

fu

PKC



REPUBLIC OF SOUTH SUDAN
MINISTRY OF PETROLEUM
(MOP)



9. ALLOWANCES & BONUSES

Adw

W A D

Page 71 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



9.1 Allowances

The Company provides a number of allowances which are broadly intended to help the employees to bear the costs incurred by virtue of their services with Company or to compensate for working conditions. The allowances also contribute to maintain the Company's competitive situation in the local employment market. Eligibility for some of these allowances is dependent on an employee's status and location of work.

9.2 Acting Allowances

Acting Allowance shall be paid to an employee, who temporarily assumes the responsibilities of a higher level position, requiring greater professional responsibility and competence, the employee has assumed an acting appointment uninterrupted for a One (1) or more calendar month(s). The acting allowance shall be calculated at 20% of the acting employee's current Gross Salary (the allowance is non-pensionable). The acting appointments shall not last more than six months after which the head of the department must review the need for the post, appoint or promote the acting staff to fill the post.

9.3 Christmas/Eid Al- filter & Easter/Eid Al Adha Bonuses

The Company pays Bonus to all established national employees for each Occasion. It is the employee's basic salary pay.

9.4 Professional allowance.

9.5 Social allowances

9.5.1 Vacation (Leave) Bonus:

All national employees are eligible for a vacation bonus equivalent to one-month basic salary. This vacation (leave) bonus is normally payable at the beginning of each year. If the employee's service terminates during the year, a proportionate amount of the vacation bonus shall be paid back.

Adh

W A D

Page 72 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



9.5.2 Field Allowance:

Company grants Field Allowance to those who are working at the Operation Site. This represents 25% of the Gross salary.

9.5.3 Shift Allowance:

The company pays shift allowance to eligible employee in recognition to working on a rotation shift pattern to compensate its employees for difficulties in changing their normal pattern of life. The allowance shall be paid in addition to the field allowance applicable to all field personnel.

9.5.4 Eligibility:

Employees entitled for shift allowance are those whose type of work and operation requires 24 hours' coverage and they work on rotation shift cycle. Shift allowance entitlement is payable in quantum, which is calculated as follows: Eligibility for this allowances shall be approved by the President/Vice President of the company prior to the payment and it shall be paid directly into the employee's account.

- a) For executives and above USD. 1,150 per month
- b) For non-executives USD. 900 per month
- c) No overtime for handover shall be paid to staff entitled for shift allowance.

9.5.5 Payment of Allowances:

The shift allowance is paid monthly to employees on rotation shift work schedule. It is also payable during leaves of absence with pay.

9.5.6 Withdrawal of the allowance:

The shift allowance shall be withdrawn if the employee status is changed by transfer to hold a position with normal work pattern. The Line Department's manager shall inform the HRD of the employees transfer and advice on the necessary action.

Adh

W A D

Page 73 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



9.6 Commuting Allowance:

It is the Company policy to provide full accommodation and meals to the fields employees near their work locations, however in case an employee is living in a camp far away from his/her regular work location, the company shall pay commuting allowance to the eligible employees in recognition of the traveling time between camp and work locations.

9.6.1 Eligibility:

Field employees working at areas far from their accommodations camp are entitled for Commuting Allowance based on the following distances:

- a) Zone A: Distance more than 50 km
- b) Zone B: Distance more than 20 km and less than 50 km.

9.6.2 Amount:

Commuting allowance entitlement is payable as in quantum as follows:

	Executive (Per Day)	Non-Executive (Per Day)
Zone A	130 USD	102 USD
Zone B	100 USD	65 USD

9.6.3 Payment of Allowance:

The commuting allowance is paid monthly along with the payroll to eligible employees. It is also payable during leaves of absence with pay.

9.6.4 Withdrawal of allowance:

The commuting allowance shall be withdrawn if employee's work location changed to be near the accommodation camp. Line managers are responsible to advice HR Department to take the necessary action.

Disturbance Allowance:

The Company pays disturbance allowance to employees who work irregular hours to deal with service providers e.g. airlines, forwarders etc....at the rate of 65 USD per month.

Adv

W A D

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



9.7 Meal Allowance:

The Company pays Meal Allowances of USD 260 to all established National employees (office base).

9.8 Scarce Skill Premium Allowance:

It is the company's policy that the compensation package should be reviewed and updated to reflect the labour market situation and the economy status of the country, that shall maintain the competitive enough to attract and retain the national qualified human resources. The Scarce Skill Premium shall be paid for the identified categories at the professional levels with relatively scarce skills to help the company to be competitive enough to attract and retain the resources with scarce skills.

9.8.1 Eligibility:

The Scarce Skill Premium applies to the selected positions of technical and professional level at Grade 12 and above. It shall apply to those who are already employed in the company as well as new recruits.

9.8.2 Allowances for Interns/Internships Allowances

Companies shall take in Final Year Students (and/or Students due for internship) on an internship program as required by their individual educational institutions as a prerequisite for the completion of their study program for the duration to be specified by the University, Colleges and/or educational institutions. Fresh graduates may also be attached to the company on an internship program up on a written recommendation from the Ministry of Petroleum for a period not more than 6 calendar months. Any candidates such as Final Year Students, Students due for Internship period and fresh Graduate on an internship program shall be entitle to a monthly upkeep allowance of \$500 (Five hundred US Dollars only) and this monthly allowances shall be taxable in accordance to the South Sudan Tax Laws and regulations.

9.8.3 Amount:

Amounts shall be based on the attached Scarce Skill Criteria Matrix Table.

Adw

W A D

Page 75 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



Scarcity Skills Premium Matrix

Category	Job Nature	Discipline	Years of Relevant Discipline of Job Experiences							
			A	B	C	D	E	F	G	H
			2-4	4-6	6-8	8-10	10-12	12-14	14-16	>16
1	(1). Jobs in fast changing technology. The company is at high risk of losing the trained and experience staff. (2). Jobs of scarcity in the petroleum sciences. (3). Individuals of other scarce Geo-since disciplines or competencies as may be recommended by the line managers.	Information & Telecommunication Technology workstation. Scada Technology. Petrophysicists- Logging /interpretation & Analysis. Reservoir Engineer, Simulation Engineer. Drilling Engineers and Well Testing Engineers.	308	410	512	615	717	820	920	1,025
2	(1). Technical jobs that need Oil & Gas related experiences. (2). Other Engineering Jobs.	Geo-Sciences Production Engineering, Operation & Maintenance. Pipeline Engineering, Operation & Maintenance. Drilling & Operations s Facilities Engineering (Facilities, processes, mechanical) Electrical, Insurance & Control Engineering Civil	0	205	308	410	512	615	717	820

Adv

W A D

fu

Pke



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



		Engineering. Safety Environment								
3	Jobs of support functions that need Oil & Gas related experiences and other jobs that may not need oil & gas experiences but employees with skills and experiences are difficult to be replaced.	Purchasing Legal & contracts Planning & Economist HR Finance & Accounting Internal Audit General Service Aviation security	0	0	205	308	410	512	615	717

Note: A Quantum Fix Income cannot be granted more than 40% of the individual's Basic Salary in any case.

9.8.4 Selection Criteria for Scarcity Skill Jobs:

- a) The jobs must be at the technical and professional level of Grade 12 and above with the minimum qualification requirements identified in the job descriptions with exceptions to be brought up to HRC for approval.
- b) Resources are available but not adequate in the local labour market for the jobs that require oil & gas industry related education or experiences or the jobs that require international working experiences.
- c) Resources are available but not adequate in the local labour market. The company is at risk of losing the trained incumbents.
- d) Resources are available in the local labour market but the company is at high risk of losing the incumbents with skills and experiences (obtained from in – house training and on-job training) that urgently needed by other competitors.

Adw

W A D

fu

Pke



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



9.8.5 Selection Procedure for Scarcity Skill jobs:

Human Resources Department shall review the selected jobs identified as Scarce Skill category according to the criteria set herein on a regular basis.

Human Resources Department shall recommend to the President / VP as to whether the scarce skill allowance still applies or not at any time when the market situation changes. The President/VP shall approve the selected scarce skill jobs on an ongoing basis.

9.9 Housing Allowance:

The Company shall pay Monthly Housing Allowance (Accommodation and Meals) to all Nilepet Secondees and National Direct Hires who are paid directly by the operating companies as follows:

- a) USD 3,200 for GM and above.
- b) USD 2,560 for Deputy Manager and above.
- c) USD 2,304 for others.

The Company provides full board accommodation and transport to all foreigner's partners Secondees and expatriates direct hires.

Adv

W A D

Page 78 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN
MINISTRY OF PETROLEUM
(MOP)



10. BENEFITS

Adw

W A D

Page 79 of 154

fu

PKC



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



10.1 Management Benefit

10.1.1 Objective

In order to ensure a decent and appropriate social status and stability for the staff, which shall generate a positive atmosphere of work raising the ratio of productivity, the Company shall adopt a policy of advantages as follows:

10.2 Managerial Level Transport Assistance:

The Company provides full time car for:

- a) President/ Vice-President with Driver. (Toyota Prado or Equivalent).
- b) GMs (Toyota Prado or Equivalent).
- c) Manager and Deputy Manager (Toyota Prado or Equivalent).

10.3 Managerial Level Telephones:

The Company provides the necessary telephone service to President, Vice Presidents /GMs, Managers, Deputy Managers and Section Heads whose jobs require to be in contact with Fields Operations or other critical work.

10.4 Loans and Salary Advances:

According to the South Sudan Labour Act 2017, the Company may or may not provide employees with loans provided that:

- a) The loan should be Interest free.
- b) The deduction from the employee's salary should not exceed 25% of his/her basic salary.

However, in order to enable a large sector of the employees to get maximum benefits of the loans provided and in particular Land/Building Loan the total Loans installments deductions may not exceed 50% of his/her Basic Salary.

Adw

W A D

Page 80 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



- c) An Agreement should be signed by both parties (i.e. Company and employee). All conditions required to secure Company's right should be clearly stated in the Agreement including the employee's guarantee and warranty. The process of payments by monthly installments or by other means if applicable should be mentioned.
- d) The employee should pay the remaining balance of the loan after the termination of his/her contract in the way indicated in the written loan agreement or by other means of regulations. Whenever a loan is made to an employee, certain factors and conditions should be taken into consideration.

These are as under:

- I. The financial conditions of the employee.
- II. The financial conditions of the Company itself and the availability of fund at the time of loan request.

The Loans can be classified as follows:

- (a) Salary Advances.
- (b) Emergency Loan.
- (c) Vehicle Loan.
- (d) Land / Building Loan.

10.5 Salary Advance:

Salary advance from current earnings may be made to meet particular urgent needs. The advances must not exceed the amount already earned within the month by the employee concerned. Advances against current month's salary shall be deducted from the salary due for the current month.

Adw

W A D

Page 81 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



10.6 Salary Advance at Time of Engagement:

A new employee may, either on arrival in South Sudan to take up employment or locally employed (South Sudanese), draw an advance of up to one half month's salary less normal deductions. Dependent upon the day of the month, on which he/she commences earning salary, it may be necessary for the recovery of the advance to be spread over the first two months of his/her employment.

10.7 Emergency Loan:

The Company may make an emergency loan of an amount not exceeding six months' gross salary, in the following conditions:

- a) A sudden serious event or situation requiring immediate action e.g. House and or property damage due to floods, rains, fire, theft etc....
- b) Death of employee's direct family member.
- c) Any other cases defined by President/Vice President.

Loan is to be recovered in 36 equal installments.

10.8 Car Purchase Loan:

Employee served the Company not less than three (3) Calendar years on continuous basis may be granted a car purchase loan. An Agreement shall be made between the employee and the Company in such a way to safeguard the Company's right.

10.8.1 Eligibility:

The company has established an interest-free loan arrangement for car purchase, in order to assist employees in Grade 10 and above in coming to and from work and in having transportation for their personal use.

Adv

W A D

Page 82 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



10.8.2 The Maximum Amount which can be paid is as follows:

Grade	Vehicle Loan Amount USD	No. of monthly installments
15 & above	51,200 USD	103
10 - 14	32,000USD	107

In case the remaining employee's service is less than 48 months, the deduction shall be made over the remaining period of the service. The Car Purchase Loan is granted once.

10.9 Land/Building Loan:

An Employee who has served the operating companies and MOP not less than three (3) years on continuous basis may be granted a land/building loan. Loan amount shall be equivalent to twenty-four (24) Calendar months of employee's remuneration.

This loan is repayable over ninety-six (96) Calendar months or remaining period for retirement whichever less is. This type of loan may be given provided the land and/or building is mortgaged to the Company till full payment of the loan.

10.10 Securities Granting Company's Rights:

The appropriation shall be made in legal requirements in such way that safeguards the rights of the Company as:

- Habitations, cars and others shall be mortgage to the Company till repayment of final installment.
- The Company may require additional security.
- During the custody period, the employee shall bear all costs, taxes, and insurance concerning the advantage he enjoys.
- The employee shall not be granted a Car and Land / Building Loan together before the elapse of two years from the first loan.

Adw

W A D

Page 83 of 154

fu

Pke



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



10.11 Insurance:

The Company provides insurance cover for its employees to cover various situations as described in the following Section.

10.12 Group Life Insurance:

The Company Group Life Insurance Policy provides coverage for national and Expatriate Direct Hire employees against the risk of natural death, accidental death and body injury. The sum insured is to be maximum of USD. 128,000 per person per year.

10.13 Householders:

The Company does not provide any insurance on the personal and household effects which an employee may have in his or her possession in South Sudan. All newcomers should therefore be advised to take out appropriate insurance cover. Adequate facilities for insurance against Fire, Burglary, Storm/Tempest, Flood, Burst/Overflowing of Water Pipes and Apparatus, etc. are freely available from local insurers and Company shall not consider claim for compensation in respect of loss/damage to employee's property.

10.14 Vehicle Accident Insurance:

Full insurance cover is provided by the Company on all Company-owned vehicles which employees may be required to drive in the course of duty (a driver is not himself a third party to such insurance cover). Involvement in traffic accidents must be reported by the driver of the vehicle to Transport Operations.

10.15 EX GRATIA Death Payment:

The amounts of USD. 2,000 to be paid on the death of the national employees and direct hire expatriates dependents as determined by the Company.

Adw

W A D

Page 84 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN
MINISTRY OF PETROLEUM
(MOP)



11. BUSINESS TRIPS

Adw

W A D

Page 85 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



11.1 Conference / Training / Business Trips.

Minister approval is required for any conference, training /business trip by the company employee whether seconded or directly hired and all business travel must be coordinated through the appropriate Travel Department whose responsibility it is to provide:

- a) Pre-flight trip itinerary options to ensure flexibility and control of travel costs,
- b) Air travel volume savings for frequently traveled routes, lodging at Company preferred choice hotels and selecting car service accounts to maximize our impact as a client.

11.2 Frequent Flyer Programs:

These programs must not govern the choice of an airline although their benefits may be enjoyed for upgrades or personal trips. The most economical ticket using the most direct route on the company's approved airline should be purchased. If an Employee chooses to make alternate travel arrangements, he / she shall bear the difference in cost.

11.3 Group Air Travel Limitations

On a single flight there should not be more than 5 Employees from the same business unit. Air Charters are not authorized unless approved in advance by the relevant manager and/or QHSE manager one level above the requesting manager.

11.4 Air Travel Authorization

Authorization supporting the justification for the travel and the type of ticket to be used must be obtained from the appropriate manager prior to booking.

11.5 Rental Cars

The company shall have corporate agreements with several major Car rental companies. The class of vehicle rented should be that of a mid-range such sedan Cars. i.e. group B or C in Europe, and "Compact or Mid-Size" in the USA.

Adw

W A D

Page 86 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



11.6 Hotels

All reservations must be made through the local Company's travel office in the location being visited to ensure consistency and optimal utilization of corporate discounts. Unless otherwise specified, hotel bills must be paid by the Employee and claimed through the company expense claim process and in accordance to the claim period set forth by the company.

11.7 Other Travel

When it is deemed appropriate by the Company that an Employee may use a personal vehicle for business purposes, it is the Employee's responsibility to ensure that the vehicle has adequate insurance coverage. Reimbursement shall be made per the mile or kilometer rate set by the HRD.

11.8 Miscellaneous

Additional travel expenses such as taxis, tips, airport fees, hotel and meals between connecting flights are refunded by the Company provided they are actually incurred and reasonable.

11.9 Entertainment:

The main purpose of entertainment is to help improve customer relations. For reimbursement of entertainment expenses, name, Company affiliation, job title and the purpose of the business entertainment should identify the guest.

11.10 Expense Reports:

All requests for the reimbursement of expenses, whatever their nature, must be made on expense reports.

The Employee prepares an expense report respecting the following:

- a) Expenses should be supported by an invoice or receipt;
- b) Expenses should be less than 2 months old (expenses more than 6 months old shall need approval from the finance Controller/Manager).

Adw

W A D

Page 87 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



Expenses are normally reimbursed and paid, in US dollars through a dollar transfer according to the Employee's bank account. However, depending on the exchange regulations in force in the country, the amount of currency available locally and any special conditions imposed on the Company, part or all of the salary may have to be paid in local currency.

11.11 The Business Travel and division zones shall be illustrated as follows:

11.11.1 Business travel allowance outside South Sudan – per diem & accommodation rates:

Category	Zones	Per Diem (daily)	Accommodation	Total
General Manager and above	A	\$ 128	\$ 320	\$ 448
	B	\$ 90	\$ 256	\$ 346
	C	\$ 77	\$ 256	\$ 333
Executive Grade 14 to Departmental Manager	A	\$ 103	\$ 320	\$ 423
	B	\$ 84	\$ 256	\$ 340
	C	\$ 64	\$ 256	\$ 320
Grade 10,11, 12,13	A	\$ 90	\$ 320	\$ 410
	B	\$ 64	\$ 256	\$ 320
	C	\$ 52	\$ 256	\$ 308
Grade 9 and below	A	\$ 77	\$ 320	\$ 397
	B	\$ 52	\$ 256	\$ 308
	C	\$ 52	\$ 256	\$ 308

Note: -

Zone (A) Covers: Japan, UK, Europe, Canada, and the Americas.

Zone (B) Covers: China, Australia, Singapore, Malaysia, Hong Kong, South Korea, Thailand, Brunei and Gulf Countries and South Africa.

Zone (C) Covers: All Other Countries.

Two days' travel time with per diem and accommodation allowances are allowed.

No receipts required to cover the above mentioned payments.

If the hosting company provides accommodations the above accommodation rate shall be reduced by 50%.

Adw

W A D

fu

Pke



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



11.12 Business Trips / Training More Than 15 Days:

As shown in (11.13) the daily per diem shall be fully paid and the accommodation rates shown in (11.13) shall be reduced by a half from the 16th day to the 90th day of the duty. For the purposes of this rule, if a duty visits covers consecutive duty sites in different countries or locations, each duty may be considered as separately.

11.13 Business Trips / Training More than 90 days:

Employees on long-term (more than 90 Calendar days) overseas assignment are eligible for the payments as stated herein:

- a) His/her monthly gross salary.
- b) For the first 15 Calendar days, terms and travel allowance rate for the business travel in (11.13) shall apply for the purpose of initial settle-in. From the 15th day, a monthly assignment allowance equivalent to 100% of his gross monthly salary and shall be paid on a prorated basis. The monthly assignment allowance shall be paid subject to a minimum of US\$768 per month and a maximum of the following ceiling dependent on the employee's job grade and assignment location as below:

Adw

W A D

Page 89 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN MINISTRY OF PETROLEUM (MOP)



Business Trips / Training More than 90 days:

Category	Zones	Monthly Amount
Deputy General Manager and Above	A B C	\$3,840 \$2,688 \$2,304
Grade 15 to Departmental Manager	A B C	\$3,072 \$2,560 \$1,920
Grade 12 to Grade 14 (including those on developmental positions)	A B C	\$2,688 \$1,920 \$1,536
Grade 11 and below	A B C	\$2,304 \$1,536 \$1,280

All employees on a work or training assignment for the above mentioned period shall not be entitled to rotational leave. The above monthly rate is intended to cover meals, transportation and laundry including accommodation.

11.14 Assignment in Excess of 6 Months

If the duration of the assignment is in excess of 6 Calendar months, the Company shall provide one return ticket of home leave for the employee to visit his family in South Sudan. In this case, he/she has to complete at least the first 4 months' assignment. The duration of this home leave shall be 20 days (inclusive of travel days. During home leave, the employee shall not be paid his/her per diem and accommodation allowance. Alternatively, the employee may choose to forego his/her home leave and have his/her spouse to join him/her in the assignment location. In this case, the Company shall provide one return ticket for the spouse and no other cost is payable for the family.

Adw

W A D

fu

Pke



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



11.15 Sickness during Work Assignments

If an employee falls sick during assignment, sick leave days shall be considered as business assignment days, provided the employee notifies Company's Human Resources Department and substantiates his/her claim by producing the necessary documentation.

11.16 Death of an Immediate Family Member during Overseas Training / Development Assignment

For national employee on long-term overseas assignment, in case of death of an immediate family member (spouse, child, parent or parent in law), the employee shall be granted Compassionate Leave with pay (hereby only refers to regular salary payment) for a period of 10 calendar days in addition to recognized travel days between the location of his/her assignment and South Sudan. No other emergencies shall be recognized during the period of the employee's training /development assignment.

11.17 Class of Travel:

The class of travel is to be based on employee's job level & special fare tickets as follows:

Employee Level	Travel Class
President / VP	Business class irrespective of travel time.
GM	a) Business class if travel time is less than 6 hours. b) First class if travel time is more than 6 hours.
Deputy Manager and above	Business class irrespective of travel time.
Section Heads and Below	a) Economy class if total travel time is less than 6 hours. b) Business class if total travel time is more than 6 hours.

Adw

W A D

Page 91 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN MINISTRY OF PETROLEUM (MOP)



11.18 Business Travel Allowances inside South Sudan:

Where there is no Company Camp Business Travel Allowance is as follows:

Category	Description	Without Receipt (USD)	With Receipt	
			Accommodation	Per Diem (USD)
Executives	All expenses (including accommodation, food & transportation) per day	256.	Paid by the Company at cost	64
Non Executives	All Expenses (per Day)	128.	Paid by the Company at cost	45

However, in case Juba-based Employee is temporarily assigned to a site location, he shall be entitled to proportionate Field Allowance. For the field base employees attending training courses or any work assignment in Juba the allowance shall be 77 USD for executive & 52 USD for non-executives in lieu of transportation accommodation and meals.

Adw

W A D

Page 92 of 154

fu

Pke



REPUBLIC OF SOUTH SUDAN
MINISTRY OF PETROLEUM
(MOP)



12. PERFORMANCE APPRAISAL

Adw

W A D

Page 93 of 154

fu

PKC



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



12.1 Performance Appraisal (PA):

The company shall evaluate employee performance based on performance expectations/requirements, standards and analyze the strengths and weakness of every employee. The performance of employees can affect the performance and productivity of the company. The Company has established and maintained a systematic performance appraisal program geared towards work environment, recognition of individual, contribution and employee development and Performance Appraisal (PA) shall be carried out at least once per year.

12.2 The main Purpose of (PA) is to:

1. Showing the employees how to improve their performance.
2. Setting goals for employees, and link it with Organization Goals.
3. Helping managers to assess subordinates' effectiveness and take actions on hiring, promotions, demotions, training, compensation, job design, transfers, and terminations.
4. It provides a system with which to link the organization's mission and goals, and an employee's performance objectives.
5. It provides a way for supervisors to apply communication, coaching and feedback with their subordinates in measurable terms.
6. It provides the basis for decisions regarding eligibility for annual compensation adjustments using criteria established by the personnel director.
7. It requires training for raters and provides sanctions for failure to plan or rate.
8. It provides a performance cycle that is as close to the end of the year as possible, and over the next year.

Adw

W A D

Page 94 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



12.3 Benefits for employee from PA employees Understand:

- a) How their work contributes to Organization goals?
- b) Key competencies required being successful in their jobs.
- c) What they need to develop in order to be successful.
- d) How their work/performance shall be measured and recognized.

12.4 Performance Appraisal Periodic guidelines:

1. Performance rating must be job-related.
2. Performance appraisal should focus on results.
3. Consider the employees' performance in his/her regular job.
4. Establish work requirements of the employees' job guided by the job description, and measure the employees' performance against such requirements.
5. Be objective and not influenced by personal associations with the employee or his/her previous appraisal.
6. Employees must be given writing copy of their job standards in advance of appraisals.
7. Analyze the strengths and weakness of the employee performance for better improvement.
8. Specify the required action for improving the employee performance.
9. Identify the training needs of the employee
10. Serve as basis for recommending an appropriate merit increase or promotion considerations in accordance with Company Policy.
11. Managers who conduct the appraisal must be able to observe the behavior they are rating.
12. Supervisors must be trained to use the appraisal form correctly.
13. Appraisals should be discussed openly with employees and counseling or corrective guidance offered.

Adv

W A D

Page 95 of 154

fu

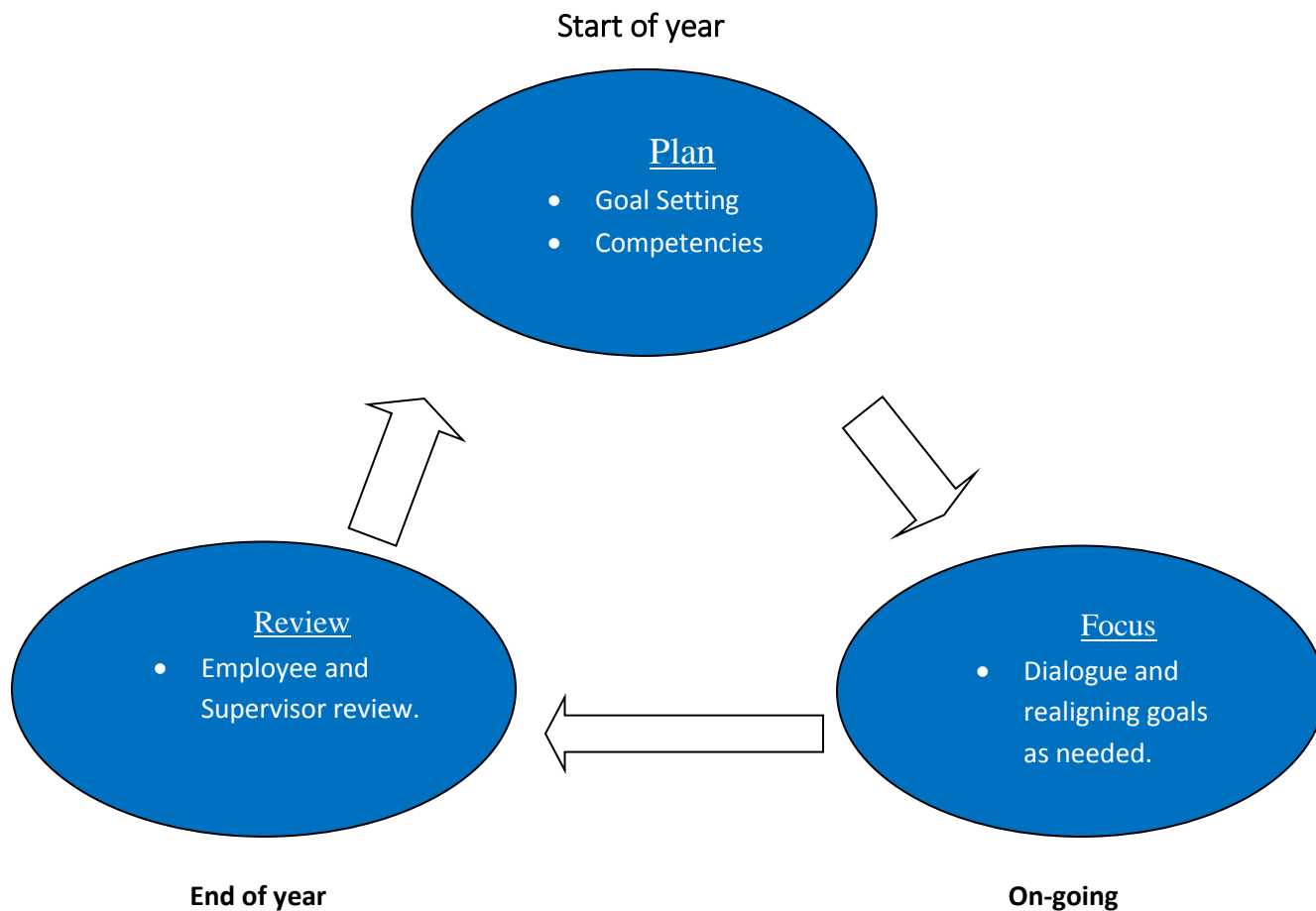
PKE



REPUBLIC OF SOUTH SUDAN MINISTRY OF PETROLEUM (MOP)



12.5 Performance Appraisal-Three Phases



Performance Appraisal is the responsibility of the supervisory staff at all levels. They are responsible for the effective application of performance appraisal program.

Adw

W A D

fu

Pke



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



12.6 The Role of the Supervisor

- a) Conduct the performance appraisal for his/her employee(s) on a timely basis.
- b) Maintain proper documentation of employee performance throughout the year.
- c) Provide justification for rating on the performance factors.
- d) Discuss the rating with the employee providing a clear understanding of the reasons for each rating.

12.7 The Role of the Reviewer

- e) Ensure the Supervisor is providing sound justification for each performance factor.
- f) Determine that the Supervisor conducted each performance appraisal in an impartial manner.
- g) Reviewer is not required to personally know the employee or his/her work since it is the ratings the supervisor, the reviewer is checking.

Adw

W A D

Page 97 of 154

fu

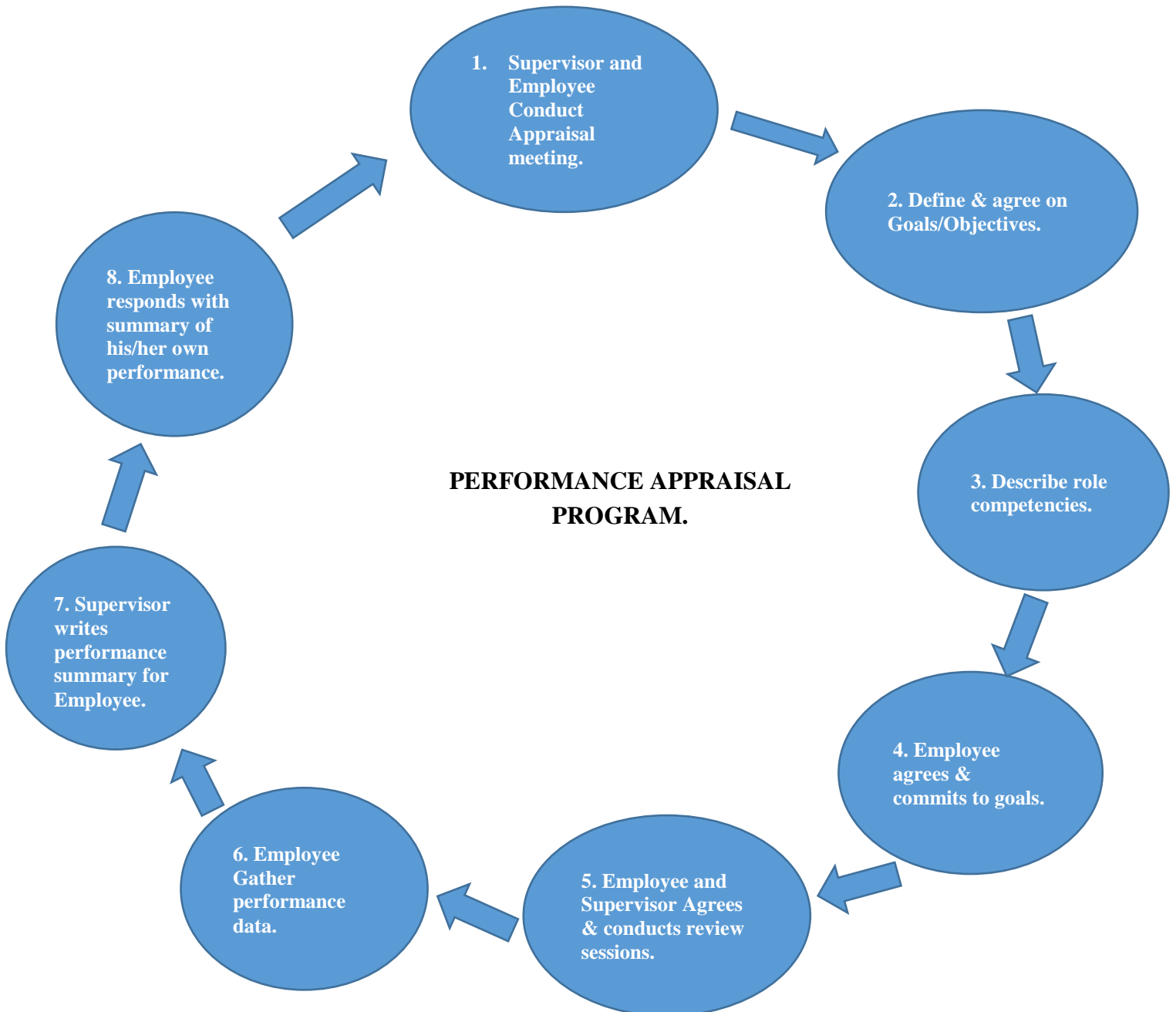
Pke



REPUBLIC OF SOUTH SUDAN MINISTRY OF PETROLEUM (MOP)



Performance appraisal program



Adv

W A D

fu

Pke



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



12.8 Human Resource Department (HRD):

HRD is responsible for coordinating to execute Performance Appraisal Program and to provide the required advice to the supervisors. All employees of the Company are apprised in accordance with the provision of the policy. The performance of all employees is evaluated against the requirements of their jobs in accordance with established work standards and job descriptions.

12.9 Frequency:

The Performance appraisal of each employee shall be carried out at least once a year and when employee transferred to a new location/Department, performance appraisal should be assessed by the formal location/Department if the period did not exceed six months and submitted to HRD.

12.10 Continuous (PA):

To be more effective, performance appraisal must be continuing process.

The supervisor is requested to evaluate the performance of his/her employee on continuously.

He/she is expected to give him guidance for improvement & development upon completion of each significant assignment.

12.11 Probationary Period:

A performance appraisal shall be performed for all newly hired employees during their probationary period. Before the end of the probationary period the supervisor and manager must write a recommendation as to whether the employee should be retained by the company or terminated.

Adw

W A D

Page 99 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN MINISTRY OF PETROLEUM (MOP)



12.12 PA Interview:

Each supervisor shall meet with his/her employees on an individual basis to discuss the approved appraisal of the employees' performance during the review period. The supervisor shall emphasize the positive aspects of the employees' performance and make recommendations to employee to improve his/her performance. The employee shall be asked to make any comments formally and copy of his/her appraisal shall be given to him/her.

12.13 Review of PA Findings:

In case the appraisal of the employee is not satisfying the required criteria he/she can appeal for performance appraisal review through his/her direct supervisor following the Company procedures.

Adw

W A D

Page 100 of 154

fu

PKC



REPUBLIC OF SOUTH SUDAN
MINISTRY OF PETROLEUM
(MOP)



13. TRAINING & DEVELOPMENT

Adw

W A D Page 101 of 154

fu

PKC



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



13.1 Employee Training and Development

The Company must demonstrate commitment to the continuous development of the skills and abilities of all its employees in order to maximize their contribution and to give them the opportunity to enhance their skills, realize their potential, advance their careers and increase their employability both within and outside the company.

13.2 South Sudanese Trainees:

The Company shall conduct training programs for young South Sudanese to fit them, on successful completion of their course, for certain designated functions in the Company. Training vacancies shall be limited in number and established in the manpower Establishment in the same way, as vacancies for employees. Trainees shall be engaged on a training agreement, the items conditions of which shall be different from those applying to employees. This training agreement shall not constitute an offer of employment with the Company. However, trainees who successfully complete their training program and can satisfy the other conditions of employment normally demanded by the company, shall be offered a post in keeping with that for which have been trained.

13.3 Recruitment of Trainees:

Recruitment action shall be initiated by completion of a Personnel Requisition Form by the operating department concerned. This shall be after signature by the department manager concerned is forwarded to registration and for checking against the approved manpower.

13.4 South Sudan-Based Training:

13.4.1 Terms and Conditions:

- a) The Company shall provide adequate training in order to achieve maximum productivity and to enhance the development of South Sudanese employees in line with company's objectives of Nationalization and consistent with its manpower requirements.

Adw

W A D

Page 102 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



- b) The training and development program shall include preparing prospective employees through a training/development program, providing professional enhancement for fresh university and college graduates and ensuring on-going career development for potential employees design to improve their knowledge and skills and enable them to assume higher responsibilities.
- c) The Company's training and development programs shall be essentially intended for South Sudanese. In special cases, evaluated at the management's discretion on a case-by-case basis, non-South Sudanese employees shall be trained to meet specifically identified work requirements.
- d) The training and development programs may include apprenticeship program. On-the-job training programs. Job skill training. Development assignments, Rotation Assignment, Job Enrichment, conferences or seminars and etc.....
- e) Expatriates employees part of their responsibilities shall be to transfer and share their knowledge and experience with the national employees, and to teach and coach them the skills and competencies required for filling the job as per standard job description.

13.4.2 Application Form:

All applicants shall be required to complete the Company's Standard Application form.

13.4.3 Candidate Interview:

The Candidate must present himself/herself to interview and satisfactorily demonstrate his/her ability to meet all requirements.

13.4.4 Qualifications:

Secondary School Certificate/Diploma/Bachelor Degree and/or any other Technical School Certificate/Diploma.

Adw

W A D

Page 103 of 154

fu

PKC



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



13.4.5 Medical Examination:

Before the candidate is accepted as a trainee, he/she must undergo a general Medical Examination and meet the standards established for service with the Company.

13.4.6 Training reports:

Trainees Training performance shall be evaluated and reported on monthly basis by direct supervisor in consultation with HRD.

13.5 Training Courses and Attachments outside South Sudan:

In additions to those South Sudanese trainees who participate in the Company's training scheme, other employees may, from time to time, be required to undertake courses outside South Sudan which are necessary to their developments or which shall bring them up-to-date on new techniques and developments in their own particular discipline.

13.5.1 Training Proposals:

Proposal for training attachments originates in departments. Departments shall, at the time of the annual budget preparation, be required to estimate the number of training attachments they shall wish to propose and their duration taking into consideration those discussions which have taken place with HRD prior to, or during, the preparation of budget estimates. The two major categories of training attachments and/or courses, irrespective of the duration involved, which result from these, are:

- a) Attachments or courses in organization whose training facilities are known.
- b) Attachments or courses which are needed, but which require new facilities to be found or created before they can be implemented.

Any proposals for overseas courses or training attachments must be initiated far enough ahead to take account of budget and operational requirements.

Adw

W A D

Page 104 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



13.5.2 Procedures:

- a) It is mandatory for the person initiating the external course/attachments to seek information and advice in order to match an employee's needs with the most appropriate form of training/development.
- b) Only after such information/device has been obtained and weighed approval should be sought at the relevant higher levels of authority for a particular external course/attachment.
- c) Details of advice obtained must accompany request for the subsequent relevant levels of approval.
- d) Ultimate responsibility for accurately identifying the training/development objects/needs of an employee; rest with the employee's line management.
- e) Responsibility for selecting the most effective means whereby the objectives/needs might best be met taking into account the employee's education/history and job requirements/Dept. plan rests with Training and Development.

13.5.3 Requirements and Authorization:

The levels of approvals, which have to be adhered to when nominating employees for external Courses/attachments are shown below:

- a) The Line Section Head.
- b) Department (DM/Manager).
- c) The respective G/M.
- d) G/M Finance & Service.
- e) President/Vice President & the Minister.

Adv

W A D

Page 105 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



13.6 Administration:

Approval having been obtained, training & development section shall contact the course center making the necessary arrangements and give details of the employee concerned. Any modifications to the course proposed as a result of these contacts shall be referred back to the appropriate department manager before being finalized. After agreements for this proposal, manpower & training section shall then make the necessary arrangements for the course. On receiving confirmation that training arrangements been completed, manpower planning & training section shall pass all relevant information to HR Services who shall arrange the administration details of the posting, including travel, accommodation and reporting instructions.

13.7 Liaison with Course Site:

All Liaisons with the course site concerning matters arising during the course shall be routed through manpower planning & training section. A register of overseas training attachment shall be kept by manpower planning & training section, showing the state of progress of individual training proposal. Information from this register shall be available to Department Heads if required. On return from the course, the employee shall be seen by manpower planning & training section head who shall discuss all aspects of the assignment and who shall request the employee to provide them with a written report on the course. Appraisal form prepared by manpower planning & training section, plus a copy of the employee's report (where applicable) shall be passed to the department concerned.

13.8 Travel:

“One Way” travel shall not be permitted when the employees are required to travel direct to or from the training course site, and arrangements shall be made by the Company for air-tickets in all cases. The class of travel entitlement is as detailed under Section 11.17, Part 11.

Adw

W A D

Page 106 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



13.9 Excess Baggage:

The carriage of 30 kgs excess baggage for the return journey only shall be reimbursed on production of valid receipts if the course (s) entails an absence from South Sudan in excess of 6 weeks. In all cases the Company shall provide for the carriage of books or other material required in connection with the course(s).

13.10 Rail Travel:

Where rail travel is necessary in the overseas country, the business fare shall be paid in advance in South Sudan.

13.11 Expenses Payments:

Employees who proceed to Europe or elsewhere are paid their salary plus other appropriate allowances according to the duration of the course or training attachment, grade and domestic circumstances in South Sudan. Above allowance shall be paid in advance.

13.12 Travel Time:

Two days' travel time with per diem allowance is allowed.

Adw

W A D

Page 107 of 154

fu

Pke



REPUBLIC OF SOUTH SUDAN
MINISTRY OF PETROLEUM
(MOP)



14. PROMOTION

Adw

W A D

Page 108 of 154

fu

PKC



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



14.1 Promotion Increments:

Promotion is normally recognized by an appropriate salary revision at the time the promotion is effected irrespective of any annual merit increase.

14.2 Eligibility for Promotion Increment:

Progression from one salary grade to a higher grade may take place only in the following:

- a) On promotion to an established post with an evaluated grade.
- b) Action to appoint any individual to a post which shall involve promotion must not be initiated without the prior approval of the Department Manager, G/M concerned /and Vice President/ President. Serious loss of morale shall obviously arise if an indication of promotion is given to an individual and the promotion is not subsequently approved.

14.3 Promotion Increment:

Promotion increment shall not exceed 15% of base salary, unless a higher percentage is necessary to bring the base salary up-to the start of the new grade.

Adv

W A D

Page 109 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN
MINISTRY OF PETROLEUM
(MOP)



15. MEDICAL CARE

Adw

W A D

Page 110 of 154

fu

Pke



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



15.1 Medical Services:

The company must provide adequate and competent free-of-charge medical consultation as well as prescribed medicines for the employees and eligible dependents that are resident in Juba and other areas of operations.

The company must ensure hospitalization facilities and specialized treatment are extended through arrangements with hospitals in South Sudan. The Company shall maintain and operates a clinic at the field(s), with all attendants' equipment and facilities under the administration of a qualified medical officer, assisted by qualified medical staff (Nurse, Pharmacist, and Lab Technician). The clinic offers general and preventive medical services.

15.2 Eligibility:

Employees and resident members of their families, as defined in the EPSA/PSA, are eligible to receive free medical treatment and care at the Company's medical facilities i.e. any assigned hospital in Juba and field clinic. An employee who is required to leave South Sudan for a short period on official business or duty and rotation/annual leave and who incurs medical expenses due to emergency during such a period may claim reimbursement of such expenses from the Company.

For the purpose of this policy, eligible members of an employee's family are defined as follows:

- a) Spouses & dependent children of Company employees.
- b) Parents of Company employees.

Additionally, the following persons shall be eligible to receive free medical attention at the Company's medical facilities:

- a) Official visitors and Company guests. (Only for incidental disease)
- b) Company trainees themselves.
- c) Vocational students.
- d) Other persons, as authorized only by President

Adw

W A D

Page 111 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



The medical services provided by the field clinics include consultations, special services and dispensing of medicines.

15.3 Special Services:

The following special services shall be available free of charge to Company employees and other eligible persons:

1. Medical examinations by specialist doctors.
2. Surgical operations excluding cosmetic surgeries except for treatment.
3. Full board treatment Hospital.
4. Dental treatment excluding orthodontic. Except for treatment.
5. Pathological Laboratory Analysis.
6. Employees and other eligible person shall be provided with periodic vaccinations at the Hospital assigned by the Company.
7. Prescription of Eye Glasses is provided to the employee once every Two years up to a maximum of USD 600.

15.4 Exclusions:

The following medical services shall not be provided by the Company unless such services are a result of an Industrial Injury:

- a) Treatment of Infertility conditions and provision of contraceptive devices.
- b) Apparent or hidden cosmetic surgery except for treatment. As judged by Company Medical Officer.
- c) Physiotherapy unless prescribed or approved by the Company's Medical Officer.
- d) Planting of teeth.
- e) Treatment of medical conditions resulting from suicide attempts.
- f) Transplants such as heart, kidney liver and etc. Unless approved by Company's Medical Officer. And Parents Prosthesis.

Adw

W A D

Page 112 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



- g) Medical Equipment E.g. Automatic Sphygmomanometers, Thermometer unless determined by Company's Medical Officer.
- h) Medicine, surgery of weight control.
- i) Cosmetics & medicine imported from outside South Sudan unless not available in South Sudan.

Hospitalization inside South Sudan in all hospitals shall be in normal room with one attendant or double occupancy (if required) but for VIP room or Suite the difference in cost shall be borne by the employee.

15.5 Medicine and Drugs:

Field Clinic provides free of charge to Company employees and other eligible persons medicines, drugs and other medical articles as may be prescribed by the Company's Medical Officer.

15.6 Referral for Specialist Treatment:

In the case of eligible person, the attending medical officer may prescribe and may approve specialist /or consultations or treatment not available at field clinic, which shall involve the referral of the patient to other hospitals in South Sudan and in certain instances recommendation to the management for referral of the patient to medical centers outside South Sudan if required based on the recommendations of three specialists. When an employee is sent abroad for consultation and/or treatment, all medical and hospital charges shall be met by the Company subject to a maximum USD 32,000. For the employee dependents excluding the parents. The Company shall bear the cost of consultation medical treatments subject to a maximum of USD 25,600. A non-refundable return ticket shall be provided to the patient, escort, medical staff if required. Accommodation cost shall be reimbursed against invoices subject to maximum of US\$128 per night if the patient as well as the attendant has to live outside the hospital. The duration of the stay shall be recommended by the Company medical officer. The Company shall pay a maximum of 20 days for accommodation.

Adw

W A D

Page 113 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



15.7 Private Treatment:

If an employee insists on proceeding elsewhere for treatment which in the opinion of the medical officer is within the competency of the Company medical section or the local hospitals, he thereby declares the Company free from any further medical responsibilities in the particular case, and the Company shall not entertain any claims for medical expenses incurred in such treatment outside the South Sudan.

Additionally, the employee's period of absence for treatment or sickness whilst not under Company medical care shall be considered as leave of absence without pay.

15.8 Medical Checkup:

The Company requires certain medical checkup as part of its employment policy or medical program to ensure a healthy work force.

15.9 Pre-Employment Medical Checkup:

All candidates for employment are required to undergo a medical checkup to meet the standards set by the Company's medical officer for service in South Sudan.

15.10 Routine Medical Checkup:

Employees shall undergo medical checkup at such intervals as may be Deemed necessary by the medical officer.

15.11 Occupational Medical Checkup:

Employees whose occupation involves a measure of industrial hazard shall be examined at regular intervals as established by the medical officer.

Adw

W A D

Page 114 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



15.12 Medical Checkup of Family Members:

There is no routine medical checkup of the members of the employee's Family.

15.13 Termination Medical Checkup:

An employee whose service with the Company is terminated for whatever reasons is required to undergo a final medical examination prior to his/her departure. HRD shall advise the medical officer of the impending termination and requests the examination. The employee may waive his/her rights to such examinations, in which case he should be made to sign a form in English and Arabic releasing the Company of any responsibility for the treatment of any medical condition that may arise in the future, unless such condition is established to have been the result of an occupational disease or industrial injury.

15.14 Cost of Medical Checkup:

The cost of medical examinations conducted at the Company's request shall be at the account of the Company.

15.15 Company's Medical Services:

The main purpose of the Company medical services is to facilitate the provision of medical services to the company's employees and their eligible dependents and to assess the fitness of employees for certain jobs or for further employment.

Adw

W A D

Page 115 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



15.16 Administration:

- a) Where the employee is finally declared unfit for further services, or unfit to perform the full duties of his/her designated job, his/her case shall be referred by HRD, G/M concerned to Vice President /President to consider termination of his/her services.
- b) An employee who is established to have sustained an industrial injury or occupational disease shall be compensated in accordance with the provisions of the South Sudan Labour Act – 2017.

15.17 Medical Reports:

The condition of dangerously or seriously ill employees shall be advised to HRD who shall arrange for the family to be notified. In the event of the death of an employee or a Company guest, HRD shall take action as appropriate.

15.18 Medical Records:

All medical records are considered confidential and shall be kept in the medical services. The Company Medical Officer may make such information available to authorized persons at his/her discretion.

Adv

W A D

Page 116 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN
MINISTRY OF PETROLEUM
(MOP)



16. EMPLOYEE RELATIONS

Adw

W A D Page 117 of 154

fu

Pke



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



16.1 Discipline

The company's internal disciplinary policy must ensure all employees have the right to know what is expected of them and what shall happen if they infringe the organization's rules. The company shall ensure disciplinary actions cases in accordance with the principles of natural justice and in compliance to the disciplinary procedure in South Sudan Labour Act – 2017.

16.1.1 Responsibility of Supervisors:

The maintenance of discipline is the responsibility of supervisors, who should take action in the event of any violation of disciplinary standards in accordance with the Disciplinary Code.

In all cases where disciplinary action is taken, all the facts must be established and the employee given an opportunity of stating his/her case. The possibility of misunderstanding arising from language difficulties must be taken into consideration. The advice of HRD should be sought, and no termination may be effected, as a disciplinary measure, without the approval of the President and the labor office in the case of termination with notice or pay in lieu as well as the event of summary dismissal. A written record of all circumstances and interviews must be maintained in all cases involving disciplinary procedure.

16.1.2 Purpose and Scope

In order for discipline to be applied to all Employees in a consistent manner, the Company must have an instituted a disciplinary procedure. The main purpose of this disciplinary procedure must be to notify Employees of problems with their conduct or performance, and guide Employees to correct these problems. The disciplinary procedure shall be designed to help and encourage all Employees to achieve and maintain standards of conduct in accordance with Company policy, rules, and procedure, and to have the highest level of job performance. This disciplinary procedure must be applied to incidents of misconduct, including misuse of Company assets, disregard or violation of Company policies, rules or procedure, poor attendance and matters relating to performance. This disciplinary procedure must not prevent the Company from terminating an Employee, either with or without cause in accordance with applicable South Sudan Law.

Adv

W A D

Page 118 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



16.1.3 Procedures

When an Employee engages in minor infractions of Company policy, rules or procedure, or the Employee has had a minor problem related to his or her performance, these issues must be addressed informally with the Employee. However, should the Employee's conduct or performance be of a more serious nature, the following disciplinary procedure must be used.

16.1.4 Verbal warning

If conduct or performance does not meet acceptable standards the Employee must be given a verbal warning as the first level of discipline. The Employee must be advised of the reason for the warning, that it is the first stage of the disciplinary procedure, and of the Employee's right to appeal the warning. A document summarizing the verbal warning must be kept in the Employee's file. Although the document must remain in the Employee's file during his or her employment with the Company, the document must not be used for future discipline if the Employee maintains satisfactory conduct and performance for one (1) calendar year.

16.1.5 Written warning

If the Employee's unacceptable conduct or performance is considered to be sufficiently serious to warrant a written warning, or the Employee has already received a verbal warning for the unacceptable conduct or performance, a written warning shall be given to the Employee by his or her Supervisor. The written warning must describe the unacceptable conduct or performance, the improvement required, and the time period in which the Employee is expected to correct the problem. The written warning must notify the Employee that he/she may be subject to dismissal if there is no must not be used for future disciplinary purposes if the Employee maintains satisfactory conduct and performance for one (1) calendar year.

Adw

W A D

Page 119 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



16.1.6 Dismissal

If the Employee's conduct or performance continues to be unsatisfactory, the Employee must be dismissed. The appropriate Manager, in conjunction with the appropriate HR Manager, must make the decision to dismiss the Employee. The Employee must be provided with written reasons for the dismissal, the effective date of termination of employment, and of the Employee's right to appeal the dismissal.

16.1.7 Penalties under the Code:

Numbers of penalties are allowed under the Disciplinary Code. Some of them are, as follows: -

- a) A written caution.
- a) A written warning with or without deduction.
- b) Termination of service with notice or with pay in lieu.
- c) Summary dismissal, i.e. without notice and with loss of all terminal benefits. Based on the attached Appendix

16.1.8 Employee's Refusal to acknowledge written notice or Warning:

The reviewing Officer's findings shall be considered as final. In the event of the employee then refusing to acknowledge the written warning or notice, he shall be advised that notwithstanding his/her refusal to acknowledge it, the notice or warning shall be recorded against him and a copy of it shall be retained in his/her personal file in HRD. An entry of the employee's refusal to acknowledge the notice or warning shall be referred to in the record of proceedings.

16.1.9 Record of Proceedings:

The record of the proceedings shall be retained in the employee's personal file in HRD.

Adw

W A D

Page 120 of 154

fu

Pke



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



16.1.10 Appeals to Authorities:

An Employee who wants to appeal a disciplinary decision must inform the appropriate Manager or HR Manager in writing within fourteen working days from the date the Employee receives the discipline. The next level of management, whose decision is final and binding, must review the disciplinary decision and inform the Employee of the Company's decision.

In the event of an appeal by employees to the South Sudan Labor Office Authorities', questions arising there-from shall be answered by the Company's representatives.

16.1.11 Elapse of Violation:

The violation shall elapse within twelve months of the date of committing the same provided, however, no other violation was committed during the said twelve months.

16.1.12 Summary Dismissal after Third Offence:

An employee who receives two written warnings during a 12-month period, may upon committing an offence meriting a third warning during the same 12-month period, be summarily dismissed.

16.1.13 Procedure for Summary Dismissal or Termination:

When an employee has committed misconduct which in accordance with the Disciplinary Code renders him liable to summary dismissal or termination, he should be advised by his/her supervisor as soon as possible after having committed the same, of the proposed disciplinary action. Further, if the breach of discipline is sufficient to merit summary dismissal, the employee concerned should be notified by his/her immediate supervisor and this action conveyed to him in writing forthwith by no lesser authority than the Department Head, in co-ordination with HRD.

Adw

W A D

Page 121 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



16.1.14 Implementation of Dismissal/Termination:

The conveying of decision to terminate an employee vests with the employee's Department Manager, but only after direct consultation with the respective G/M. A decision to apply summary dismissal shall not become final unless endorsed also by the President / V. President, and the labor office is notified.

After agreement by the President / V. President and the labor office the concerned labor office if necessary, the HR Manager shall notify the employee of the decision to terminate him/her and HRD shall process his/her termination.

16.1.15 The Disciplinary Code:

In applying the Code, the following principles should be observed:

- a) Penalties prescribed in the schedule are the maximum. Lesser penalties may be applied. This applies particularly to summary dismissal, which has a very severe effect on the employee; termination with notice or pay in lieu shall frequently be a more appropriate alternative.
- b) Written warnings become invalid after elapse of 12 months from the date of issue, so that time elapsed since previous offences must be taken into consideration in interpreting the Code.

According to provisions of Sudan Labor Act disciplinary action shall be as in the following:

- (One) In a case of alleged offences, which need to be proved, the Management forms an investigation committee.
- (Two) The mentioned committee shall be formed of a minimum of two officials; all of them shall be in senior status to the offender.
- (Three) To its discretion, the Management can stop further measurement or order formation of a disciplinary board.
- (Four) The disciplinary board is formed of three officials requiring the same conditions for the investigation committee.
- (Five) The disciplinary board follows the procedures provided in South Sudan Public Service

Adw

W A D

Page 122 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



Disciplinary Law of 2017, or any substitution Law.

- (Six) The disciplinary board should not divulge the board findings.
- (Seven) After receiving the report of disciplinary board the Management shall rule that either the concerned person is guilty or not.
- (Eight) The Management through HRD informs the concerned employee of the decision. If he is proved guilty the decision must determine the punishment.
- (Nine) If the decision involves dismissal, a previous approval of concerned Labour Office is required according to South Sudanese Labour Act.
- (Ten) In case that the Management judges it is urgent to dismiss the concerned person without having or waiting Labour Office approval, the dismissal shall be considered abusive according to South Sudan Labor Act and the concerned person shall be entitled to indemnity, as determined by South Sudan Labor Act.

Notes:

Unjustified absence and poor time keeping (items 1 to 8 in the model code) - are meant to include periods of the late arrival at, or early departure from the work. Absence shall be reported on the standard monthly return (Time Sheet form). It is the responsibility of the concerned department to notify HRD of any cases of unjustified absence, on the first working day following the period of absence. If an offence is committed twelve months after the date of a previous offense of the same nature, it shall be considered as a first offense.

16.2 Employees accused of Intentional Crimes relating to their Employment

In cases where employees are accused of intentional crimes (traffic offences excluded) in matters relating to their work with the Company, the following policy shall apply:

- a) The employee shall be entirely responsible for arranging and paying for his/her own legal defense and bail bond.
- b) Salary and allowances shall cease for any period spent in jail during the investigation of the case, or suspension from work as may be ordered.

Adw

W A D

Page 123 of 154

fu

Pke



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



16.3 Employee proved guilty:

In the event that the employee proved guilty (National/Expatriate) in a final judgment by the Court, the President/ Vice President shall immediately review the case and issue instructions for:

- a) Termination of services with the Company.
- b) Finalization and settlement of employee's dues with the Company, in accordance with the instructions issued by the Court.

If, in the case of a South Sudanese national, it is decided to terminate the employee service, the Company shall not reimburse salary or allowance for period of absence nor shall pay the costs relating to legal fees.

16.4 Employee proved not guilty:

In the event that the employee is proved not guilty in a final judgment of the Court, the Vice President/President may take the following action:

- a) Authorize the employee's return to duty.
- b) Authorize back payment in full of salary and allowances for any period spent in jail or suspension from work in connection with the case.
- c) Authorized reimbursement to employee legal expenses directly associated with the case.

16.5 Ex-Employee proved not guilty:

In the case of an ex-employee whose services with the Company have been terminated administratively and who has been prosecuted by the Public Prosecutor for matter relating to his/her employment with the Company, and who is found not guilty by the Court, the following shall apply:

- a) The President /Vice President may obtain clearance from the Public Prosecutor for the release of any funds due from the Company to the ex-employee which may have been held on the Public Prosecutor's instructions, and settle the ex-employee's account as expeditiously as possible.

Adh

W A D

Page 124 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



- b) The Vice President /President may authorize back payment in full of salary and allowances for any period of suspension relating to the case, which occurred prior to termination.
- c) The Company shall not reimburse any costs relating to legal expenses.

16.6 Employee Voice:

The company must ensure the rights of all employees to have their interests represented to management through trade unions, staff associations and/or some other forms of representative systems is respected. And a clear platforms and guidelines must be jointly created and respected by and between the company and the employee union to address any issues of concern to the employees without affecting the operation and business continuity of the company in consideration and in compliance to all the established Acts.

16.7 Employee Safety:

It is the intention of the Company to safeguard its employees, its properties and the public through the promotion and maintenance of an aggressive program designed to prevent unplanned and unwanted occurrences which reduce efficiently and interfere with normal operations. Attention is directed not only to circumstances, which have led to injuries, fire or damage to equipment and products, but also to potential circumstances likely to produce such undesirable events.

16.8 Responsibilities of Supervisors:

Safety is the responsibility of both supervisors and employees but each Supervisor (Job Officer) to oversee the safety of his/her subordinates Company equipment and products, by administering Company preventive rules and regulations. The (Manager) or his/her authorized representative shall assist and cater with immediate Supervisors to put safety measures in place.

Supervisors must instruct all employees to report immediately any accident, whether minor or major. All accidents must be investigated promptly by the Supervisor and the 'Supervisor's Report of Accident Investigation forwarded directly to the HSE Manager.

Adw

W A D

Page 125 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



16.9 Protection & Safety:

Company has a core interest in the health and safety of all employees. The concerned departments are firmly committed to translating this interest into effective action with full regard to statutory laws, ministerial decrees and the Company's Indigenous Safety & Protection Policy. Although the responsibility for implementation of safe working practices rests with management, every employee is required to treat safety as subject of utmost importance and to ensure that all governing safety rules and regulations and operating procedures, formulated to prevent accidents and maintain healthy safe places of work, are necessarily followed.

16.10 Each Employee Shall:

- a) Carry out all instructions for safety from hazards and prevention from industrial illnesses.
- b) Refrain from performing any act that may hinder the execution of these orders.
- c) Refrain from creating any hazard that shall endanger him/her and others or jeopardize Company personnel, property or operations.
- d) Use protective devices and clothing provided by the company, where appropriate.
- e) Shall full disregard of these requirements, or any deliberate violation of the safety policy and regulations could lead to termination from Company service.
- f) Employees are therefore shall familiarize themselves with safety HSE rules and regulations.

16.11 Redundancy Procedure

Should the company be faced with a situation in which management decides that an employee or employees are surplus to requirements in a particular occupation and cannot be offered suitable alternative work. Employees must be surplus to requirements because changes in the economic circumstances of the company mean that fewer employees are required, or because changes in methods of working mean that a job no longer exists in its previous form. An employee who is given notice because he or she is unsuitable or inefficient is not regarded as redundant and would be dealt with in accordance with the usual disciplinary or capability procedure.

Adv

W A D

Page 126 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



16.11.1 Objectives:

The objectives of the procedure are to ensure that:

- a) Employees who may be affected by the discontinuance of their work shall be given fair and equitable treatment;
- b) The minimum disruption is caused to employees and the company;
- c) As far as possible, changes are effected with the understanding and agreement of the unions and employees concerned.

16.12 Disclosure of Company Information:

HRD from time to time are approached by representatives of the Press, both general and technical, with requests to provide information on the Company's operations. The information sought may be in the form of statistics, charts, map or articles for publication. In many cases, the information is not confidential and may be supplied by the Company. In other cases, the information requested is confidential and should not be released.

The release of any information concerning the Company's operations must be handled through official Company channels. To this end, all requests for such information, whether from the press, other organizations or private individuals should be directed to HR Department, who shall arrange to prepare the replies where to necessary.

Public Relations Department shall refer to the department concerned for technical assistance and also shall be responsible for ensuring that release of information is approved.

The reply from HR Department shall be copied to the person to whom the request was made in the first instance.

Adw

W A D

Page 127 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN
MINISTRY OF PETROLEUM
(MOP)



17. COMPLETION OF SERVICES

Adw

W A D

Page 128 of 154

fu

Pke



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



17.1 Termination:

There are number of possible causes for termination of an employee's service, and these are covered in the sub-sections below.

For any reason whatsoever inclusive of resignation, termination, and or retirement should not be finalized without the prior approval of the President / Vice President.

Partners Secondees are released or replaced by the respective seconding partner.

All termination arrangements are handled by HRD.

All details concerning the terms under which an employee leaves the Company's services are determined by HRD. The Departments concerned, having set the date of termination (where this is at the Company's initiative) must not make any further commitments toward the employee concerned.

Termination benefits shall be paid within two weeks from the effective date of termination/ resignation date. Detailed procedures to be applied in the various types of termination are maintained by HRD.

17.2 Termination at Employee's Initiative (Resignation):

An employee wishing to render his/her resignation from the Company's service must do so in writing addressed to his/her department manager. The department head shall interview him/her to ascertain the reasons for his/her resignation. Where the employee appears to have acted hastily or without due consideration, the Department Manager may advise him to reconsider his/her position. Where appropriate, the Department Manager shall also attach a file note recording the matters discussed in his/her interview with the employee. HRM shall interview him/her and study the case before passing the final decision to President/ Vice President.

Adw

W A D

Page 129 of 154

fu

Pke



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



17.3 Date of Termination:

Depending on the terms of their contract of employment, employees are normally required to give either one month or three months' notice of their resignation. In some circumstances, however, the Company may be prepared to waive its right to insist on the full notice period being given. In all cases of resignation, the date of termination shall be the date of leaving work.

17.4 Termination at Company's Initiative:

17.4.1 Under Probation Clause:

At least two weeks before the completion of the three (3) calendar months of probation period, the Head of Department concerned must decide finally whether or not the employee is suitable. If he/she is judged unsuitable, the Department Manager shall advise the HRD by memorandum after investigation. HRD shall arrange the appropriate action. Before initiating termination, the Department concerned shall bring the case to the attention of HRD. Finally, the Department concerned shall arrange for the employee to be called and advice of his/her termination, which shall take effect from the day on which he is so advised.

17.5 Under Notice Clause:

The employees terminated at the Company's initiative under the notice clause are officially terminated by payment of money in lieu of the notice prescribed in their Contracts of Employment, which include provision for termination by this means. The date of termination is in all cases the day of ceasing work, and this is specified in the Company's letter to the employee setting out his/her termination arrangements.

Termination at the Company's initiative under the notice clause may be on account of redundancy, or alternatively for other reasons.

Adw

W A D

Page 130 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



17.6 For Redundancy:

Redundancy treatment is applicable when an employee is terminated on the grounds that his/her job is being abolished.

The names of employees who are to be released as redundant during a particular year shall normally be established during the preparation of the annual manpower plan/budget.

HRD through the Department concerned gives individual employees preliminary notice of impending termination as soon as the approximate date for release has been decided; wherever possible, at least one month prior to release.

Department Manager informs the employee in writing, of the release date and of the fact that the employee has been informed. (Two (2) months Sec. 72(1) read to gather with Sec. 77

According to South Sudan Labour Act 2017 the Company shall pay the employee terminated on the grounds that he/she is redundant, all his/her rights, and benefits in addition to a compensation equal of a six-month gross salary (remedy for unfair termination). (for redundancy the entitlements are follows: One-month notice/payment in lieu, NSIF for the period worked Social Insurance Act 1990 amended 2004/2008, gratuity one-month gross salary Sec.81(1) of South Sudan Labour Act 2017, severance pay Sect. 80 of the Act untaken leave/s (payment in lieu Sec. 60(5) of the Act.

17.7 Attainment of Retirement Age:

Employees shall be released from service upon reaching 65 years of age. For operational reasons, extension of service may be considered up-to one-year period only but not exceeding a total of 5 years. The concerned Manager through HRD must submit justification for each extension conditional to the Minister's approval.

Adw

W A D

Page 131 of 154

fu

Pke



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



17.8 For Other Reasons:

Termination at the Company's initiative under the notice clause may be effected for reasons other than redundancy such as disciplinary reasons, which justify termination but do not warrant summary dismissal. Any proposed termination for such reasons must be initiated by concerned Manager through HRD and has the approval of the President and Vice President before it is acted.

It is not allowed to terminate a female employee who is pregnant or she is taking maternity leave.

17.9 Summary Dismissal:

The circumstances justifying summary dismissal and procedures to be followed are set out in this Part, Section 17.15.

17.10 End of Fixed Contract:

The contract of employment provides that the service may be extended for a further period, beyond the initial year, by written agreement between the parties made three months before the expiry date. If the Company does not intend to renew such a contract, it is advisable that his/her Department Head informs the employee verbally at this time. The Department Head shall then advise the (HRD) by memorandum. HRD shall subsequently write to the employee, confirming that the contract shall not be renewed, and advising him/her of the arrangements for his/her termination.

In the case of Non-Established Employees, it is sufficient if the employee is advised verbally by HRD that his/her agreement is not to be renewed in advance of the expiry date.

Adw

W A D

Page 132 of 154

fu

Pke



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



17.11 Termination for Lack of Fitness:

If the employee has been declared by the Medical Officer and approved by Medical Commission Board unfit for further services or unfit to perform the full duties of his/her designated job, his/her case shall be referred to G/M Finance & Service in co-ordination with concern Department Manager / GM to consider termination of his/her service by notification with immediate effect after obtaining approval of labour office.

17.12 Termination by Death of Employee:

HRD shall be informed of the death early as possible, and will, if necessary, inform the relatives and make arrangements in liaison with the relatives and with General Services Dept. for such matter as the burial, religious ceremonies, repatriation of the body, etc., as appropriate. HRD shall then inform the concerned Department by memorandum of the date and place of death. The concerned Department shall initiate termination arrangements with effect from the date of death. In the case of married male employees, HRD shall immediately arrange for the procedure of emergency assistance to widows to be invoked. HRD shall also inform the Legal Manager of the date and cause of death.

17.13 Termination of Contract (Notice Period):

The Contract may be terminated by either party giving the appropriate notice in writing. The established notice periods are as follows:

Adw

W A D

Page 133 of 154

fu

PKC



REPUBLIC OF SOUTH SUDAN MINISTRY OF PETROLEUM (MOP)



Service Period Notice Period

Service Period	Notice
<ul style="list-style-type: none">• Less than Six (6) Months• Six (1) Months but less than One (1) Year• One (1) Year or more• Summary Dismissal• Employee reaching the age Retirement	<ul style="list-style-type: none">• One Week• Two Weeks• One Month• Nil• Six Months immediately before expiry date of the Contract

Whether or not the employee should work the notice period shall be at the Company's sole discretion.

17.14 End of Service Benefits (ESB):

End of Service Benefits payable in respect of employees leaving the Company's service are governed by the HR Policy Manual and the employment contract. This shall not affect the Employee Benefit by Social Insurance Law.

17.15 Where Termination is at the Company's Option (Other than Summary Dismissal under the Disciplinary Code):

End of Service Benefit (ESB) Entitlements are determined by the employee's Gross Salary. A minimum of One (1) Year continuous service is required to qualify for the payment of full End of Service Benefit (ESB) on termination.

Adw

W A D

Page 134 of 154

fu

Pke



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



The Benefit is calculated for national direct hire employees based on the following:

Period of Services	ESB (Gratuity) per Year of service
Less than One (1) year Service	None
1-2 Yrs	One (1) month for each completed year of Service or pro rata for No. of days.
2-3 Yrs	One and half (1 1/2) month for each completed year of Service or pro rata for No. of days.
3-6 Yrs	Two (2) months for each completed year of Service or pro rata for No. of days.
6-9 Yrs	Two and half (2 1/2) months for each completed year of Service or pro rata for No. of days.
9 Yrs and over	Three (3) months for each completed year of Service or pro rata for No. of days.

17.16 When Termination is at Employee's Option: (Resignation)

The employee has the right to terminate his/her contract with the company for other reasons not stated or listed in section 17.13. In this case, when an employee resigns, the benefit calculated as under Section 17.15 above, shall not be reduced.

17.17 Where Termination of Service is at the Company's option (due to Summary Dismissal under the Disciplinary Code):

If the termination of an employee is due to the Summary dismissal, the company, according to South Sudan Labour Act 2017, shall pay the employee all his/her rights and benefits including his/her salaries during his/her suspended period plus compensation equals six months' salary.

Adv

W A D

Page 135 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



17.18 Where Termination of Service is at the Company's option due to:

- a) The employee submitted false statements regarding his/her certificates, experience and previous work.
- b) The employee negligence in work caused a major fault and serious loss for the company.
- c) Does not abide to safety rules and regulations in despite the written warnings he received.
- d) Ignoring all work assignment instruction stated in his/her contract.
- e) Releasing of any confidential information concerning the top management.
- f) Being convicted of a crime in which honor, honesty or morality is involved.
- g) Quarrelling at work, and Insulting another employee(s) and for assaulting whilst at work:
- h) One-Supervisor or his/her direct representative Two-Colleagues.
- i) Found drunk during working hours and this is certified by Doctor Checkup.

17.19 Where Termination of Service is at the Employee's initiative (due to Conflicts between the Company and the employee):

- a) The employee has an unfair contract, which is different from his/her colleagues.
- b) The employer did not abide by standard terms and conditions of employment where as both parties signed on it.
- c) The supervisor of the employee or his/her representative insulted him/her in a manner likely to provoke assault.
- d) The presence of a great danger which threaten the safety or the health of the employee and the employer is aware of this danger and no precaution has occurred.
- e) If the employee left the work before presenting the case in front of President or before the President makes the decision the employee doesn't have any rights/benefits for the number of days he/she left the work.

Adw

W A D

Page 136 of 154

fu

Pke



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



17.20 Transportation on Termination:

The company shall provide a one-way passage for an expatriate employee and his/her family to the home of record provided that:

1. He has completed the full period of service specified in the agreement; or
2. He resigned in accordance with the terms of the agreement; or
3. The Company has terminated the employee's services other than summary dismissal.

In the latter case, it is frequently preferable that the Company exercises flexibility in deciding whether or not to meet the passage costs. There are grounds for dealing differently with the individual who at his/her own initiative terminates his/her service in a manner, which is in breach of the contractual conditions. In either of these circumstances, HRD should obtain the approval of passage cost from the President/ Vice President.

NOTE:

Employees of bachelor status who have been notified of their termination date may not subsequently change their marital status and thus become entitled to family passages.

Adw

W A D

Page 137 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



17.21 Class of passage for the employee and his/her family shall be as per leave travel.

17.21.1 Incidental travel Expenses:

Allowances for incidental travel equal to half those for leave travel.

17.21.2 One Way Arrangements:

Employees leaving the Company's service and entitled to repatriation may be allowed to make their own travel arrangements against a signed acknowledgement in full discharge of the Company's liability for repatriation. Under these circumstances, the employee is credited with a sum equal to the cost of a signed air-passage to his/her home of record for himself/herself and the members of his/her family.

Whether one-way travel should or should not be permitted is dependent on the circumstances of the termination. The merits of each case should be carefully considered before permission is given. The Company will, by arrangement with the airline concerned, cover the cost of the authorized excess baggage charges.

17.22 Transport of Personal and Household Effects:

A shipment of personal effects from South Sudan at the Company's expense may be made on termination, or when an employee relinquishes married accommodation and his/her family is repatriated.

Shipments from South Sudan at other times shall not normally be paid for by the Company.

17.23 Insurance:

Insurance extends only for the period which the goods are in transit, plus one month in storage in the country of destination. Where it is intended to leave the items in store in the employee's home country or elsewhere for longer periods than one month, the employee should be advised that he/she shall need to make his/her own arrangements to cover contingencies which may arise during storage.

Adw

W A D

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



17.24 Industrial Disability Benefits:

A National employee, who is temporarily disabled as a result of an industrial injury or occupational disease as confirmed by a medical report from the Company's Medical Officer or a designated medical facility, shall be entitled to receive industrial temporary disability benefits from the Company as stated herein.

17.25 Amount of Benefits:

A National employee, who is temporarily disabled as a result of an industrial condition, shall be entitled to the following: First Six Months - Full Pay Next Six Months - Half pay, after using his/her annual vacation accrued credits After One Year - One-third pay until recovery or permanent disability is determined.

17.26 Duration of Industrial Condition:

When the industrial temporary disability exceeds one year, the employee shall be referred to a Medical Committee composed of three Medical officers appointed by the Company to determine by majority of voting, if unanimity cannot be reached, the employee's fitness for further employment.

17.27 Industrial Permanent Disability Benefits:

Should the Medical Committee declare an employee to be permanently disabled to perform his/her work either totally or partially, his/her services may be terminated. The employee shall then be entitled to the following benefits:

17.28 From the Company:

Termination Benefits as stated in HR Policy.

Workman's Compensation if his/her disability is established to be less than 15 percent of permanent total disability.

Adw

W A D

Page 139 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



17.29 From Social Insurance Fund:

Monthly pension if the employee's condition is determined to be at least 15 percent of permanent total disability in accordance with the provisions of the Social Insurance law.

17.30 Certificate of Service:

On termination of service, the only Certificate of Service, which may be given, is the standard one issued by HRD. Any official of the Company should give no other form of certificate or reference. The form of certificate shall specify the period which the employee has been in Company Service, and his/her final designation, if the employee requests this, HRD shall in addition issue a certificate showing his/her last rate of remuneration. The certificate shall also state that prospective future employers may refer to the Company for more detailed information. HRD shall again handle any such requests.

17.31 Protective Clothing and Uniforms:

Uniforms or protective clothing are generally issued to employees according to job requirements i.e. Operations and HSE Organization.

17.32 Medical Employees:

All male and female employees employed in the Medical Unit (Doctors, Nursing Staff, and Laboratory Technicians.) whose nature of work requires them to wear uniforms, are provided with uniforms and shoes in accordance with the schedule set by company's organization.

17.33 Fire Officers:

Winter and summer uniforms shall be issued under Section/Department arrangements.

17.34 Safety Equipment:

Safety helmets and other items of equipment, essential for personal protection, may be drawn and issued as required to employees, under sectional departmental arrangements.

17.35 Labours / Cook:

Proper uniform is generally provided to Labours / Cook employees according to job requirement and location of work.

Adv

W A D

Page 140 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN MINISTRY OF PETROLEUM (MOP)



17.36 GRIEVANCE PROCEDURE

The Company must promote good communication and to ensure that any question raised or problems encountered are addressed quickly and effectively. If an Employee has a grievance relating to his/her employment with the Company, the Employee must raise the matter with his/her Supervisor or Manager. If the grievance is related to the Employee's Supervisor or Manager, or the Employee is not comfortable discussing the grievance with the Supervisor or Manager, the Employee must raise the matter with the next level of management or with the HR Manager. After reviewing the question or problem, the appropriate Manager must discuss the situation with the Employee and must notify the Employee of the Company's response.

If the matter remains unresolved or the Company's response is not acceptable to the Employee, the Employee may present the question or problem in writing to the next level of management. The decision of the next level of management must be final and binding.

Concerns that are brought to the Company's attention through this Grievance Procedure must be handled in a confidential manner. In addition, the Company must prohibit any form of retaliation against an Employee who utilizes this Grievance Procedure in good faith.

Adw

W A D

Page 141 of 154

fu

PKC



REPUBLIC OF SOUTH SUDAN
MINISTRY OF PETROLEUM
(MOP)



**18. ALLOWANCES FOR PUBLIC SERVANT
ON OFFICIAL DUTY.**

Adw

W A D

Page 142 of 154

fu

PKC



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



18.1 Public Servant on Official Duty

All Public Servants in the Government of the Republic of South Sudan on an official duty assigned to the companies shall be entitled to tickets, an allowances for accommodation, Per Diem when travelling away from his/her usual place of work as per the below entitlement criteria with respect to their individual grades.

18.2 Travel

- a) The officer shall be entitled to either official transport to and from the location to be visited or the officer shall be entitled to a ticket on a secured private vehicle.
- b) The form of transport shall depend on the grade of the officer and shall be an efficient of transport.
- c) The class of transport utilized shall depend upon the Job grade of the officer travelling and the duration of the journey as per the below table.

Public Servant Level	Travel Class
Ministers, Constitutional Post Holders, Secretary General, Advisors, Consultants, Clerks to the Assembly and Undersecretaries (Special Grades).	First class irrespective of travel time.
DG, D, 1 st D/D, D/D & A/D.	c) Business class if travel time is less than 6 hours. d) First class if travel time is more than 6 hours.
Senior Inspectors and all other Grades.	c) Economy class if total travel time is less than 6 hours. d) Business class if total travel time is more than 6 hours.

- d) The period of assignment from his/her normal work station must exceed 8 consecutive hours and must require spending a night away from the officer's normal domicile in case he/her is to travel outside his/her normal location of work.

Adv

W A D

Page 143 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



- e) The accommodation, Subsistence and Out of Pocket allowances shall be payable for each and every 24 hours' period subsequent to the initial 8 hours provided the public servant remain on duty away from his/her usual place of work.
- f) The accommodation, Subsistence and Out of Pocket allowances shall vary depending on the location being visited and the grade of the officer as per the below table.

Ministers, Constitutional Post Holders, Secretary General, Advisors, Consultants, Clerks to the Assembly and Undersecretaries (Special Grades).	Region(s)	Accommodation (USD)	Subsistence (USD)	Out of Pocket Allowance (25% of Accommodation + Subsistence) (USD)	Total (USD)
	AFRICA				
	East Africa	300	200	125	625
	West Africa	335	200	135	670
	North Africa	300	200	125	625
	Southern Africa	300	200	125	625
	Central Africa	350	200	135	685

All other Super scale and other Grades.	Region(s)	Accommodation (USD)	Subsistence (USD)	Out of Pocket Allowance (25% of Accommodation + Subsistence) (USD)	Total (USD)
	AFRICA				
	East Africa	265	170	85	520
	West Africa	285	170	90	545
	North Africa	255	175	85	515
	Southern Africa	260	165	85	510
Central Africa	300	170	95	565	

Adv

W A D

fu

PKC



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



Ministers, Constitutional Post Holders, Secretary General, Advisors, Consultants, Clerks to the Assembly and Undersecretaries (Special Grades).	Region(s)	Accommodation (USD)	Subsistence (USD)	Out of Pocket Allowance (25% of Accommodation + Subsistence) (USD)	Total (USD)
	EUROPE				
	Western Europe	365	215	145	725
	Eastern Europe	380	220	150	750
	Central Europe	300	170	120	590
	Nordic Countries	315	185	125	625

All other Super scale and other Grades.	Region(s)	Accommodation (USD)	Subsistence (USD)	Out of Pocket Allowance (25% of Accommodation + Subsistence) (USD)	Total (USD)
	EUROPE				
	Western Europe	315	185	100	600
	Eastern Europe	320	190	100	610
	Central Europe	255	145	80	480
	Nordic Countries	270	155	85	510

Adw

W A D

fu

Pke



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



Ministers, Constitutional Post Holders, Secretary General, Advisors, Consultants, Clerks to the Assembly and Undersecretaries (Special Grades).	Region(s)	Accommodation (USD)	Subsistence (USD)	Out of Pocket Allowance (25% of Accommodation + Subsistence) (USD)	Total (USD)
	AMERICAS				
	North America	300	160	115	575
	Central America	335	200	135	670
	South America	300	200	125	625

All other Super scale and other Grades.	Region(s)	Accommodation (USD)	Subsistence (USD)	Out of Pocket Allowance (25% of Accommodation + Subsistence) (USD)	Total (USD)
	AMERICAS				
	North America	250	135	75	460
	Central America	290	160	90	540
	South America	255	175	85	515

Adw

W A D

fu

Pke



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



Ministers, Constitutional Post Holders, Secretary General, Advisors, Consultants, Clerks to the Assembly and Undersecretaries (Special Grades).	Region(s)	Accommodation (USD)	Subsistence (USD)	Out of Pocket Allowance (25% of Accommodation + Subsistence) (USD)	Total (USD)
	ASIA				
	South Asia	300	200	125	625
	South East Asia	300	200	125	625
	East Asia	300	200	125	625
	Middle East	300	200	125	625

All other Super scale and other Grades.	Region(s)	Accommodation (USD)	Subsistence (USD)	Out of Pocket Allowance (25% of Accommodation + Subsistence) (USD)	Total (USD)
	ASIA				
	South Asia	260	165	85	510
	South East Asia	230	145	75	450
	East Asia	255	170	85	510
	Middle East	250	160	90	500

Adw

W A D

fu

Pke



REPUBLIC OF SOUTH SUDAN
MINISTRY OF PETROLEUM
(MOP)



Ministers, Constitutional Post Holders, Secretary General, Advisors, Consultants, Clerks to the Assembly and Undersecretaries (Special Grades).	Region(s)	Accommodation (USD)	Subsistence (USD)	Out of Pocket Allowance (25% of Accommodation + Subsistence) (USD)	Total (USD)
	AUSTRALIA/PACIFIC				
	Australia/Pacific	300	200	125	625

Senior Inspectors and all other Grades.	Region(s)	Accommodation (USD)	Subsistence (USD)	Out of Pocket Allowance (25% of Accommodation + Subsistence) (USD)	Total (USD)
	AUSTRALIA/PACIFIC				
	Australia/Pacific	250	160	90	500

Two days' travel time with Subsistence and accommodation allowances are allowed.

No receipts required to cover the above mentioned payments. If the hosting company provides accommodations the above accommodation rate shall be reduced by 50%.

18.3 Assignment in Excess of 6 Months

If the duration of the assignment is in excess of 6 Calendar months, the Company shall provide one return ticket of home leave for the officer to visit his/her family in South Sudan. In this case, he/she has to complete at least the first 4 months of the assignment. The duration of this home leave shall be 20 days (inclusive of travel days). During home leave, the officer shall not be paid his/her per diem and accommodation allowance. Alternatively, the officer may choose to forego his/her home leave and have his/her spouse to join him/her in the assignment location. In this case, the Company shall provide one return ticket for the spouse and no other cost is payable for the family.

Adw

W A D

fu

Pke



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



18.4 Business Travel Allowances inside South Sudan:

All public servant on official duty with the Oil and Gas Companies inside the Republic of South Sudan shall be entitled to the below accommodation, Subsistence and Out of Pocket allowances.

Positions/Grades	Locations	Accommodation + Transportation (USD)	Subsistence (USD)	Out of Pocket Allowance (25% of Subsistence) (USD)	Total (USD)
Hon. Minister & Constitutional Post Holders.	All Oil/Gas Fields and States within the Republic of South Sudan	Accommodation and Transportation to be provided by the company at a Cost referencing to the Grade and position of the public servant.	480	120	600
Secretary General, Advisors, Consultants, Clerks to the Assembly and Undersecretaries (Special Grades).			400	100	500
DG, D, 1 st D/D, D/D & A/D.			320	80	400
Senior Inspectors and all other Grades.			300	75	375

The company shall pay to each individual travelling Public Servant a one-time (One-off) Contingency Fund of \$ **500 (Five Hundred USD only)** for each complete official trip (Round trip).

18.5 Rental Cars

The company shall have corporate agreements with several major Car rental companies. The class of vehicle rented should be that of a mid-range such as Sedan Cars. i.e. Group B or C in Europe, and “Compact or Mid-Size Cars” in the USA.

Adw

W A D

fu

Pke



REPUBLIC OF SOUTH SUDAN
MINISTRY OF PETROLEUM
(MOP)



**19. ALLOCATION OF POSITIONS IN THE
JOINT OPERATING COMPANIES (JOCs).**

Adw

W A D

Page 150 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



19.1 Allocation of Positions for NILEPET Secondees and National Direct Hire Employees in the Joint Operating Company (JOCs)

Allocation of positions in all the Joint Operating Companies (JOCs) operating in the Republic of South Sudan shall be in accordance to the participating interest/shares of each partner in the respective Joint Operating Company and MUST be in compliance with the EPSA.

The allocation of Positions for NILEPET Secondees and the National Direct Hire Employees shall be as per the below table. Appointments into the Positions for the National Direct Hire Employees shall be managed by the Ministry of Petroleum in coordination with the Company Human Resource Committee (HRC) and MUST be in accordance to the Recruitment Guidelines of this UHRPM under Clause 3.0 (RECRUITMENT).

19.2 DPOC – List of Positions for NILEPET Secondees and the National Direct Hire.

NO	POSITIONS FOR NILEPET SECONDEES	NO	POSITIONS FOR MOP.	NO	POSITIONS FOR NATIONAL DIRECT HIRE EMPLOYEES
1	Vice President	1	Internal Audit Manager	1	O&E Manager
2	GM, UDC	2	SH, Legal Affairs	2	2 Field Managers
3	Exploration Manager	3	CD Manager	3	SH, Health
4	Production and Facility Manager	4	Office of the President Manager	4	SH, HSEMS
5	TS Manager	5	SH, Planning and Information	5	SH, CD
6	HR Manager	6	2 SH, Field Security	6	SH, General Coordination
7	Procurement Manager	7	SH, Logistics & ADM	7	SH, Civil Work
8	Security Manager	8	2 SH, Pipeline	8	SH, Geo-operation

Adw

W A D

Page 151 of 154

fu

PKE



REPUBLIC OF SOUTH SUDAN

MINISTRY OF PETROLEUM

(MOP)



9	SH, Petrophysics	9	Khartoum Coordination Office Manager	9	SH, Aviation
10	SH, Geophysics	10	SH, Metering	10	SH, Account Payables (AP) and Receivables (AR)
11	SH, Field Services	11	IT Manager	11	SH, Help Desk
12	SH, Planning	12	T&D Manager	12	SH, Transportation & Vehicles
13	SH, Environment Management & Regulatory	13	GS Manager	13	SH, Corporate
		14	SH, Budget & Cost	14	SH, Building OPS
		15	SH, Project	15	SH, Admin
		16	SH, HR Policy		
		17	SH, Capability		
		18	SH, Material Management		
		19	SH, Catering		
TOTAL	13 Positions	TOTAL	19 Positions	TOTAL	15 Positions

19.3 GPOC – List of Positions for NILEPET Secondees and the National Direct Hire.

NO	POSITIONS FOR NILEPET SECONDEES	NO	POSITIONS FOR MOP	NO	POSITIONS FOR NATIONAL DIRECT HIRE EMPLOYEES
1	Vice President	1	CA & CD Manager	1	SH, CA
2	D/GM, C&S	2	Downstream Manager	2	SH, CD
3	HR Manager	3	SH, Construction	3	Deputy Construction Manager
4	Deputy Drilling Manager	4	CPL Manager	4	IA & C Manager
5	Security Manager	5	SH, Logistics	5	Field Based Manager
		6	SH, Exploration	6	SH, Supply Chain

Adv

W A D

f

PKE



REPUBLIC OF SOUTH SUDAN
MINISTRY OF PETROLEUM
(MOP)



		7	SH, Flowlines	7	SH, Comprehensive
		8	SH, Finance	8	SH, Transportation
		9	GS Manager	9	SH, Khartoum Service Office
		10	HSE Manager	10	SH, GS
		11	SH, Service HR	11	SH, Khartoum Service Field
		12	SH, T&D	12	SH, Aviation
		13	SH, Legal	13	SH, Health
		14	SH, WPB	14	SH, Environment
		15	Office of the President Manager	15	SH, Business
		16	SH, Field Based	16	SH, Coordination
		17	SH, Planner		
		18	SH, Field Based Security		
		19	TS Manager		
TOTAL	5 Positions	TOTAL	19 Positions	TOTAL	16 Positions

19.4 SPOC – List of Positions for NILEPET Secondees and the National Direct Hire.

NO	POSITIONS FOR NILEPET SECONDEES	NO	POSITIONS FOR MOP	NO	POSITIONS FOR NATIONAL DIRECT HIRE EMPLOYEES
1	Vice President	1	Finance & Accounting Manager	1	Internal Audit Manager
2	GM, HR, SCM & TD	2	Technical Service Manager	2	SH, Management Accounting
3	Security Manager	3	HR Manager	3	ICT Manager
		4	Planning Manager	4	SH, People Planning
		5	HSE Deputy Manager	5	SH, Project Management
		6	Training and Development Manager		

Adv

W A D

f

PKE



REPUBLIC OF SOUTH SUDAN MINISTRY OF PETROLEUM (MOP)



		7	Project Manager		
		8	SH, Information Technology		
TOTAL	3 Positions	TOTAL	8 Positions	TOTAL	5 Positions

19.5 Secondment of Employees in the Position for the National Direct Hire Employees.

The Ministry of Petroleum in coordination with the Company's Human Resources Committee (HRC) shall appoint and/or second Employee(s) into any vacant position allocated for the National Direct Hire Employees as per the above table and in the Organization Structure of the Company for a period not exceeding 2 Calendar years. The appointed and/or seconded employee shall be recalled back to his/her previous position in the Ministry of Petroleum accordingly.

The appointed and/or seconded employee shall be eligible for all benefits and compensations stated in this UHRPM during the entire duration of appointment and/or secondment period. The main objectives of this appointment and/or secondment shall be for knowledge transfer and employee exposure into the daily activities of the Oil and Gas Sector in the Republic of South Sudan.

Adw

W A D

Page 154 of 154

fu

Pke