



## **GOVERNANCE LINKS TANZANIA (GLT)**

### **HUMAN RESOURCES MANUAL**

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# **APPROVAL**

**APPROVED BY THE BOARD OF DIRECTORS**

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**BOARD CHAIR  
5<sup>th</sup> APRIL 2024**

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# **GOVERNANCE LINKS TANZANIA**

## **1.1 VISION**

Governance Links Tanzania (GL) vision is of a society committed to social, economic and environmental sustainability through participatory governance.

## **1.2. MISSION STATEMENT**

To improve the quality of life of marginalized communities through promotion of effective governance and ensuring social, economic and environmental sustainability. We are a team dedicated to rapid response research, targeted capacity strengthening and engagement in dialogues for promoting promising sustainable solutions, while helping the development and sharing of promising practice

### **1.2.1 VALUES.**

Our core values are:

- We believe in people-owned development
- We believe in equity as a way of achieving equality
- We believe in timely responsiveness
- We believe in sustainability of the environment as a basis of life
- We believe in inclusiveness
- We believe in being ambitious

### **1.2.2 Operating principles**

Our work is guided by the following core principles

- Commitment to achieving impact
- Accountability focus
- Organisational effectiveness
- Localism
- Partnerships
- Social entrepreneurship

### **1.2.3 Tools for Governance work**

With our focus on change, the diversity of tools for leveraging Good Enough Governance include those that facilitate the examination of drivers of change, incentives, institutional alignment and collaboration, power relations, risks, willingness to change, assessments, barometers, mapping of actors and institutional space. In particular the following are the as fundamental tools:

- Political Economy Analyses
- Stakeholder mapping
- Conflict mapping
- The nexus approach
- Stepping Stones methodology
- Inclusion analysis
- Network analysis

## **2.0 INFORMATION ABOUT THE MANUAL**

### **2.1 Purpose**

The purpose of this Human Resources Policy Manual is to set out the overall administration and human resources policies and procedures for Governance Links Tanzania. These procedures are intended to standardize practices, guide and assist management in handling day-to-day administration and human resource matters for the smooth running of the organization.

The manual is divided into sections with each section dealing with a specific human resource issues.

### **2.2 Custodianship of the Manual**

This manual is obtained from the Finance and Administration office, and/or other program managers/Executive Director. Any employee who may require information from this manual shall consult the Administration and finance office /Executive Director, where appropriate information can be provided.

## **2.3 Use of the Manual**

All staffs should adhere to the laid down policies and procedures. In order to allow for flexibility any departure from the laid down policies and procedures should be made after consultation with and the concurrence of the Executive Director, who for the purpose of this manual has the ultimate authority. It is the responsibility of Executive Director/Finance and Administration Manager to administer these policies and procedures in a consistent and impartial manner.

## **2.4 Amendments**

Any sections or subsections that require amendments shall be referred to the designated personnel in the Administration who will work with the Executive Director in assessing the need and the nature of such changes which shall be submitted to the Board of directors for approval. Any modification of the policies and guidelines stated herein shall be made only after due consideration is given to the effect of the proposed modification will have on the advantages, benefits and the responsibilities of the staff. These policies and guidelines will remain in effect until any of the following situations necessitate change:

- Internal growth within the organization;
- Change in general economic conditions;
- Problems of either error or omission are encountered; and improvements are deemed necessary.

## **3.0: Policies and Procedures**

### **3.1 Definitions**

For the purpose of `Governance Links Tanzania Human Resources Policies and Procedures, the following definitions will be used:-

a) "*Dependants*" refer to the following"

- Spouse.
- Legal children 18 years and younger.
- Children over 18 years that are either still in Primary/Secondary schools and/or who have a confirmed handicap and are living with the employee.

b) "*Immediate family*" refers to dependants described above.

- c) “*Eligible Dependants*” refers to
- Spouse
  - A maximum of 4 legal children as described above.
- d) The “*Organization*” shall mean Governance Links Tanzania
- e) “*SMT*” – shall mean Senior Management Team of Governance links Tanzania. Composed of the Executive Director and all program managers i.e.
- Executive Director, Finance and Administration Manager, Program Managers.
- f) “*Temporary employee*”- shall mean one who is employed on a month to month basis not to exceed 267 days of continuous employments.
- g) “*Probation employee*” – shall mean one who is serving a period of probation in a specified job, with prospects of becoming a permanent staff at the end of the probationary period. Services may be terminated by either party giving one month written notice or one month’s salary in lieu of notice.
- h) “*Permanent or Regular employee*” - shall mean a member of staff who has successfully completed probationary period and has received a letter of confirmation from the Executive director. Services may be terminated by either party giving three months’ written notice or one month’s salary in lieu of notice.
- i) “*Contract Employee*”- shall mean staff employed for a pre-determined period of time for a specified assignment with conditions under a written contract signed by such employee and the organization.
- j) “*GLT*”- Shall mean Governance Links Tanzania

### **3.1.1 Employment Policies**

People will only be recruited into GLT in accordance with the current, approved organizational structure.

## **Requirements for new employees**

- a) GLT will recruit the best person for the position after seeking applicants through comprehensive advertising or strategic head picking
- b) GLT employs only those who are willing to abide by the Vision, Mission Statement and Core Values.
- c) GLT requires that a medical examination be undergone prior to employment.
- d) GLT expects its staff members to fit in their assigned positions and obey lawful instructions from those to whom they are responsible. GLT staff members should show respect, love, care, and humility to all other members of staff.
- e) GLT will in general not employ wives, husbands or close relatives of existing GLT employee except in very rare cases.
- f) All new employees must initially serve on probationary terms for a period of six months, on satisfactory completion of which their status will be reviewed.

If after serving the probationary period the employee's position is not confirmed, the employee will be informed in writing giving reasons and the steps to follow. Where necessary the probationary period may be extended for a further period as directed by the executive director or shall be terminated.

- g) GLT believes in equitable employment and will not discriminate against race, ethnicity, tribal origin, gender, religion or creed.

### **3.2.1 Classification of Staffs**

#### **a) Temporary Employee**

Is one who is employed by negotiation on a casual basis of an oral agreement, which is summarized in letter form, setting out the main terms and conditions of the appointment. Normally such employees will be required to do a specific job and be paid on day-to-day terms. Services may be terminated without notice by either party and other benefits apart from the daily rate such as meal allowance will be provided.

### **b) Contract Employee**

Comprises of employees appointed on agreed written contract/agreement terms of a specified period (months or years).

Contract terms shall be restricted to jobs of a specified nature, specifically in projects with fixed duration. All terms will be stated in the contract.

### **c) Permanent Employee**

Comprises of employees who are initially appointed on a probationary period and have to be confirmed in writing into permanent appointments. Permanent employees will be appointed by issue of a letter of appointment setting out the nature of the appointments, and general terms and conditions of service.

### **d) Expatriate staff**

These are employees who are not Nationals of Tanzania and have been contracted or volunteered to work with GLT. In addition they include staff seconded to GLT from the government. GLT will be responsible to obtain Work Permits for Expatriate Staff.

The above category can be further classified as:

### **3.2.2 Categorization of Staff:**

#### **i) Leaders**

These are staff that hold leadership positions and provide overall leadership to GLT i.e. Executive Director.

#### **(ii) Managerial**

Comprise of Program Managers, Finance And Administration Manager.

#### **(iii) Functional/Project Staff**

These staff is primary level implementers. They include Program Technical Support Staff such as Accountants, Program Assistant

Officer, Functional Staff such as Administrative Assistant and Procurement and Logistics officer.

#### **(iv) Support Staff**

Staffs of this category comprise of staff that provide a supportive role in the organization. They include office cleaners, drivers and Security personnele.t.c.

### **3.2.3 Interviews and Appointments Committee**

Short listed (if applicable) applicants will be called for interviews. Appointments Committee will conduct the interviews.

- a) The Appointments Committee will comprise but not limited to:
  - (a) Executive Director-Chairperson.
  - (b) Relevant Program Manager.
  - (c) Human Resource Manager/Officer –Secretary.
  - (d) Co-opted members with relevant skills.

The Executive Director will directly be involved during interviews of Program Managers.

- b) Special provisions are made for interviews of candidates for the positions of Executive Director and programs officers and GLT Board must approve their appointments.

### **3.2.4 Work Procedures**

No recommendations for appointment are to be based on personal friendship, church membership, and/or ethnic or tribal origin. All appointment letters and terms of services for all new employees in all categories will be approved and signed by the executive director on behalf of the board.

### **3.2.5 Normal Working Hours**

The minimum working hours shall be 8 each working day excluding the lunch hour or 40 hours a week.

Office working hours will be:

Monday to Friday:

Morning 8:00 a.m –1:00 p.m

1:00 p.m-2:00 p.m. Lunch Break.

Afternoon 2:00 p.m –5.00 p.m

### **3.2.6. Absence from Work**

Absence from work for any period should be reported to the supervisor/Program Manager. Absence from work for reasons other than approved and reported illness will result in reduction of pay, without prejudice to other stipulated penalty.

Permission to leave the office during working hours must be obtained from the immediate supervisor. Employees with permission to go away from the working place must state to the supervisor/Program Manager when they will be away, where they will be and for how long.

### **3.2.7 Overtime**

- In general overtime is not to be encouraged, especially for office- based staff. Overtime for such staff is the exception not the rule.
- For staffs whose hours are permanent e.g. field staff etc, salary and allowance packages, letters of appointments and job descriptions will make this clear.

### **3.2.8 Confidentiality and Public Relations**

A GLT employee is a representative of the organization. What is said about GLT on or off the premises, and the manner in which the visitors are handled in person or on the phone, create definite impressions in the public mind. Therefore, the manner in which staffs present themselves in public should be safeguarded at all costs.

Employees should not disclose, furnish or give any information and/or documents coming to their knowledge or possessions in the course of discharging their duties, to any unauthorized person. All requests for information from the other agencies, outsiders, ex-staff, etc. must be referred to the executive director as the spokesperson of the organization.

All visitors/clients are to be well received and handled without any discrimination. Personal visitors are discouraged to visit during office hours.

### **3.2.9 Internal Transfer**

A GLT employee can be transferred to any area where there is GLT organization involvement upon the approval of the executive director.

### **3.3.0 Transport**

GLT will meet the reasonable cost of transportation of staff, their immediate dependents and personal effects. Only transportation by land/water will be considered based on the scale of local transport limit.

### **3.3.1 Relocation Allowance:**

GLT recognizes that transfer may result in additional cost to staff person. In recognition of this a Relocation Allowance equal to one-month gross salary will be paid to a transferred staff (This means outside the station).

### **3.3.2 Staff loan: Ref to GLT Financial Policy and Procedure sec. 3.1.2.3**

Governance Links Tanzania may provide an employee with a loan, subject to the availability of funds. It must be authorized by the Executive Director and co-signed by the Head of Finance to ensure that funds are available. The option to take a loan is not offered during probation period. Loans are offered for the purposes of education, transport or accommodation.

The following rules apply:

- The maximum amount offered is the one third of gross monthly salary times 6 month, unless with exception of special cases endorsed by the board.
- The maximum period over which a loan is repayable is six month
- Not more than one loan can be taken out at any time
- Repayment of the loan is made automatically, in equal instalments, by deduction from salary
- Loans must be repaid in the currency in which they are issued

### **3.4 Termination of Services**

#### **3.4.1 Suspension**

The GLT management team may suspend an employee for a specific period of time pending an inquiry. While on suspension the employee will be eligible to half salary and benefits.

#### **3.4.2 Resignation**

This is a termination of services by employee. The employee will give a one month notice or one month salary and benefits in lieu of notice.

#### **3.4.3 Redundancy**

It may become necessary because of a decrease in activity, a change in work procedures, donor fatigue or any other reasons, to terminate an employee's service. In the event that an employee has to be laid off on account for these factors, the organization shall give at least three months' notice, and all legal payments due to the employee shall be made as required under the Employment Act or other statutes or regulations applications applicable at the time. The employees shall also be entitled to the employer's contribution to the pension scheme in addition to his/her pension contribution and other benefits accrued to the employee as the case may be at the time of redundancy. In this case, GLT will give three months notice or three months salary and benefits in lieu of notice to all affected employees. In case of donor support withdrawal, the employment will be terminated immediately.

#### **3.4.4 Termination by Employer**

The employer may terminate services of any employee by giving one-month notice or one month pay in lieu of notice. Termination may be done on ground of any of the following reasons:

- a) Inability to perform satisfactorily as required by one's job description.
- b) Failure to co-operate or uphold the policies and procedures that GLT has established
- c) Neglects or willfully fails to adhere to the GLT's Core Values.
- d) Insubordination.
- e) Is late for work.
- f) Is absent from his/her place of work for half-day without his/her employer's permission.
- g) Fails to complete his/her tasks.
- h) Neglects his duties so as to endanger the safety of persons or property.
- i) Fails to comply with the employer's instruction relating to work (including, without prejudice to the generality of the foregoing, those designed to produce efficiency or output).
- j) Lateness or early departures.
- k) Acts that will demolish the image of GLT

Before termination of service of a permanent employee due to the above stated reasons, three letters of warning will require to be given in accordance with Tanzania Labor Laws.

#### **3.4.5 Summary Dismissal**

Summary Dismissal is where separation is without any notice and payments.

The following matters may amount to gross misconduct and may lead to summary dismissal (this is separation without any warning or benefits).

- a). Absenting oneself from the place of work for four days or more without permission.
- b). Illegal dealings with programs sponsors or staff, such as soliciting fund for personal support and favors as well as other dealings which create conflict of interest.
- c). Theft, fraud or misappropriation of GLT properties as provided by the Financial Policies and Procedures (Financial Manual).

- d). Neglects or fails to carry out his duties so as to endanger himself or others or property or neglects or fails to comply with any instructions relating to safety or otherwise.
- e). Is convicted by any court of any unlawful act at the place, or in the course of, work or any place unless such employee successfully appeals against conviction.
- f). Does an act, which the employer has forbidden for reasons of safety or liabilities to GLT.
- g). without due authority discloses or conveys any information or any technical, trade or confidential matter to the prejudice of his/her employer.
- h). Commits any act which is against the interests of GLT.
- i). deliberately misuses GLT funds or property for personal gain contrary to the GLT financial Manual. GLT retains the rights to undertake all necessary legal measures for cases involving theft, fraud or misappropriation.

#### **3.4.6 Transport on Termination**

GLT will provide transport for a terminated employee, spouse and dependent children together with furniture and household effects to the place of recruitment or domicile whichever is less as the discretion of the Executive director, provided the employee intends to permanently reside at such a place of recruitment or domicile. Payment will be for actual expenses not cash grant in lieu of transport. Repatriation costs for an employee who resigns will not be considered. In every case payment of transport costs will be paid to the transporter directly and will be based on the scale of local transport limits.

This provision will only be considered if the ex-employee is not taking up a position where the new employee is providing this service or if the ex-employee is actually returning to the place of home domicile. GLT will not provide transport benefits to an employee who has been summarily dismissed.

### **3.5 Handing Over Procedures at Separation**

At the time of separation from Governance Links Tanzania these procedures will be followed:

- a) All GLT property must be returned to the person appointed by the Executive director/Board. This includes office equipment, keys, I.D Cards, and other similar properties.
- b) These items must be handed over at the time of executing the discharge certificate.
- c) To mark the end of one's service with GLT , three documents will be prepared by Governance Links Tanzania :
  - i. Certificate of Discharge.
  - ii. Certificate of service (Optional)
  - iii. Schedule of Terminal Benefits with the computations shown clearly including the calculation of government taxes.

## **4.0 Grievances Related To Administration Of The Human Resources Policies and Procedures**

### **4.1 Purpose**

The purpose of this procedure is to provide ways in which staff grievances will be heard and action taken.

### **4.2 Grievances**

- i. Although every action will be taken to avoid grievances arising, occasionally it will be necessary to follow this procedure.
- ii. In order for a grievance to be considered it must be in writing.
- iii. The grievance should be presented and discussed initially with the employee's supervisor who will document the discussion with the aggrieved person(s) for any future reference.
- iv. If the grievance is not resolved, it will be reported in writing to the Finance and Administration Manager, including the supervisor/program manager's report.
- v. The Finance and Administration Manager is to investigate the grievance, and report to the executive director for arbitration. Proper investigations will be done and documented at all levels before it is finally handed to the executive director who will either:  
Consider the matter and make a decision right away or, refer the case to the appeal committee for it to review and make further recommendations for consideration and action.
- vi. The Appeals committee: will consist of 2 members of GLT board of Directors plus the Finance and Administration manager.  
Should the administrator be the subject of the appeal or party to the issues being appealed therefore any other Program manager/Executive Director will be a member of the committee.

Grievance procedure in the code of good practice requires

- Management and employees, at all levels within an organization, shall give careful consideration to grievances raised and should use their conflict resolution skills to resolve grievances.
- All employees and managers shall treat one another with sensitivity and respect.

- Where a grievance is lodged an employee's employment should not be prejudiced in any way whatsoever.
- Employee has a right to be accompanied and assisted by a fellow employee or by a trade union representative in dealing with a grievance at all stages.

### **4.3 Outside Employment**

In general, staff taking short term or a part time employment outside the GLT is discouraged. The Finance and Administrative manager will approve such employment on the recommendation of the Executive Director provided there is no adverse impact of the employee's work for GLT and of no conflict of interest.

### **4.4 Conflict of Interest**

It is the capacity of GLT to prohibit its employees from engaging in any activity for practice that is in conflict with the interest of GLT or its partners. Examples of conflict of interests, which should always be avoided, are set forth below:

- a) No employee shall solicit for any help or favors from GLT donors and/or sponsors in any form. All areas that present a conflict of interest in any relationship or dealings with donors and/or sponsors should be reported to the executive director without delay.  
If an employee or a member of his/her immediate family has a financial interest in a firm, which does business with GLT, the employee must not represent GLT in such transactions.
- b) No employee shall accept gifts from any person or firm doing or seeking to-do business with GLT under circumstances from which it might reasonably be inferred that the purpose of the gift is to influence the employee in the conduct of GLT business with the donor. Such gifts should be returned with a note of explanation.
- c) In the course of performing their duties employees may receive information about GLT, which, if known to the public, might affect the work of GLT in a detrimental way. Therefore, employees must not divulge any information to permanent public without clearance from the leadership.
- d) It is difficult if not impossible to describe all the situations, which may arise involving conflict of interest. Therefore, when any employee has a question concerning a possible conflict of interest it is expected that he/she will request advice from management.
- e) When discussions are being held regarding new projects or programmes, members of staff who are involved in these discussions must declare any

personal interest in the proposed area e.g. residency, or land ownership or family ties with the locality.

## **5.0 Promotion**

### **5.1. Trial Period**

All promotions to Functional, Managerial and Leadership positions shall be subjected to the employee being to serve a trial period of twelve working months.

This system is meant to enable the GLT to calculate the risks to be taken and affords employees to the opportunity to demonstrate whether they have, the ability to hold greater responsibilities.

Promotions will not become automatically substantive at the end of the Trial periods. Promotion will also depend on performance-achievement of GLT goals/targets and the availability of funds and or post/vacancy

### **5.2. Reduction of Rank**

During the trial period, if the Program Executive Director, Program Managers is of the opinion that the employee has failed to perform his/her duties satisfactorily and to shoulder all the responsibilities of the position to which he/she was promoted, the employee shall be advised accordingly on the type of action to be recommended . Such action may entail reduction of the rank of the employee to the former position held prior to being promoted; or extension of the trial period.

### **5.3. Acceptance of promotion**

Promoted employees will be required to signify in writing, their acceptance of the condition that failure to show themselves to be suitable for substantive promotion during the trial period will entail restoration to their former position.

## **6.0 Salaries and Benefits Administration**

### **6.1 Salary Policies**

Salaries are paid on a monthly basis. Salaries will be paid through the Employee's Bank Account wherever possible and will not be available for cashing before the 26<sup>th</sup> of every month depending on the availability of fund.

Starting pay is based on the specific nature of duties performed, qualification, experience and responsibility of each position as determined by the job evaluation and description for that position. GLT utilizes a formal salary structure,

which weighs and evaluates the relative worth of each position and the competence of the employee.

Salary advance shall be not more than 1/3 of the take home. Loan shall be provided to the staff after the approval of the Finance and Administrative manager.

## **6.2 Performance Appraisal**

GLT performance appraisal is linked to its mission and core values. The emphasis is on recognizing the employee's skills, abilities and performance against agreed upon objectives. In addition, the purpose is not only to provide feedback, but to plan for improved capacity and appointments.

Each program manager will plan time with his/her employee at the beginning of the appraisal period to agree on the objectives for that period and the standards used in evaluating the expected results. At the end of the period the two shall review the performance against the agreed upon plan.

The actual performance appraisal does not imply automatic salary increments. Rather increments are linked to improvements in performance, capacity and responsibilities of the employee.

While performance appraisal is a constant process (quarterly), the final appraisal shall be conducted once a year in December. The program managers will have to assess their staff regularly.

## **6.3 Retirement and the circumstances, which it is granted**

Normal retirement age for GLT staff shall be 60 years. An employee may however opt to retire voluntarily upon attaining the age of 55 years. Also, retirement may be considered on the basis of infirmity of body or mind due to ill health, which will require medical recommendation from an approved Medical Practitioner.

## **6.4 Retirement Benefits**

The normal legal retirement benefits will be granted to a Retiring employee. Such benefits will include:

- i. National Social Security Fund or PPF Contributions of both the employee and contribution from GLT.

- ii. Pension contribution of the respective employee as stipulated in the Constitution.

### **Group Personal Accident**

GLT has an insurance coverage, which compensates categories of program Managers and Leaders (who may travel frequently) in the event of accident causing injury or death while in the services of GLT. Cover is for work related accidents only.

### **Staff use of GLT Vehicle for Personal Reasons**

GLT will consider a request to use a GLT Vehicle. The Executive director must approve the request or use of GLT Vehicle for personal reasons.

Approval will be contingent upon the vehicle and the driver being available and the staff person paying for the costs according to the GLT Vehicle Policy.

### **Driver's Allowance**

GLT recognizes that Driver's hours of work are irregular and usually face inconveniences to reach their homes especially at night. To enable drivers overcome such inconveniences, an allowance in lieu of transport allowance will be granted depending on circumstances.

### **Service Awards**

In the recognition of long service by GLT Staff and board member (s), long service certificate and an appropriate medal will be awarded in accordance with the number of year's contribution.

Honorarium for board members and distinguished persons for their dedication to GLT will be provided.

## **Deductions.**

GLT has the right to deduct from the staff member's pay, government taxes and any amount which they owe GLT. This amount could be losses to GLT due to negligence or breaking GLT policy.

## **6.5 Social Security Fund**

### **6.5.1 GLT will contribute to the National Social Security Fund Scheme for all its contract and permanent staff .**

Each new employee must complete the NSSF card to apply for membership to the Fund.

Upon submission of the NSSF card to the appropriate Regional or District Office, each member will be issued with an NSSF membership card with a membership number.

### **6.5.2 Contribution**

#### **(a)By Member**

Each member shall contribute monthly an amount equal to 0-15% of such member's monthly gross salary.

#### **(b)By Employer**

The employer will contribute in respect of each eligible member a monthly amount equal to 10%-30% of such member's monthly gross salary.

### **6.5.3 Transport and Circumstances in which it is granted**

GLT will provide transport to staff subject to the provision of this section and of any other relevant sections in the following circumstances:-

- On first appointment if it was budgeted and fund is available for the same.
- When traveling on duty.
- On transfer.
- On termination of appointment
- When traveling to obtain necessary special medical treatment.
- On retirement.
- On death of the employee, transport of the body to the place of burial.

### **Eligibility to Transport Privileges**

Certain special circumstances will enable an employee to be eligible for transport privileges on the basis of specified limit of the scale of local transport. Such circumstances are:

- On first appointment if it was budgeted and fund is available for the same
- On transfer.
- On termination of appointment as required by the Section 43(1) and (2) Of the Employment and Labour Relations Act of 2004.
- On retirement
- On death of employee, transport of the surviving spouse, legal children together with furniture and household effects to place of domicile requested.

### **6.6 Death Benefits**

GLT will bear the following burial cost within Tanzania only in consultation with the family, in the event of the death of an employee:

- a) Coffin
- b) Shroud
- c) Preservation of the body
- d) Make a cash voluntary contribution.

### **Death of Employee's Spouse or Legal Child.**

Where an employee's spouse or legal child dies GLT will provide burial costs as follows: -

- (a) Coffin
- (b) Shroud
- (c) Preservation of the body
- (d) Transportation of body to place of burial

In all cases the executive director will decide on the upper limits of the above items.

### **Death of Employee's Parent or Parent of Spouse or Relative**

GLT will bear no responsibilities of any Nature (i.e. burial costs or transportation of body) of an employee's parent of spouse or relative.

### **6.7 Workmen's Compensation**

Based on the Workmen's Compensation Ordinance (Chapter 263 of the Laws of Tanzania GLT will provide an insurance coverage to compensate employees for personal injury by accident arising out of and in the course of employment. The nature of injury which will be allowed for compensation is that which will cause incapacitation to the injured employee. No compensation will be allowed to an injured employee if it is proved that that the injury was related to by serious and willful misconduct of an injured employee.

## **7:0 Medical Scheme**

### **7.1 General**

(a)GLT employees will get their medical services through NSSF Medical Scheme. .

### **7.2 HIV/AIDS Protection Policy for Staff and their families**

GLT is aware of the continuing specter of AIDS and the potential impact it is having on the world community. Also, GLT is concerned about the impact of AIDS on its staff and program worker including their families.

### **7.2.1. Activities and Prevention Measures**

- a) GLT will create awareness amongst staff on HIV/AIDS Prevention, through Workshops, Seminars, Audio-Visual Aids, Study Tours and Staff Retreats.
- c) Adequate training will be offered to GLT staff. This training will include education care and counseling of AIDS patients spread and prevention of AIDS.

## **7.2.2 Safety Measures**

- (a) GLT will encourage staff voluntary HIV tests and ensure that staff that proves to be HIV positive will not be discriminated against.
- (b) GLT will advise staff and their families from time to time, on the availability of laboratory facilities and personnel for HIV testing of blood or blood products, in case blood transfusion is needed.
- (c) GLT will operate the Post exposure prophylaxis (PEP) program.

## **7.2.3 New Staff**

GLT will give basic information on HIV/AIDS to the new staff members. This will be part of their orientation package.

## **8.0 Leave**

### **8.1 Annual Leave**

An employee who has completed twelve months continuous service with GLT shall be entitled to 28 days leave inclusive of week-ends or twenty working days with full pay. Annual leave must be taken in the year it is due at time mutually convenient to both employer and the employee. If an employee refrains from taking leave when it is due and convenient for the employer, such leave will automatically be forfeited unless there is a written approval from both the finance and administration manager and executive director to accrue to the following leave cycle.

Leave shall be taken within the 12 months following the anniversary of one's appointment and shall not normally be accumulated.

In the Employment and Labour Relations Act of 2004 (employment standards-sub part D) sect.29. (1) Subject to the provisions of subsection (2), an employee with less than six months shall not be entitled to paid leave under the provisions of this part.

(2) Notwithstanding the provisions of subsection (1)

(a) An employee employed on a seasonal basis is entitled to paid leave under the provision of this part;

(b) an employee with less than six months service and who has worked more than once in a year for the same employer, shall be entitled to paid leave under

the provisions of this part if the total period worked for that employer exceeds six months in the that year.

A schedule for leave must be prepared by the Program manager(s), at the beginning of the fiscal year, a copy of which should be sent to the finance and administration manager who will compile master plan for vacation of the entire staff and submit to the executive director.

### **8.1.2 Recall from Leave**

An employee who is on leave may, if the exigencies of service to require be recalled at any time prior to the completion his/her leave.

Where this occurs, the remaining leave days will be allowed to be carried over if it cannot be completed after the employee has finished the task he/she has been recalled to undertake.

### **8.2.2 Sick Leave**

An employee on regular appointment including those on probationary and contract terms will be entitled to a maximum of 126 days in any leave circle.

- The first 63 days shall be paid full wages.
- and the second 63 days should be paid half wages.

According to the Labour Relations Act of 2004.

- Where sick leave exceeds two months, annual leave will be forfeited in that year.

If the employee does not recover to working strength even after completing the second 3 months sick leave on halfway, and need arises for leave excess of the six months, GLT will in consultation with the Doctor put such employee under a disability plan and arrange for the termination of the employee's services on medical ground with benefits.

### **Absence from duty on account of illness**

GLT employee who fails to show up for work after the expiry of his/ her annual or sick leave and claims to have visited a clinic or hospital, will required to inform his/her program manager immediately forwarding at the same time, a certificate from medical practitioners stating the nature of the illness and its probable duration.

Unless this procedure is observed, an employee absenting himself/herself from work on account of illness will not be paid for the day(s) he/she has been absent, and will be liable for disciplinary action.

### **Absence from duty on account of a child's illness**

In general absence from duty of a child's illness will not be accepted. Absence for such reason will be treated as an exception and not a rule.

Where absence from duty on account of a child's illnesses is necessary immediate supervisor acting on his/her direction, must approve. Unless such approval is obtained, an employee absenting himself/herself from work on account of his/her child's illness will not be paid for the day(s) he /she has been absent, or will be liable for disciplinary action.

## **MATERNITY LEAVE**

GLT recognizes the need for expectant mothers to have adequate rest both before and after delivery. Therefore accepts a female employee in respect of whom a Doctor or Registered Nurse has given a certificate that she is expected to deliver a child will be entitled to a maternity leave with pay of 84 days (12 weeks) and 100 days if the employee gives birth to more than one child at the same time in each period of three years which may be taken before and after confinement and delivery. The period of three years shall be determined from the last day of her previous maternity leave.

A female employee shall give notice to GLT of her confinement and the expected date of confinement at least 3 months before the expected date of birth and that notice shall be supported by a medical certificate. The appropriate Maternity leave Application form will be filled immediately the female employee delivers forwarding at the same time a written certificate signed by a Medical Officer or a Registered Nurse and Midwife certifying the date of delivery.

Two additional weeks of maternity leave may be requested to take care of prolonged suffering. The granting of this additional extension is not automatic and the decision of the executive director will be final. Hence the, maximum allowable maternity leave is 14 weeks.

An employee shall forfeit the annual leave entitlement for the year she avail herself of maternity leave; leave benefits however, may be provided . Adequate notice must be given to the Program manager and finance and administration manager as to when the maternity leave will be taken.

If a female employee has already taken her annual leave when she knows that she is expectant, she will be required to pay for the annual leave taken or shall forfeit her annual leave for the succeeding year.

Maternity leave with full pay may be granted to an employee within the three-year cycle where the first pregnancy has aborted or a child dies immediately or within a year of its birth.

Where a female employee wishes to breastfeed a child or otherwise feed it herself, GLT will permit her to do so for an hour once a day during the hours of work for six months after return to work.

### **PATERNITY LEAVE**

During any leave circle (36 weeks), an employee shall be entitled to at least 3 days paid paternity leaves if

- a. The leave is taken within 7 days of the birth of a child.
- b. The employee is the father of the child.

According to the Labour Relation Act of 2004.

### **COMPASSIONATE LEAVE**

Compassionate leave may be given to an employee on the following grounds: -  
Sickness of spouse or child or parent of spouse 5 days per annum. On death of the above mentioned leave might be granted as follows: -

- |                      |                    |
|----------------------|--------------------|
| (a) Child            | 14 days per annum. |
| (b) Spouse/Parent    | 14 days per annum. |
| (a) Parent of spouse | 7 days per annum.  |

Any request for compassionate leave shall be made to the appropriate program manager.

## **PUBLIC HOLIDAYS AND RELIGIOUS FESTIVALS**

GLT will observe all Public Holidays and Religious Festivals gazetted in the Official Gazette of the Tanzanian Government.

### **9.0 Performance Review**

#### **9.1 Performance Monitoring**

GLT will employ qualified and competent staff whose performance will meet the expectations of the GLT.

In order to achieve this, program managers will monitor on daily basis, the performance of employees in terms of carrying out their duties and responsibilities as per role of description to achieve the mission and vision of GLT. For that case, every employee will be supposed to write a report and submit it to his/her program manager quarterly.

##### **9.1.2 Performance Evaluation**

It is the policy of GLT to evaluate the performance of each employee for the following purposes:

- a) To measure and evaluate an employee's job related attributes, behaviors and results.
- b) To identify areas requiring improvement in performance.
- c) To identify training requirements that may assist the employee's professional development.
- d) To ensure the employee and the GLT are both clearly aware of the goals, performance, measures and results.
- e) To establish the employee's eligibility for a merit pay increase.
- f) To establish realistic and attainable goals.

- g) To continually monitor employee's progress and communicate any ongoing issues to assist the employee in reaching goals and aligning expected performance levels with GLT's goals and objective.

### **9.2.2 Procedures**

- a) All staff members will have their performances evaluated. The evaluation interview will take place before the end of the calendar quarter.
- b) The program managers will evaluate performance of staff members who report to them. These performance appraisals will be reviewed with the Finance and Administration manager before they are finalized, The Board will evaluate the performance of the executive director.
- c) All staff members will be notified by the Finance and Administration manager, at least one week in accordance of their performance evaluation date.
- d) The performance appraisal will be conducted in a formal and private with the program manager.
- e) The results of the evaluation interview will be summarized on an Employee Performance Appraisal form.
- f) Each employee will receive an overall performance rating in one of the following categories:
  - A. Meets Expectations.
  - B. Exceeds Expectations.
  - C. Needs Improvement to Meet Expectations.
- g) Both the employee and the program manager's comments will be recorded on the appraisal form.
- h) The overall performance rating will be used to determine the employee's eligibility for a merit pay increase/promotion.

- i) If an employee disagrees with the final overall evaluation, the employee may submit a written appeal to the Finance and Administration manager and/or Executive Director for more review.

## **10:0 Staff Development**

### **10.1 Purpose**

The purpose of staff development is to support continuous learning by GLT employees through providing a funding (wherever possible) source for participation in work-related training. Such opportunities include professional development classes, Workshops, Conferences, study tours, and seminars.

#### **10.1.2 Eligibility**

All full time staff of GLT who have completed at least one year of employment with GLT, are eligible to participate. Temporary, probation and contract employees are not eligible for programs offered under this policy.

#### **10.2.2 On the Job Training**

This will be basically mentoring, whereby a new employee will undergo training in his/her specialty under his/her program manager. This will continue until new employee qualifies to work on his/her own after acquiring required skills and confidence.

## **11.0 Miscellaneous Provisions**

### **11.1 Employees Records**

Correct and accurate employment records are important. It is each employee's responsibility to notify the Finance and Administration manager of any changes in the following:

- Address and Phone Number.
- Physical and postal address.
- Person to be notified in case of emergency.
- Legal change in name with effective date.
- Birth of child, or any change of dependents status.
- Change in academic/professional qualification.

Address should include detailed directions to house, to be used in case of emergency.

### **11.1.2 Office/ Working Premises Cleanliness**

All staff has the responsibility of ensuring that their office, office equipments and desks are kept in a neat and orderly condition. It is also important that all equipment to be properly covered at the close of each working day, and that all windows be closed and lights/power turned off before leaving the office.

### **11.2.2 Office Equipments& Materials**

It is prohibited to move/ transfer equipment or materials without permission of Program Manager/Finance and Administration Manager. All materials should be used with care to enable them last a long time. Office equipment may not be used for personal purposes without a written permission of the Finance and Administration Manager. Every staff should ensure that GLT property entrusted to them is kept clean, well maintained and safeguarded against damage.

### **11.2.3 Visitors**

Friends and relatives of employees are to be discouraged from coming to the office during working hours. The Receptionist/administrative assistant is responsible for receiving all visitors and channeling to those they wish to see.

### **11.2.4 Personal Mail**

There is no objection to employees receiving personal mail at the Tanzania Postal Office. However, if it is not possible to determine whether the correspondence is personal or connected with office business GLT reserves the right to open any such mail.

### **11.2.5 Use of GLT'S Properties**

All those entitled to drive GLT vehicles must take maximum care over those properties (vehicles, computers, etc) and should report any accidents, damage, repairs, etc. to the Program Executive Director/ program managers within twenty-four hours. Failure to report any damage or accident of vehicle is a serious offence and may lead to summary dismissal of the concerned employee.

### **11.2.6 Refreshments/Meals**

Meals will be provided to all staff working till 5pm as from morning depending on the availability of funds.

### **11.2.7 Identity Card**

Every employee is expected to carry with him/her GLT's Identity Card (ID). The ID card is a property of GLT. It must be returned to finance and administration manager when an employee leaves GLT. Loss of an ID should be reported to the Police and to his/her program manager/finance and administration manager immediately.

### **11.2.8 Smartness**

GLT expects all employees to dress and keep themselves in a neat and tidy manner at all times.

### **11.2.9 Code of Conduct**

In accordance with the mission and practice of GLT and principles of international law and codes of conduct, all GLT staff, including both national and international, permanent full and part time staff, and volunteers, are responsible for promoting respect for fundamental human rights, social justice, human dignity, love, care, and respect for equal rights of men, women, and children. While respecting the dignity and worth of every individual, the GLT worker will treat all persons equally without distinction whatsoever of race, gender, religion, color, national or ethnic origin, language, marital status, sexual orientation, age, socio-economic status, disability, political conviction, or any other distinguishing feature.

### **Safety Measures**

- (d) GLT will encourage staff voluntary HIV tests and ensure that staff that proves to be HIV positive will not be discriminated against.
- (e) GLT will advise staff and their families from time to time, on the availability of laboratory facilities and personnel for HIV testing of blood or blood products, in case blood transfusion is needed.

### **GLT Staff with AIDS**

Since the psychological, social, and economic impacts of AIDS are enormous will support GLT staff and their families, who fall victims of HIV infection. Such support may generally include medical care, counseling and such other adequate support as may become necessary as determined from the conditions of the victim(s).

## **New Staff**

GLT will give basic information on HIV/AIDS to the new staff members. This will be part of their orientation package.

## **Health, Safety and Security Measures**

- Medical examination for staff
- Each staff must know how to ensure the food and the fluid they consume are safe and hygienic
- GLT will provide emergency procedures for staffs that become critically ill or injured.
- will support staff and their families who fall victims of HIV/AIDS infection.
- Maintenance of GLT vehicles, including regular checking of tires and ensuring that there are at least spare tires in the vehicle.

## **Security**

- GLT will make sure that the environment in which its staff operate is safe
- GLT will make sure that the security plan is in safe place, i.e. safe and passable roads, the protection of GLT assets including the storage of equipment and office buildings (e.g. security personnel)
- GLT will give basic information on HIV/AIDS to new staff members. This will be a part of their orientation, recruitment and selection, briefing and induction, staff development, health welfare including HIV workplace Policy.

**DECLARATION OF ACCEPTANCE**

I, Mr/Mrs/Miss/Dr \_\_\_\_\_ do hereby certify that I have received a copy of the Human Resource Policies and Procedures and have read it through. I promise to abide by all the terms and conditions of service laid out in the same, including revision that may be deemed necessary from time to time.

**EMPLOYEE**

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name of 1<sup>st</sup> witness \_\_\_\_\_ Signature: \_\_\_\_\_

Date \_\_\_\_\_

Name of 2<sup>nd</sup> Witness \_\_\_\_\_ Signature \_\_\_\_\_

Date \_\_\_\_\_

\*\*\*\*\*

**FOR OFFICIAL USE ONLY**

Signature: \_\_\_\_\_

Date: \_\_\_\_\_