

TNRF

Administration

Policies

Approved by the Steering Committee
2nd October 2006

ACKNOWLEDGEMENT



**THESE POLICIES HAVE BEEN ADAPTED FROM POLICIES DEVELOPED
ORIGINALLY BY HAKI ELIMU.**

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Acknowledgement: Developed from the Administrative Policies of Haki Elimu



1 INTRODUCTION

1.1 STATUS

Tanzania Natural Resource Forum (TNRF) is a Non-Government Organization registered under the Non-Governmental Organisation Act, 2002.

1.2 GOAL AND PURPOSE

1.2.1 TNRF's **goal** is of a Tanzania where all natural resources are equitably, sustainably, and transparently managed.

1.2.2 The TNRF's **purpose** is to build a cohesive, informed, articulate and empowered civil society network of natural resource stakeholders which works for:

- Accountable and transparent governance institutions that facilitate equitable and sustainable natural resource management;
- An enabling, responsive and properly functioning policy and legislative environment that supports sustainable livelihoods and devolved local rights-based natural resource management;
- Empowered, skilled and accountable local communities, who with their partner stakeholders, sustainably and equitably manage their land and natural resources for their livelihood improvement and the nation's development;
- Sustainably and well managed landscapes, in which there exists a responsive mosaic of land management systems that equitably and sustainably generate the ecosystem services and values needed by a diverse range of people and interests, giving priority to local communities.

1.2.3 All employees of TNRF shall strive to their fullest capacity to contribute to the promotion of TNRF's goal and purpose.

1.3 CORE VALUES

TNRF's core values are:

- Commitment to social and environmental justice and human rights;
- Mutual respect and non-discrimination;
- Gender equity and awareness;
- Highest ethical standards;
- Passion for quality;
- Creativity;
- Accountability;
- Transparency and honesty;
- Results orientation;
- Commitment to reflection, learning, and adaptive management.

1.4 PURPOSE OF THESE POLICIES

The Administration Manual contains the basic principles, policies and regulations that are to guide TNRF operations (hereinafter 'Policies'). Their purpose is to ensure that TNRF functions in an effective and efficient manner, consistent with its Constitution, goal, and values. The Policies are meant to provide all employees with a clear understanding about administrative functioning, including the roles, powers, rights and responsibilities of employees of TNRF. The Policies seek to promote the values stated above in all aspects in the functioning of the Organization.

1.5 SETTING POLICIES

1.5.1 The major policies and regulations of TNRF, including regarding administrative matters, shall be set by the Steering Committee consistent with TNRF's Constitution. The Steering Committee reserves the right to revoke, add or amend the Policies at any time as may be needed.

1.5.2 TNRF employees shall generally enjoy the right to reasonable information, consultation and participation in respect to the formation of the Policies. Employees may request the Coordinator to consider additions and amendments to the Policies and to recommend these to the Steering Committee. These should be accompanied with a justification for the change.

1.6 VALIDITY

1.6.1 These Policies shall become effective on 1st October, 2006 and shall replace and supersede all previous Policies that have been effective hereto.

1.6.2 Where there is a conflict between the provisions of these Policies and any policy, contract, regulation, procedure, guideline or other instruction issued prior to 1st October, 2006 these Policies and authorized amendments made to them from time to time shall prevail.

1.7 COMPLIANCE

1.7.1 All TNRF employees are required to abide by these Policies. Where specific responsibilities are delineated persons responsible shall discharge their responsibilities fully in accordance with the Policies. Non-compliance with the Policies or any part thereof shall constitute a breach of the code of conduct as specified herein.

1.7.2 All employees who have knowledge of non-compliance of the Policies shall be responsible for alerting their Supervisor and/or Coordinator of the matter.

1.8 DEFINITIONS

"Committee" means Steering Committee of TNRF

"Committee Chairperson" means Chairperson of the TNRF Steering Committee

"DSA" means daily subsistence allowance whose rates shall be set

"Employee" means any person employed by TNRF on a contract basis

"Employer" means the Steering Committee of TNRF

"Coordinator" means the Coordinator of TNRF

"Family" means an employee, her/his spouse, and legal children under the age of 18 years.

"Leave" means absence from work with or without pay which is authorized by the employer in accordance with the Policies

"Long term contract employee" – means an employee of TNRF working full time with a contract of more than six continuous months

"Secretariat" means a grouping of the Coordinator and those senior managers as may be determined by the Steering Committee

"Organization" means TNRF

"Partners" means an organization or other entity with whom TNRF collaborates in the pursuit of a common aim.

"Policies" means the Administrative Policies as articulated herein and as may be amended by the Steering Committee from time to time.

“Probation” means the period of initial employment, during which appointment to the position is yet to be confirmed by the employer

“Published information” means any information that has been officially authorized by the Coordinator to be released for the public domain

“Spouse” means a person whom is legally married to the employee

“Supervisor” means an employee responsible for overseeing and supporting the work of subordinate employee(s)

“Unit Manager” means an employee who is in charge of a Management Unit and is responsible for overseeing and supporting the work of the employee(s) in that unit.

“Working day” means a day in which an employee would normally be required to work (i.e. Monday to Friday). A working week has 5 working days

2 CODE OF CONDUCT

2.1 PURPOSE

The purpose of the Code of Conduct is to promote and safeguard the interests of TNRF, and create conditions for all employees to conduct themselves with integrity and work together to create a good working environment. Failure to comply with the Code of Conduct shall be considered a breach of the terms of employment and warrant disciplinary action (see Policy 12).

2.2 DISCHARGE OF DUTIES

Every employee shall discharge the duties entrusted to her/him with the highest degree of excellence, professionalism, intelligence, skill, punctuality, integrity and loyalty to TNRF. Every employee shall comply with all lawful instructions regarding the work of TNRF given to her/him by the Steering Committee, Coordinator or her/his Supervisor as the case may be. Every employee shall devote her/his working hours to the work of TNRF, and may not undertake private work during working hours, unless duly authorized.

2.3 LEARNING AND DEVELOPMENT

Every employee is responsible for her/his learning and development. Every employee is expected to seek to continually reflect and learn about how he/she can perform her/his responsibilities and contribute to TNRF more effectively. Each year the employee shall develop a learning plan in conjunction with the needs of her/his job responsibilities and the advice of her/his Supervisor. TNRF shall in turn promote an environment that fosters learning and development through activities such as learning sessions, study circles, reading, training courses and exchange visits.

2.4 REPUTATION OF TNRF

All employees shall at all times act in a manner that shall enhance the reputation and wellbeing of TNRF. No employee shall act in a manner that could bring the reputation of TNRF into disrepute or otherwise jeopardize its standing.

2.5 MUTUAL RESPECT AND NON-DISCRIMINATION

Every employee shall conduct her/himself with courtesy, respect and integrity towards all persons in the course of doing her/his work. No employee may discriminate against any other person on the basis of race, ethnicity, age, sex, sexual orientation, marital status, origin, disability, creed, political belief, religion or HIV status. No employee may abuse or deliberately intimidate any other person. No employee may make sexual advances where he/she knows or ought to know that the solicitation is unwelcome or in any other way sexually harass another person.

2.6 ZERO TOLERANCE FOR CORRUPTION

TNRF has zero tolerance for corruption, theft, fraud and dishonesty. No employee may request, induce, demand or accept gifts, financial or otherwise, for direct or indirect performance of assigned responsibilities. No employee may falsify or otherwise provide false information. An employee who engages in such illegal actions shall be subject to summary dismissal. An employee who has caused loss to TNRF through such illegal actions may additionally be held liable for reimbursing the cost of the loss or damage caused.

2.7 CONFLICT OF INTEREST

No employee shall, while in the employment of TNRF, engage in any business or activity that would undermine her/his performance or conflict with the interests of the Organization. TNRF shall generally not enter into agreements with or procure goods or services from employees, Steering Committee Members or their relatives, except for rare circumstances where it is demonstrated to be in the best interest of TNRF. No employee or Steering Committee Member may involve her/himself in any decision-making process, or seek to in any way to influence it, where he/she or her/his relatives may be in a position to gain privately from the decision. All employees shall disclose forthwith any or potential conflict of interest and seek approval before proceeding.

2.8 USE AND CARE OF TNRF PROPERTY

TNRF properties, equipment and other assets may only be used for the work of the Organization, unless authorized otherwise in writing by the Committee or Coordinator as the case may be. The Official Stamp of TNRF may only be used by the Coordinator or officers designated by her/him to do so. All employees shall safeguard all properties and materials entrusted to them, and exercise the utmost care in their use.

2.9 REPRESENTATION

The spokesperson for TNRF shall be the Coordinator. No employee or intern shall, without the express authority of the Coordinator, speak with the media or make other official statements on behalf of TNRF. All official publications or statements of TNRF shall be signed by the Coordinator or an employee delegated by her/him. Notwithstanding these provisions employees may share published information with interested parties.

2.10 CONFIDENTIALITY

No employee may disclose any unpublished information related to the work of TNRF or its partners which come to her/his knowledge as a result of her/his employment except where such disclosure is necessary for the effective performance of her/his duties. Particular care shall be taken not to disclose, furnish or give any information to unauthorized persons that may harm the interests of TNRF.

3 DECISION-MAKING ROLES, POWERS AND RESPONSIBILITIES

3.1 PURPOSE:

TNRF requires effective decision-making to fulfil its goal, strategy and objectives; safeguard its reputation and sustainability; and ensure quality and accountability. Authorities, roles and responsibilities shall be clearly delineated and known to all. A culture that values consultation and participation shall be fostered. Decisions made should be explained, clearly communicated and documented where appropriate. The key roles, powers and responsibilities of the different levels of decision-making are delineated below:

3.2 LEVELS OF DECISION MAKING ROLES, POWERS AND RESPONSIBILITIES

3.2.1 The Annual General Meeting shall

- Determine the organizational goal and purpose;
- Elect the Steering Committee;
- Appoint the Auditors and their fees;
- Approve the long-term Program Strategy, annual narrative reports and audited accounts;
- Amend the TNRF Constitution as necessary.

3.2.2 The Steering Committee shall:

- Set overall organizational policies and principles;
- Set overall administration and financial policies and guidelines;
- Ensure timely preparation of annual reports and annual accounts;
- Endorse annual work plans and corresponding budgets;
- Appoint the Coordinator and endorse appointment of managers;
- Support the Coordinator on major policy issues and strategic direction;
- Review the terms, roles and powers of the Coordinator and the composition of the Secretariat;
- Report to the Annual General Meeting (AGM).

3.2.3 The Coordinator shall:

- Provide overall conceptual and strategic leadership;
- Direct and manage the overall programs and operations of TNRF;
- Manage preparation of annual work plans, reports and accounts;
- Guide and approve activity plans, budgets and expenditures;
- Supervise and support staff to undertake their roles;
- Monitor and evaluate the overall progress of programs, operations and employees;
- Serve as Spokesperson and approve publications, statements and other public pronouncements made on behalf of TNRF;
- Sign all contracts on behalf of TNRF;
- Supervise the implementation and interpretation of policies set by the Committee; and issue guidelines and procedures to operationalise policies;
- Set interim policies on aspects not covered by the Policies after consultation with the Secretariat or relevant unit manager(s) as the case may be;
- Appoint unit managers (with Committee endorsement) and all other employees and determine their job descriptions;
- Implement and adhere to lawful instructions of the Committee;
- Be accountable for overall program and operational performance, achievements and reputation of TNRF;
- Report to the Committee.

3.2.4 The (Unit) Managers shall:

- Prepare annual, quarterly and activity work plans, budgets and reports of the unit;
- Organize, supervise and support unit employee/interns to implement unit work plans and achieve unit objectives and results;
- Contribute to conceptual development, planning and monitoring processes at TNRF;
- Advise and support the Coordinator on unit specific and overall issues;
- Implement and foster adherence to the Policies and other regulations, guidelines and procedures of the Organization;
- Implement and adhere to lawful instructions given by the Committee and/or Coordinator as the case may be;
- Report to the Coordinator.

3.2.5 Employees shall:

- Effectively manage, implement and monitor work plans and budgets, and other activities as may be determined in conjunction with the Coordinator to further TNRF activities;
- Be accountable for the quality, accuracy and competency of work, outputs, communication and reports as per annual work plans and budgets;
- Contribute to conceptual development, planning and monitoring processes at TNRF;
- Implement and foster adherence to the Policies and other regulations, guidelines and procedures of the Organization;
- Contribute to the preparation of annual, quarterly and activity work plans, budgets and reports of the unit;
- Be accountable for the effective implementation of work plans and budgets for which s/he is responsible, and other key activities as may be determined in conjunction with the Supervisor/Unit Manager;
- Ensure quality, accuracy and competency of her/his work, outputs, communication and reports;
- Implement and adhere to the Policies and other regulations, guidelines and procedures of the Organization;
- Implement and adhere to lawful instructions given by the Supervisor/Unit Manager and/or Coordinator as the case may be.

3.3 CONSULTATION WITH THE SECRETARIAT

3.3.1 The Coordinator and Employees shall normally constitute the Secretariat. The role of the Secretariat is to participate in the decision-making process by deliberating on major issues affecting TNRF and advising the Coordinator accordingly. The Coordinator may, at her/his discretion taking due care of appropriateness, consult with the Secretariat or relevant employee(s) as needed. The Coordinator shall take advice into due consideration, but shall be responsible and accountable for making final decisions, and take reasonable measures to explain her/his decisions. The Secretariat shall provide forthright advice to the Coordinator and uphold and promote final decisions made.

3.3.2 The Secretariat shall normally meet once a week; though the Coordinator may convene additional meetings as needed. The agenda of the meeting shall be drawn by the Coordinator.

3.4 DELEGATION

3.4.1 When the Coordinator is absent from the duty station for two days or more, s/he may appoint an employee or Committee Member to serve as Acting Coordinator. An acting appointment of the Coordinator of more than one month must be endorsed by the Committee.

3.4.2 Persons serving in acting appointments shall be fully briefed and prepared to undertake their roles. Major issues and guidelines should be discussed during the handover process. The powers of officers in acting positions shall normally be limited to managing the day to day affairs commensurate to the position, and shall not extend to changing agreed programs, reversing prior decisions or deciding on major matters that shall incur obligations over a longer term beyond the acting appointment.

3.4.3 All acting appointments and duration thereof shall be authorized in writing and recorded in a register established for the purpose.

3.4.4 There shall be no additional remuneration for persons serving in acting appointments.

3.5 STAFF MEETINGS

3.5.1 There shall be a weekly staff meeting at TNRF unless determined otherwise.

3.5.2 The weekly staff meeting, which is normally held on Monday mornings, shall be used to share and clarify information about the programs and operations of TNRF, and to invite suggestions and comments. All employees, volunteers and interns working at TNRF shall normally be expected to participate in this meeting. Each unit shall make a brief presentation of key activities, and staff from other units shall have an opportunity to seek clarifications and make comments. The weekly meeting shall not bypass or substitute normal communication and decision-making processes at TNRF. The meeting shall normally be chaired and its agenda set by the Coordinator or person delegated by her/him, and minutes shall be kept by the Secretary.

3.6 COMMUNICATION

TNRF strives to maintain open communication between all members of the Secretariat. Employees are encouraged to communicate to each other and to the Coordinator.

4 EMPLOYMENT AND RECRUITMENT

4.1 PURPOSE:

TNRF shall seek to recruit the best person for an available position in the interest of fairness and to maximize the effectiveness of the Organization. The recruitment regulations aim to ensure that recruitment is done in manner that is effective, efficient, fair and transparent.

4.2 CATEGORIES OF CONTRACTUAL ENGAGEMENT

There are several categories of contractual engagement at TNRF, as outlined below:

- *Long Term Contract Employee:* An employee appointed on a full time basis for a period exceeding six months. During the first four months of first commencing full time employment at TNRF an employee shall be considered to be on probation.
- *Temporary or Part-Time Employee:* An employee who is engaged for a continuous period of less than six months or an employee who is engaged for less than three days per week.
- *International Volunteer:* An employee appointed on a full time basis for a period exceeding six months who is normally not a citizen of Tanzania and whose remuneration is substantially financed from own or sponsoring organization resources.
- *Intern:* A person, usually relatively junior, engaged at TNRF to provide practical support and gain from the experience who offers services to TNRF at no charge, with the potential exception of reimbursement of costs incurred in the course of undertaking TNRF duties.
- *Consultant:* A person engaged to undertake specific tasks and/or deliver specific outputs for a set fee.

4.3 CONTRACT REQUIREMENT

4.3.1 All appointments of employees who shall receive any compensation shall be on contract terms. The contract shall be based on standard formats and specify the job title, responsibilities, outputs, duration, remuneration, period of contract and other relevant details. The term of the contract shall normally not exceed the TNRF program period or budget for which funding has been secured. The relevant job description and the Policies shall be annexed to the employee contract. The contract shall be signed by the Coordinator and issued prior to the employee commencing work. No employee whose contract has expired (and not renewed) shall continue working and/or receive remuneration from TNRF.

4.3.2 All contracts shall be recorded in a special register set for the purpose and copies maintained in a secure file.

4.4 EMPLOYEE ESTABLISHMENT

4.4.1 The Steering Committee shall determine, and may revise from time to time, the number and type of positions for long term contract employment at TNRF, which shall be known as the 'employee establishment'. The Coordinator, in consultation with the Secretariat or relevant manager(s), may petition the Committee to amend the employee establishment as needed. In this case, a full justification for the amendment, job description, qualifications required, job level/salary grade and budget implications shall be provided.

4.4.2 No long term employee may be recruited or employed if not provided for in the employee establishment. The Coordinator may recruit and employ persons for temporary, part-time, volunteer, internship or consultant positions outside the employee establishment provided there is an adequate budget in place to cover their costs.

4.5 APPOINTING AUTHORITIES

4.5.1 The applicable appointing authorities are shown below:

Position	Appointing Authority
Coordinator	Steering Committee
Employees	Coordinator in consultation with the Steering Committee

4.5.2 Appointments may only be made by the appointing authorities. The contract of the Coordinator shall be signed by the Committee Chairperson. All other contracts shall be signed by the Coordinator.

4.6 OPEN PROCESS

4.6.1 TNRF shall normally conduct recruitment of long term contract employees through an open and competitive process. Job vacancies shall be placed in major newspapers, posted on the office notice Committee and circulated through email networks. Adverts shall state the job responsibilities and qualifications required. The Coordinator may in exceptional cases, after consultation with the Secretariat or relevant managers as the case may be, waive the broad public advertisement requirement where this is viewed to be ineffective, provided this exception is documented. Employees of TNRF interested in vacant positions shall apply and fulfil all application requirements.

4.6.2 Applications may be sent by post, courier, email or delivered by hand to the office. No employee may attempt to seek to unduly influence or sabotage the recruitment process. All applications received shall be duly recorded and maintained on file for a period of at least one year from the date of recruitment to enable scrutiny and accountability.

4.7 CRITERIA FOR SELECTION

Selection of employees shall be based on the ability to get the work done effectively, reliably and with quality. Criteria to be considered shall vary depending on the position, but shall normally include work experience, academic background, commitment to TNRF mission and values, demonstrated skill level, writing/publications record (for program officers), letters of reference, and performance during interview. These criteria shall be applied fairly and flexibly rather than rigidly. Minimum qualification requirements may be waived where the candidate who does not possess them is regarded to be best able to fulfil work responsibilities, provided such a waiver is warranted and documented.

4.8 DIVERSITY AND NON-DISCRIMINATION

4.8.1 TNRF is an equal opportunity employer. In the course of recruitment and employment, TNRF shall not discriminate against anyone on the basis of race, ethnicity, age, sex, sexual orientation, marital status, origin, disability, creed, political belief, religion or HIV status, unless a person's status impairs the effective performance of her/his duties at TNRF. Wherever possible, emphasis shall be placed on encouraging qualified women, young people, and people with disabilities to apply. Recruitment may also take due account of the need for diversity and balance in the workplace, provided this does not compromise the competence of the employee.

4.8.2 Preference shall be given to citizens of Tanzania in recruiting long term contract employees. However, where TNRF is unable to recruit competent and qualified nationals after exhausting all reasonable avenues for doing so it may consider recruiting non-citizens provided immigration and other legal requirements are fulfilled.

4.9 SHORTLISTING AND INTERVIEWS

4.9.1 Applications received shall normally be assessed by at least two persons including the position Supervisor. A shortlist shall normally be prepared for each post, where possible of not less than 3 candidates and not more than 7 candidates. Three persons shall normally be appointed by the Appointing Authority to conduct the interviews and assess the candidates. Upon completion of the interview, applicants shall be assessed and recommendations made to the Appointing Authority. The Appointing Authority shall not be bound to accept the recommended or any candidate. Upon finalization of the recruitment process, all applicants shall be informed of the status of their application in writing.

4.9.2 Reasonable costs incurred by candidates residing outside the interview location shall be reimbursed by TNRF. This shall consist of fixed DSA for night(s) spent in interview location and reimbursement of round trip bus/train fare. For distant locations where air travel is needed the Coordinator may approve reimbursement of round trip lowest economy class ticket and taxi costs to/from airport.

5 APPOINTMENTS

5.1 PURPOSE

New appointments shall be managed effectively and professionally. The terms and conditions of work shall be clearly spelled out and understood. The new appointee shall be provided with the necessary legal documents, working materials and orientation to enable effective commencement of work.

5.2 CONFIRMATION OF APPOINTMENT

Prior commencing work the Administrator shall provide the new employee with the following:

- Contract signed by the Appointing Authority;
- Job description signed by the Appointing Authority;
- TNRF Administration Policies and Finance Regulations manuals.

The employee shall be given reasonable opportunity to read these documents and to seek clarification from the Administrator or other competent persons as needed. Upon satisfaction, the employee shall return two signed copies of the contract to signify her/his understanding and acceptance of the full terms of the appointment.

5.3 MEDICAL EXAMINATION

A candidate successfully applying for a long term contract appointment shall normally undergo a medical examination by a certified medical practitioner recognized by TNRF. Her/his appointment shall be subject to a certificate of medical fitness being granted which certifies their ability to effectively carry out her/his duties, regardless of any chronic medical condition or long-term illness they may have. The costs of this examination where required shall be borne by TNRF.

5.4 NEW APPOINTMENT SETTLING-IN ALLOWANCE

Long term contract employees whose home base is outside their duty station and who were residing outside their duty station at the time of appointment are entitled to receive a one-time settling-in allowance equivalent up to ten days salary. This is meant to contribute towards the costs of transport, temporary accommodation and incidentals. No other relocation, transport or settling-in costs shall be provided.

5.5 ORIENTATION

Upon confirmation of appointment the new employee shall be provided with a thorough orientation to enable her/him to become familiar with the structure, mission and values of TNRF, its programs, and the policies and procedures that govern TNRF. The overall orientation shall be the responsibility of the Coordinator, but may be delegated to an appropriate employee. All employees shall seek to cooperate in the orientation of the new employee, and make her/him feel welcome. To minimize disruption persons responsible shall strive to prepare the orientation schedule well in advance.

5.6 OTHER PROVISIONS

5.6.1 Within the first week of commencing work new long term contract employee shall provide the Administrator with:

- A duly filled-in TNRF personal information data form;
- Copies of CV, certificates, letters of reference and other relevant information for the Personal File that were not submitted as part of the application;
- A copy of her/his driving license and key passport pages (if applicable);

- Six passport size photographs for official documents.

5.6.2 In the same first week the Administrator shall arrange, where applicable, to provide the new long term contract employee with the following:

- An official identity card signed by the Appointing Authority (employees shall be liable to pay the replacement costs of lost identity cards);
- Desk, chair phone, and computer if needed for performance of work;
- A set of major organizational documents and publications, including the Program Strategy and Annual Work Plan/Budget;
- Internal email address, access to computer network;
- Basic stationery materials;
- The necessary forms to join the TNRF's pension scheme as it becomes available;
- Basic information regarding health, group accident and other employee benefits;
- A set of keys to access the TNRF office.

5.7 PROBATION

5.7.1 During the first four months upon commencing full time contract employment at TNRF in a new post, he/she shall be considered to be on probation. A set of probation guidelines and criteria will be developed for each employee. Throughout the probation period the employee shall meet regularly with her/his Supervisor to discuss progress, work performance and any areas for improvement. At the end of the fourth month an assessment of the employee's conduct in relation to job responsibilities and work conduct stipulated in the probation guidelines shall be carried out by her/his Supervisor and documented. The assessment and recommendation of the Supervisor shall be forwarded to the Appointing Authority, who may a) confirm the appointment, b) not confirm the appointment, or c) extend the probation period for a further specified period not exceeding three (3) additional months. Confirmation of this action shall be provided in writing and signed by the Appointing Authority.

5.7.2 The probation period shall be regarded as an integral part of the employee's full contract.

5.7.3 During the period of probation the employee shall accrue but not be entitled to take annual leave (except for genuine emergencies) or enroll in the health insurance scheme (but shall be eligible for reimbursement for health costs, see Policy 10). If for whatever reason the contract is terminated by employee during the probation period or before the employee has served for six continuous months on a long term employment contract, or if the employee is summarily dismissed, he/she shall forfeit accrued leave and shall not be entitled to gratuity.

5.7.4 During the period of probation either party to the contract may terminate the contract by proving fifteen (15) days notice in writing or payment of half month's salary and allowances in lieu of notice.

6 PERSONNEL FILES

6.1 PURPOSE:

TNRF shall maintain a personal file for each employee for the purposes of providing a record of the key aspects of the employee's qualifications, conduct and performance. A personnel file shall be opened by the Administrator upon the appointment of the employee.

6.2 FILE CONTENTS

The Personal File shall contain the following items:

- Application letter, CV, copies of relevant academic certificates and transcripts;
- Letters of reference;
- Copies of driving license and key passport pages (if applicable);
- Personal data form record (updated) that includes names/telephones of emergency contacts;
- Signed copy of contract(s);
- Records of annual earnings of salaries, pension, gratuity and other benefits
- Copies of the TNRF and pension plan identity cards;
- Copies of letters or major memos written to or by the employee regarding her/his conduct;
- Copies of employee's performance appraisal and other assessments
- Notes for the record regarding the employee's conduct;
- Records of attendance and different types of leave;
- Current passport size photograph of the employee;
- Any other information that the Coordinator, Administrator or Supervisor believes to be relevant.

6.3 CONFIDENTIALITY AND ACCESS

6.3.1 The Personnel File shall be kept confidential. It shall be maintained in a secure cabinet by the Coordinator.

6.3.2 The employee has the right to view the contents of her/his Personnel File and make copies of any of its contents at reasonable times with the permission and supervision of the Administrator. The employee's Supervisor may also have access to the Personal File through the Administrator.

6.4 MAINTENANCE OF FILES

An employee Personnel File shall be kept open until the contract with her/him has ended without renewal and all outstanding matters have been settled. After this is done the Personnel File shall be formally closed and securely maintained for a period of not less than five years from the effective date of the end of the contract.

7 WORKING HOURS

7.1 PURPOSE:

This section describes regulations regarding hours of work, overtime, work during evenings and weekends, public holidays, and short absences from work (of less than 4 hours).

7.2 WORKING HOURS:

Normal working hours for most categories of employees at TNRF shall be Monday to Friday from 08:30 to 17:30, inclusive of one hour for lunch. Given the nature of their responsibilities, certain categories of employees such as security guards, cleaners and other administrative assistants, shall work six days a week and/or longer hours as specified in their contracts and/or job descriptions. Every employee agrees, from time to time, to work beyond official working hours to complete assigned work as needed. All employees shall observe strict punctuality in respect of arrival to work and commencement of meetings.

7.3 PUBLIC HOLIDAYS

7.3.1 TNRF shall observe all public holidays recognized by the Government of Tanzania. The Administrator shall at the beginning of each year issue a list of officially recognized public holidays for the year. All employees, except for security guards, shall be entitled to rest on public holidays. Security guards are required to work on public holidays but are entitled to receive equivalent time off provided it is arranged at times that are mutually convenient to both TNRF and the employee.

7.3.2 At times where work requirements demand the Coordinator or a Supervisor may request an employee to work on a public holiday, in which case he/she shall be entitled to request equivalent time off at times that are mutually convenient to both TNRF and the employee.

7.4 ATTENDANCE AND STAFF MOVEMENT REGISTER

The Coordinator may, at her/his discretion, decide that TNRF should maintain accurate records of staff movements in and out of the office and in relation to working hours. In this event, all employees will be required to accurately record the time and sign the attendance register upon arrival and departure from the office. The Administrator shall ensure this is consistently done and compile, analyse and reconcile attendance data on a weekly basis.

7.5 OVERTIME

7.5.1 TNRF shall strive to create a work-life balance that enables employees to have adequate time outside official working hours for family, rest and recreation. At the same time, TNRF's results based orientation means that employees shall deliver on agreed outputs in a timely manner. Consequently, at times employees shall be required to work beyond normal working hours to meet important commitments or deadlines. Employees are expected to agree to work extended hours, on evenings, public holidays or weekends (as reasonably needed) without receiving additional remuneration.

7.5.2 Employees may request equivalent time off during regular working hours for overtime work. Such a request shall be made in writing through a form designated for this purpose and shall be presented to the Coordinator. The Coordinator shall consider the request and may grant permission provided that this does not disrupt the work of TNRF and is arranged at times that are mutually convenient to both TNRF and the employee.

7.6 ABSENCES FROM WORK TO ATTEND TO PRIVATE MATTERS

7.6.1 Absences from work during official working hours should be avoided wherever possible and kept to a minimum. However, TNRF recognizes and respects that employees shall at times need to take time off. The Personal Days benefit may be requested to cover absences of four hours or more, and requires the leave procedure to be followed (see Policy 11). An employee who wishes to attend to private matters during working hours for a periods of less than four (4) hours may request permission from her/his Supervisor provided such absence shall not disrupt the work of TNRF, and on the understanding that the employee shall complete her/his work on time. The Supervisor may or may not grant absences depending on the circumstances. If granted time off, the employee shall record this information on the register provided for the purpose and inform the receptionist when leaving.

7.6.2 In case of genuine emergencies, where an employee cannot reasonably seek prior permission, may attend to the situation without prior permission and explain the circumstances to her/his Supervisor as soon as is practicable. If the absence due to emergency (or any other reason) exceeds four hours the employee shall fill in the leave form. The Administrator shall be overall responsible to ensure absences are properly documented and regulations followed, and shall maintain relevant records.

8 OUTSIDE WORK AND RELATED ACTIVITIES

8.1 PURPOSE

TNRF seeks to maintain a fair balance between an employee's responsibility and loyalty to TNRF and respect for her/his private life. While what an employees does in her/his spare time is essentially a private matter, outside work undertaken by employees shall be carefully regulated so as not to harm or conflict with the interests of the Organization. This policy provides guidelines regarding paid or unpaid work or activities undertaken by employees outside TNRF.

8.2 BASIC UNDERSTANDING

As a general rule, every long term contract employee commits to work full time at TNRF and to complete her/his responsibilities and work plan on time and to the best of her/his ability.

8.3 CONDITIONS UNDER WHICH OUTSIDE WORK MAY BE UNDERTAKEN

8.3.1 Employees may take up other paid or unpaid work outside official working hours provided it does not:

- Interfere with, disrupt, compromise or otherwise diminish their performance or impede the work plan at TNRF;
- Cause the employee to seek unplanned leave or personal days off in order to undertake the work;
- Constitute an actual or appearance of conflict of interest;
- Involve engaging in an activity that fundamentally contravenes TNRF mission or values or in any way conflicts with the interests of TNRF;
- Represent work gained through the employee's connection to TNRF that otherwise the Organization may have chosen to undertake itself.

8.3.2 Moreover, no employee may take on work that is commissioned by an entity in relation to which TNRF or its representative has decision-making or advisory functions.

8.4 DISCLOSURE REQUIREMENT

8.4.1 In the interest of transparency, each employee shall inform the Supervisor and Coordinator when he/she undertakes outside work or engages in activities that:

- Are in areas related to TNRF's work;
- Are undertaken with any of TNRF's partner organizations, networks or companies;
- Could have reasonably been given to TNRF;
- Could reasonably be seen to violate the conditions noted in the previous section.

8.4.2 When in doubt regarding interpretation of this policy, each employee shall seek clarification from the Coordinator. If the Coordinator determines that the employee's outside work engagement constitutes a violation of 8.3.1 or otherwise jeopardizes the interest of TNRF, the employee shall forthwith cease the outside work.

8.5 CONFIDENTIALITY

No employee undertaking outside work or activities may share any unpublished information that is confidential or that may potentially harm the interests of TNRF, its members, Steering Committee Members or employees.

8.6 WORK UNDERTAKEN BY TNRF

From time to time the Coordinator may commit TNRF to undertake, and assign its employees to, paid or unpaid outside work where this is determined to be in the interest of TNRF. In all such cases any and all fees and materials that may be gained shall belong to and must be promptly submitted to TNRF.

8.7 TREATMENT OF PAYMENTS

Payments or other compensation received for outside work shall be treated as follows:

8.7.1 The employee shall retain 100% where the work is commissioned directly to her/him and is undertaken wholly outside working hours.

8.7.2 TNRF shall retain 100% when it is commissioned to do the work, even where employees are assigned to undertake the work partly or wholly outside working hours.

8.7.3 TNRF shall retain 100% when an employee is commissioned to the work privately but undertakes the work during working hours, including where the work extends beyond working hours by up to four hours, except for any additional actual costs incurred by the employee in undertaking the work (e.g. use of personal vehicle to travel).

8.7.4 Where work is commissioned to an employee but undertaken both within and outside working hours (e.g. on a Friday and Saturday), any remuneration received shall be shared between TNRF and the employee on a pro-rata basis.

8.7.5 Employees may retain 100% of genuine DSA payments (allowances for meals and accommodation) provided these are not wholly or in part provided by TNRF or its partners.

8.8 ACCOUNTABILITY

8.8.1 In the interest of accountability, in all cases where TNRF is entitled to receive whole or part of remuneration the employee shall make a full and accurate declaration of all funds and materials received in relation to the activity undertaken.

8.8.2 Where payments are due to TNRF under the terms of this Policy, employees shall request the commissioning organization to make the payment payable directly to TNRF wherever possible.

8.8.3 The Accountant shall without delay issue an official receipt for all funds received by TNRF and promptly record all gifts received in a register established for the purpose.

8.9 ACKNOWLEDGEMENTS

Generally whenever outside work is done for, on behalf or at the request of TNRF, both the Organization and the author(s) shall be duly acknowledged, provided also that the views shall not be taken to necessarily represent the views of the Organisation.

9 SALARIES

9.1 PURPOSE:

Each employee working to fulfill her/his responsibilities at TNRF shall be entitled to receive timely remuneration and benefits as specified in her/his contract and in accordance with the TNRF salary structure and the Policies. This policy outlines the salary provisions and entitlement levels for long term contract employees at TNRF.

9.2 SALARY STRUCTURE

9.2.1 The salary structure for long term contract employees at TNRF shall be determined and reviewed from time to time by the Steering Committee. The Committee may also make adjustments when these are required by extenuating circumstances, such as unexpected funding constraints. Employees shall have the right to make suggestions and proposals regarding the salary structure, and be consulted when it is being substantively revised. No employee may be compensated at rates higher than provided for in the approved salary structure or in the Policies.

9.2.2 The salary level shall have grades and steps as illustrated below and shall be in US Dollars to minimize the affect of local monetary inflation. The grades and steps shall be periodically reviewed by the Steering Committee.

GRADE	POSITIONS	STEPS				
		A	B	C	D	E
1	Coordinator	1750	2000	2250	2500	2750
2	Senior Programme Officers	1200	1400	1600	1800	2000
3	Programme Officers Administrators Finance Managers	800	950	1100	1250	1400
4	Programme Assistants Administrative Assistants Secretaries	500	600	700	800	900
5	Interns	300	350	400	450	500
6	Security Guards Cleaners Support Staff	120	160	200	240	280

9.3 DETERMINATION OF SALARY LEVELS

9.3.1 The salary level of the Coordinator shall be determined by the Steering Committee. The level of all employees shall be determined by the Coordinator in consultation with the Steering Committee on a periodic basis.

9.3.2 In determining the step level of the employee's first salary level, account shall be taken of the employee's:

- Position and responsibility level;
- Capability to do the job and deliver results;
- Past experience;
- Academic qualifications;
- Salary history.

9.3.3 Determinations shall be reflected in the employee contract. The Accountant shall amend the payroll accordingly on the basis of the contract. All changes to the payroll must be fully explained and documented, and approved by the Coordinator.

9.4 PAYMENT OF SALARIES

9.4.1 Salaries (and other cash benefits) shall be designated and paid in Tanzania shillings. Employees shall normally be paid on the 25th day of each month or on the previous work day if the 25th falls on a weekend or official public holiday.

9.4.2 Payments of salaries shall be made after deductions of income tax and other applicable statutory requirements, if any. Liabilities owed by the employee, such as payment of house rent loan, reimbursement for private use of TNRF equipment, reimbursement of damage caused and non-retirement of imprest shall also be deducted before payment of salaries and benefits.

9.4.3 Salaries (and other cash benefits) shall normally be paid by cheque. Employees who chose to maintain accounts at banks other than the preferred bank designated by TNRF shall be liable for any delays caused in the transfer process and for any charges imposed by their host bank.

9.4.4 Salary advances are not permitted (but see Section 10 of the Finance Regulations).

9.5 PERFORMANCE BONUSES

9.5.1 An employee's performance appraisal conducted by their Supervisor and confirmed by the Appointing Authority may lead to the award of a discretionary bonus, dependent on the availability of funds.

9.5.2 Performance bonuses shall normally be considered once a year after the annual employee appraisal.

9.6 CONTRACT RENEWAL ADJUSTMENTS

At the time of renewal of contract, an employee who has been performing as expected or better shall normally receive a one step salary increase, even if his/her performance was not assessed to be 'outstanding', provided he/she has been employed at TNRF for at least fifteen continuous months prior to the contract renewal. The step increase shall be contingent on the availability of funding.

9.7 PROMOTION BASED ADJUSTMENTS

The Appointing Authority may promote or demote an employee as the case may be, based on the needs of the Organization and/or employee's performance. A promotion or demotion shall normally be signified by a change in the position title and grade level of the employee. The employee shall be entitled to receive the salary commensurate with the new grade level.

10 EMPLOYEE BENEFITS

10.1 PURPOSE:

TNRF seeks to provide employees with a set of benefits that shall enhance their security and quality of life, while safeguarding the long term sustainability of the Organization. This section outlines the types of employee benefits and entitlement levels in operation at TNRF. Unless specified otherwise this Policy refers to long term contract employees only.

10.2 DETERMINATION OF BENEFITS

The Steering Committee shall generally determine and amend from time to time the types, levels and eligibility requirements for various employee benefits at TNRF. At present the benefit types and eligibility criteria are shown in the table below, and further elaborated in this Policy: The officers primarily responsible for managing each benefit are also shown in the table below.

Benefit	Eligibility	Managed by
Pension	Long term contract employees only	Administrator
Gratuity	Long term contract employees only, subject to further provisions	Accountant
Health Care	Long term contract employees, subject to further provisions	Administrator
Lunch and Drinking Water	All contract employees working out of TNRF offices, including interns and volunteers	Administrator
Group Accident Insurance	All long term and temporary contract employees who are covered under the terms of the insurer	Administrator

10.3 PENSION

10.4.1 The Steering Committee shall determine, after consultation, a suitable pension provider for long term contract employees. The Administrator shall be responsible for enrolling eligible employees into the selected pension scheme.

10.4.2 TNRF shall each month pay into the employee's pension account an amount equivalent to ten per cent (10%) of her/his gross salary (basic salary plus housing allowance). The employee shall similarly have ten per cent (10%) of her/his gross salary deducted and deposited into her/his pension account each month. The Accountant shall be responsible for ensuring these payments are accurate and timely.

10.4.4 The employee shall be eligible to receive pension payments and other benefits in accordance with the provisions of the pension program. TNRF shall not be liable for delays, failures or any other problems that may arise in relation to the payment of benefits to the employee by the pension plan provider.

10.4 GRATUITY

10.5.1 At the end of each contract period, TNRF may, at the discretion of the Steering Committee, provide each long term contract employee with a gratuity payment equivalent to ten percent (10%) of the employee's cumulative gross salary, contingent on the availability of funds. Gratuity shall only be payable for employees who have served for at least six consecutive months of the term of contract, have successfully completed their probation period, and who have conducted their work to a standard deserving reward. The Accountant shall be responsible for maintaining accurate records related to gratuity.

10.5.2 Gratuity shall be forfeited by the employee if he/she is summarily dismissed, or chooses to leave TNRF without providing adequate notice as stipulated in the Policies or her/his contract.

10.5 HEALTH CARE

10.5.1 The Steering Committee shall determine, after consultation, a suitable health care or health insurance provider for long term contract employees who have successfully completed their probation period. The Administrator shall be responsible for enrolling new employees and managing the health care scheme. TNRF shall pay the provider for health care coverage for the employee, her/his spouse and legal dependants up to a maximum annual amount that shall be determined by the Steering Committee each year. Each long term contract employee working full time, regardless of position, shall be eligible to receive the same amount of coverage per year.

10.5.2 The amount provided shall be for a period of twelve months. The amount of coverage provided to new employees who are recruited for part of the year shall be prorated. An employee may seek to obtain a higher level of health coverage from the provider than is covered by the amount offered by TNRF, in which case he/she shall be responsible for paying the difference in costs.

10.5.4 An employee who is no longer employed by TNRF and her/his family are not entitled to health care coverage through TNRF, and he/she must surrender any identity cards/documentation upon leaving employment.

10.5.5 Employees who are ruled ineligible for insurance by the health care provider or who work in duty stations where the health care provider does not offer adequate services may opt to receive monthly cash payments with their salary, calculated at the pro-rata health care coverage rate, less statutory taxes.

10.5.6 TNRF shall not be liable for any malpractice, neglect, delays or other problems that may arise from failure by the health care provider system or personnel to provide adequate or proper services.

10.6 LUNCH AND DRINKING WATER

TNRF shall provide all employees working in its main office with drinking water and catered lunch during official working days. Guards scheduled to work nights and weekends at the main TNRF office shall be provided with meals provided this can be reasonably arranged. Employees based in other duty stations shall be provided with a flat monthly payment towards the costs of lunch and drinking water less statutory taxes.

10.7 GROUP ACCIDENT INSURANCE

10.7.1 TNRF shall obtain insurance cover against accidents for long term contract and temporary contract employees. The provisions of this insurance coverage shall be equivalent to or exceed legal requirements specified in the Workmen's Compensation Ordinance (Chapter 263 of the Laws of Tanzania).

10.7.2 Coverage and employee benefits shall be subject to the provisions stipulated by the insurer. TNRF shall not be liable to provide any additional compensation greater than that provided by the insurer.

10.7.3 The Administrator shall be responsible for managing this benefit and shall provide employees with information on levels of coverage and other relevant information as needed.

10.8 OTHER BENEFITS

Employees shall not be entitled to any other employment benefits other than ones stipulated herein.

11 LEAVE

11.1 PURPOSE:

TNRF recognizes the basic right of employees to take leave from work. TNRF provides a range of flexible options paid and unpaid leave, as summarized in the table below. This policy describes the general entitlements, rules and regulations that govern leaves at TNRF. Unless otherwise specified, the leave provisions only apply to long term contract employees and long term contract volunteers.

Type of Leave	Provision
Annual Leave	26 working days per year, fully paid.
Personal Days	Up to 5 working days per year, fully paid.
Sick Leave	Up to 22 working days fully paid; up to a further 88 days at half pay.
Maternity/Paternity Leave	Up to 66 working days fully paid maternity leave once every two years; up to 15 working days paternity leave fully paid once every two years.
Compassionate Leave	As specified below.
Approved Study Leave	For duration of the course of up to 3 months per year at full pay. For all study/ training of over 6 weeks, employees incur an obligation to continue to work at TNRF for an amount equal to three times the length of the course.
Unpaid Leave	Not paid, leave may be exceptionally granted by the Appointing Authority.

11.2 GENERAL REGULATIONS

11.2.1 Except for in emergencies, all leave of 4 hours or more must be authorized in advance by the Coordinator or officer designated by her/him. Any extensions of approved leave must be similarly authorized. Employees wishing to take leave must complete a "Leave Request Form" in advance, except for cases of emergencies or illness where the employee shall complete the form retroactively.

11.2.2 The Leave Request form shall be routed to the Coordinator through the employee's Unit Manager who shall state his/her recommendation regarding the request on the form. The Executive Director shall normally not make a determination on any leave request without consulting with the employee's Unit Manager.

11.2.4 For leave of more than one day the employee must delegate another employee to undertake her/his necessary responsibilities during the absence. Except for emergencies and illness, leaves shall only be granted when it does not disrupt the work of TNRF and at a time that is mutually convenient to both TNRF and the employee. The employee may not take such leaves prior to receiving authorization in writing.

11.2.5 Employees shall strive to plan for leave in advance in conjunction with other employees so as to contribute to the smooth running of TNRF.

11.2.6 An employee who unilaterally gives minimum notice of termination of service is not allowed to take leave during the period in which notice is being served, except for emergencies or illness, and forfeits any unused leave.

11.2.7 Unless stated otherwise herein, unused leave may not be exchanged for payment.

11.2.8 Any employee who takes unauthorized leave or is absent from work without permission or reasonable excuse shall be subject to disciplinary action.

11.2.9 Any employee who travels outside their duty station for any reason shall take reasonable measures to inform the Administrator of such plans so that TNRF is aware of this fact in the event of emergencies or other unforeseen eventualities.

11.2.10 The Administrator shall maintain accurate and up to date records of all leave taken by employees, and reconcile these with the attendance register on a monthly basis.

11.3 ANNUAL LEAVE

11.3.1 The purpose of annual leave is to enable employees to rest, relax, have a holiday, and attend to personal matters. For this reason all employees are encouraged to plan annual leave well in advance and to make full use of this provision.

11.3.2 Each long term contract employee and volunteer working full time is entitled to twenty six (26) working days of annual leave per year. The leave entitlement for employees who have worked for less than one year shall be prorated. Leave is earned each quarter, i.e. each employee gains 6.5 days at the completion of each quarter of work.

11.3.3 Annual leave may be taken in whole or in parts. The employee and TNRF shall negotiate an arrangement that best suits both sides. An employee may normally not take annual leave for days not yet earned, unless authorized to do so by the Coordinator in exceptional circumstances.

11.3.4 The Coordinator, in consultation with the Secretariat, may establish official periods in advance when TNRF is closed (such as around the New Year), and these days shall not count towards annual leave for employees (except for those who are required to work during this period).

11.3.5 Unused annual leave may be carried forward up to a maximum accumulated total forty (40) working days at any one time, and any extra days earned shall be forfeited.

11.3.6 In exceptional circumstances the Coordinator may authorize payment in lieu of leave to an employee who is not permitted to go on leave due to pressure of work, and the employee's end of contract date is such that he/she is not able to take leave before the end of their contract.

11.4 SICK LEAVE

11.4.1 Sick leave is strictly reserved for situations where an employee is unable to work due to illness or injury, or needs to receive medical attention that can only be obtained during working hours. An employee is not entitled to use sick leave to attend to the illness or injury of any other person other than their selves.

11.4.2 A full time employee is entitled to a maximum of twenty two (22) working days within a twelve (12) month period for sick leave at full pay. Thereafter, he/she shall receive a maximum of eighty-eight (88) working days of sick leave at half pay. The entitlements shall be prorated for an employee who has worked less than one year. An employee who continues to be sick after this period shall be examined by a certified medical practitioner recognized by TNRF, and if he/she is declared unfit to continue working the Coordinator, after consultation with the Secretariat or relevant manager as the case may be, may terminate the employee's contract on medical grounds. In such an event the employee shall be entitled to gratuity payment corresponding to the number of months worked and all other benefits that would otherwise be due as stipulated herein.

11.4.3 In case the sick leave period falls beyond the end date of the employee's contract, he/she shall only be paid until the end of the contract.

11.4.4 An employee who requires to be absent from work due to illness or injury shall, whenever possible, request leave in advance by filling in the 'Leave Request Form'. Where advance notice is not possible the employee shall inform her/his immediate supervisor or the Administrator as early as possible by writing, email or telephone. All absences of more than two days must be supported by medical certificate issued by a certified medical practitioner recognized by TNRF. The medical certificate must be presented to the Administrator as soon as possible and no later than the day of return to work.

11.4.5 TNRF reserves the right to request a second medical opinion regarding the illness of an employee where the Coordinator determines this to be of value.

11.4.6 The particulars of an employee's illness shall be confidential and may only be revealed at the discretion of the employee.

11.4.7 Unused sick leave days may not be accumulated.

11.5 MATERNITY/PATERNITY LEAVE

11.5.1 The purpose of maternity and paternity leave is to enable employees to take care of their newborn and support their spouse. Leave should be requested in writing as far in advance as possible and be supported by a certificate issued by a certified medical practitioner recognized by TNRF.

11.5.2 Full time female employees shall be entitled to sixty six (66) working days of maternity leave with full pay provided the employee has not benefited from the same type of leave in the past twenty four months, unless she experienced a miscarriage or her child died within one year of birth. The female employee may request leave to cover a combination of the late stages of her pregnancy and early days of taking care of the newborn.

11.5.3 Upon return to work the female employee is entitled to a break of one hour per day for breast-feeding her child, up to a maximum of six (6) months after the birth of her child. This time shall be used only for this purpose. The time when this benefit is used shall normally be at the discretion of the employee and shall be negotiated with her Supervisor.

11.5.4 Full time male employees shall be entitled up to fifteen (15) working days of paternity leave with full pay provided the employee has not benefited from the same type of leave in the previous twenty four months, unless his partner experienced a miscarriage or his child died within one year of birth. The male employee may request leave to cover a combination of the late stages of his partner's pregnancy and early days of taking care of the newborn. Paternity leave may only be requested and used for genuinely taking care of the newborn and supporting the mother of the child.

11.5.5 Employees may request to take part of the maternity/paternity leave in half day increments; and the Coordinator may grant this request after consultation with the employee's Supervisor.

11.5.6 Female employees utilizing maternity leave shall forfeit 11 working days of annual leave. Male employees utilizing paternity leave shall forfeit 5 working days of annual leave. In the event that the employee has already taken annual leave, he/she shall forfeit applicable days in the successive year.

11.5.7 Maternity/paternity days that are not used within six months of the birth of the employee's child may not be accumulated and shall be forfeited.

11.5.8 In case the maternity or paternity leave period falls beyond the end date of the employee's contract, he/she shall only be paid until the end of the contract. The renewal of the

contract shall however not be prejudiced by the pregnancy or maternity/paternity leave status of the employee.

11.6 PERSONAL DAYS

11.6.1 The purpose of granting personal days is to enable employees to attend to personal matters such as caring for sick relatives, receiving visitors or handling other personal matters that require more than a few hours of absence from work.

11.6.2 Each long term contract employee or volunteer working full time shall be entitled to up to five (5) working days per twelve month period of work. The leave entitlement for employees who have worked for less than one year shall be prorated. Leave is earned each quarter, i.e. each employee gains one personal day at the completion of each quarter of work.

11.6.3 An employee who has exhausted her/his personal days' entitlement may request to use accumulated annual leave days to attend to personal matters.

11.6.4 Personal days may be requested in increments of half days; but normally for not more than two consecutive days at a time.

11.6.5 Unused personal days do not carry forward into the new calendar year and shall be forfeited on December 31.

11.7 COMPASSIONATE LEAVE

11.7.1 The purpose of compassionate leave is to enable long term contract employees, volunteers and interns to attend to the death of family members and close friends.

11.7.2 The employee shall be entitled to paid leave as follows:

In the event of death of:	Number of paid working days
Child (biological or legally adopted), spouse, parent	Up to ten (10) working days
Biological brother/sister, parents in law, son/daughter in law	Up to five (5) working days

11.7.3 In case of death of a relative or friend not covered under Section 11.7.2, or for time required that exceeds the provisions noted above, the employee may request the Coordinator to use personal days and/or annual leave for this purpose.

11.7.4 An employee seeking compassionate leave shall request it by filling in the 'Leave Request Form' unless circumstances do not allow for this, in which case he/she shall request leave verbally, and retroactively fill in the leave request form as soon as possible.

11.7.5 Unused compassionate leave days do not accumulate.

11.8 STUDY LEAVE

11.8.1 Each employee shall be responsible for her/his own learning and development. An employee may request study leave that is consistent with her/his learning plan (see Code of Conduct). The Coordinator shall make a determination taking into account the recommendation of the employee's Supervisor, past conduct, affect on work plans and budgets, equity of opportunity and the general interests of TNRF. No employee is automatically entitled to any amount of study leave.

11.8.2 The costs related to approved study that are not covered by other sponsors shall normally be paid for by TNRF provided this can be accommodated in the budget. The specific costs to be covered shall be determined in each case, but may generally include: course fees, travel to/from study sites, and reasonable accommodation and incidentals.

11.8.3 An employee who is absent from work on study leave shall receive full pay for up to three (3) months per year and thereafter half pay for the remainder of the study leave. An employee shall also not earn annual leave, personal days or gratuity while absent from work on study leave for more than 3 months in any one year.

11.8.4 An employee who is granted study leave or provided support for formal study of more than six (6) weeks in one year shall incur an obligation to work at TNRF for three times the duration of the course of study, up to a maximum of three (3) years, after the completion of the course of study. This rule shall apply regardless of whether study is funded directly by TNRF, its partners or other sponsors.

11.8.5 If an employee fails to work at TNRF for the applicable obligatory period stipulated in 11.8.4 he/she shall be liable to reimburse TNRF, on a prorated basis for the remaining obligatory period, for the full costs of the study including her/his paid salary during the course of study. (For example an employee obliged to work for 16 months who has only served for 12 months shall be liable to reimburse 25% of the costs.) This rule shall not apply if TNRF unilaterally terminates the employee's contract or refuses to grant an extension to her/his contract prior to the end of the obligatory period.

11.8.6 Where study leave circumstances are unusual, the Coordinator at her/his sole discretion may waive obligation requirements in whole or in part.

11.9 UNPAID LEAVE

11.9.1 The purpose of this provision is to enable an employee to take leave for a specified period that cannot be accommodated under any of the other leave provisions listed above.

11.9.2 An employee may apply to the Coordinator to take unpaid leave for a specified amount of time not exceeding one year or the end date of her/his contract whichever is less.

11.9.3 During the period of approved unpaid leave the employee shall normally not be eligible to receive any benefits, and may be held liable to reimburse TNRF for benefits paid for in advance, such as health insurance coverage, unless the Coordinator at her/his sole discretion determines otherwise. Prior to commencing unpaid leave the employee shall normally be required to settle all liabilities and debts owed to TNRF, unless the Coordinator at her/his sole discretion determines otherwise.

12 DISCIPLINARY ACTION

12.1 12.1 PURPOSE:

In order to maintain fairness, harmony, effectiveness and accountability at TNRF all employees are subject to disciplinary action where their actions or performance warrant it. This section outlines the responsibilities, conditions and procedures for the administration of disciplinary action at TNRF in a manner that is clear, consistent and that recognizes the rights and obligations of the Organization and the employee.

12.2 GENERAL CONSIDERATIONS

12.2.1 In all disciplinary cases the employee shall have the right to be heard. An employee shall have the right to see and make copies of all written warnings or formal charges against her/him, and have the opportunity to respond in writing.

12.2.2 All written warnings and any other formal disciplinary charges against an employee must be signed by the Coordinator or the Steering Committee as the case may be.

12.2.3 All written warnings and charges and responses thereto shall be confidential and filed securely in the employee's Personnel File by the Administrator.

12.2.4 Notwithstanding any action taken under this policy, TNRF reserves the right to report any employee to the police and/or institute legal proceedings against any employee.

12.2.5 Any employee who has knowledge of any employee having seriously violated these Policies or having committed any criminal offence must immediately report this to the Coordinator or the Steering Committee as the case may be.

12.2.6 When administering disciplinary action the Steering Committee or Coordinator as the case may be shall take into account the Laws of Tanzania insofar as they are applicable in any given case.

12.3 GROUNDS FOR DISCIPLINE

Any employee may be disciplined where:

- a) Her/his actions are in breach of the Code of Conduct, other provisions as provided for in the Financial Regulations and the Administration Policies, or her/his contract;
- b) He/she fails to satisfactorily perform her/his duties or assignments or;
- c) He/she is implicated in unlawful behaviour.

12.4 WARNINGS

12.4.1 *Verbal warning:* The Appointing Authority or the Supervisor may issue a verbal warning to the employee for minor violations or failures. A note for the record of this warning stating the grounds for discipline shall be made for future reference. The Supervisor at her/his discretion may or may not share the note with the Appointing Authority.

12.4.2 *Written warning:* The Appointing Authority or the Supervisor may issue a written warning to the employee. Written warnings are issued after repeated verbal warnings, or in cases of serious violations or failures, and must be endorsed by the Appointing Authority. The written warning shall state the grounds for discipline, and be filed in the employee's Personal File.

12.4.3 *Final Written Warning:* The Appointing Authority or the Supervisor may issue a second written warning to the employee, which shall usually constitute a final warning. Second written

warnings are issued where the employee has not improved on her actions or performance despite the first written warning, and must be endorsed by the Appointing Authority. The written warning shall state the grounds for discipline, and be filed in the employee's Personal File.

12.4.4 The Supervisor of the employee who has received written warnings shall closely monitor the performance of the employee in the period following the issuance of the warning, and inform the employee and the Appointing Authority of progress made on a regular basis.

12.4.5 The disciplinary record of an employee shall not be used against the employee after twelve (12) months following the disciplinary action.

12.5 SUMMARY DISMISSAL

12.5.1 The Appointing Authority may summarily dismiss an employee with immediate effect where the employee:

- Is absent from work for three (3) or more successive days without prior permission or explanation found to be satisfactory by the Appointing Authority;
- Commits theft, fraud or misappropriation of TNRF properties;
- Uses her/his position for illegal or corrupt personal gain;
- Commits violence against an employee or person affiliated with TNRF;
- Fails to show improvement in their performance or fails to successfully carry out their responsibilities, and has already been served with two written warnings in the prior twelve months;
- Is convicted in a court of law of a criminal offence that adversely affects the reputation of TNRF and the safety of TNRF's employees;
- Commits any other violation that is subject to dismissal under the laws of Tanzania.

12.5.2 An employee who is summarily dismissed shall not be entitled to advance or any notice, accrued leave, gratuity or any other termination benefits whatsoever, except for payment of basic salary, housing allowance and pension contribution up to the date of dismissal.

12.5.3 An employee who is summarily dismissed shall immediately return all TNRF property under her/his care and vacate TNRF's premises.

12.6 SUSPENSION

12.6.1 The Appointing Authority may suspend an employee, pending further investigation, where it has reason to believe the employee may have committed a serious violation of the Administrative Policies and Financial Regulations.

12.6.2 During the period of suspension an employee shall be entitled to half pay. If at the conclusion of the investigation the employee is found guilty of the violation her/his contract shall be terminated and he/she shall not receive any additional pay or benefits. If the investigation exonerates the employee, then he/she shall receive the unpaid remainder of their salary.

12.6.3 An employee who is suspended may be required to return all TNRF properties under her/his care and vacate TNRF premises.

12.6.4 Where the investigation is indeterminate or is not resolved within three (3) months, the Appointing Authority may terminate the employee's contract. In this event the employee shall receive the withheld half pay and all other benefits due in relation to termination of contract.

12.7 RECOVERY OF LOSSES OR DAMAGES

Where TNRF suffers any loss or damages as a result of neglect of duty on the part of an employee or non-compliance with any lawful instruction, or where the employee has caused wilful damage or loss, the Steering Committee or the Appointing Authority may require the employee to

make good such loss or damage by withholding up to twenty five (25%) percent of her/his gross salary every month until the liability is fully recovered.

12.8 RIGHT OF APPEAL

12.8.1 An employee who is aggrieved by disciplinary action taken against her/him may appeal within seven (7) days to the relevant Appointing Authority for reconsideration, stating her/his case in writing. The Appointing Authority shall respond to such appeals as soon as possible and no later than thirty (30) days of receiving the appeal.

12.8.2 In cases where the disciplinary action against an employee involves suspension, dismissal or cost recovery, and where the Appointing Authority is the Coordinator, an employee who is not satisfied with the disciplinary action may further appeal to the Steering Committee within seven (7) days, stating her/his case in writing. The Steering Committee shall respond to such appeals as soon as possible and no later than thirty (30) days of receiving the appeal.

12.8.3 The disciplinary actions taken shall remain in effect during the course of the appeal, unless the Coordinator or the Steering Committee as the case chooses to postpone action pending ruling of the appeal.

12.8.4 Where the disciplinary action is overruled or modified after having been in effect, except as provided otherwise herein, the Coordinator or the Steering Committee as the case may be shall determine the extent of foregone benefits to which the employee shall be entitled.

12.8.5 The decision of the Steering Committee in any case of appeal shall be final and conclusive.

13 SEPARATION

13.1 PURPOSE

This policy describes the circumstances under which an employee ceases to become an employee of TNRF (i.e. is 'separated') and the rights and benefits that shall be applicable in different circumstances.

13.2 GROUNDS FOR SEPARATION

13.2.1 An employee may cease to be employed by TNRF under the following circumstances:

- On medical grounds;
- Failure to satisfactorily complete probation period;
- Summary dismissal on disciplinary grounds;
- Performance assessed to be unsatisfactory or below expectation in annual appraisal;
- Redundancy of the employee's position;
- Expiration of contract;
- Death of the employee;
- Either party providing minimum notice;
- By mutual agreement between TNRF and the employee.

13.2.2 The circumstances leading to separation, minimum notice required and benefits due are summarized in the following table and elaborated further below:

Circumstance	Minimum Notice	Benefits due
Medical grounds	After 110 working days of illness, if declared unfit for work by a medical practitioner	Pension, gratuity, group accident coverage where applicable to the extent provided by provider
Unsatisfactory probation	TNRF to provide 2 weeks or half month's pay in lieu of notice	Pension only
Summary dismissal	None	Pension only
Staff appraisal below expectation or unsatisfactory	TNRF to provide notice of 3 months for managers and Coordinator, 1 month for all other employees (or payment in lieu of notice), or up to end date of contract if it expires earlier	Pension, gratuity if employee has completed at least 6 months of contract
Redundancy	TNRF to provide notice of 3 months for managers and Coordinator, 1 month for all other employees (or payment in lieu of notice), or up to end date of contract if it expires earlier	Pension, gratuity if employee has completed at least 6 months of contract
Expiration of contract	None – but TNRF and the employee should reach an understanding three months in advance as to whether the contract is to be renewed and whether the employee intends to renew.	Gratuity if employee has completed at least 6 months of contract; pension unless the contract is renewed.
Death of employee	None	Pension, gratuity, health insurance and/or group accident coverage to the extent provided by providers

Circumstance	Minimum Notice	Benefits due
Providing minimum notice	Either party providing notice of two weeks if the employee is on probation; otherwise 3 months for managers and Coordinator, 1 month for all other employees (or payment in lieu of notice), or up to end date of contract if it expires earlier	Pension, gratuity if employee has completed at least 6 months of contract
Ending contract by mutual agreement	As mutually negotiated by TNRF and employee	Pension, Gratuity if employee has completed 6 months on her/his contract, other benefits as mutually negotiated, not exceeding normal provisions

13.3 GENERAL CONSIDERATIONS

13.3.1 Both TNRF and the employee shall seek to minimize disruption to the work of TNRF and life of employee to the maximum extent possible.

13.3.2 The party initiating the separation shall strive to inform the other of its intention to separate as far in advance as possible. However, the following 'minimum notice' requirements shall apply, unless explicitly stated otherwise in the employee's contract:

Contract with	Minimum notice or payment in lieu of
Any position while on probation	2 weeks notice or payment of half month gross salary in lieu of notice
Coordinator/Manager	3 months notice or payment of 3 months gross salary in lieu of notice
Other long term contract employees	1 month notice or payment of 1 month's gross salary in lieu of notice

13.3.3 All notices regarding separation or other changes to contract shall be served in writing and must be signed by the Appointing Authority.

13.3.4 The Administrator shall be overall responsible for the management of employee separation under the guidance of the Coordinator.

13.4 ON MEDICAL GROUNDS

An employee who has been on sick leave for 110 working days in the past twelve months shall be examined by a certified medical practitioner recognized by TNRF, and if he/she is declared unfit to continue working the Coordinator may, after consultation with the Secretariat or relevant managers as the case may be, terminate the employee's contract on medical grounds. In such an event the employee shall be entitled to gratuity payment corresponding to the number of months worked and all other applicable benefits as stipulated herein.

13.5 UNSATISFACTORY PROBATION

An employee who is not confirmed after serving on probation may have her/his contract terminated with notice of two weeks or half month's pay in lieu of notice. The employee shall receive pension but not be eligible to receive accrued leave or gratuity.

13.6 SUMMARY DISMISSAL

An employee who is summarily dismissed shall not be entitled to advance or any notice, accrued leave, gratuity or any other termination benefits whatsoever, except for payment of basic salary, housing allowance and pension contribution up to the date of dismissal.

13.7 UNSATISFACTORY STAFF APPRAISAL

The Appointing Authority may, at its discretion, provide an employee assessed to have performed unsatisfactorily or below expectation additional time to improve performance or terminate the employee's contract by providing minimum notice or payment in lieu of notice.

13.8 REDUNDANCY

The Steering Committee may determine to make a position redundant, subject to the provisions of the Laws of Tanzania, where the position is seen to be no longer in the interest of TNRF. In such cases the Appointing Authority shall strive to inform the employee of its intention as far in advance as possible. TNRF shall be required to provide minimum notice or payment in lieu of notice. In this case the employee shall be entitled to accrued leave, pension and gratuity.

13.9 EXPIRATION OF CONTRACT

13.9.1 Upon expiration of the employment contract, the employee shall be paid terminal benefits as stated in the said contract. In this case the employee shall be eligible to receive gratuity and to use up earned leave prior to end of contract. In the event that the employment contract with TNRF is not renewed after expiry, the employee shall have the right to claim pension payments.

13.9.2 The Coordinator, Unit Manager (as applicable) the employee should reach an understanding three months in advance as to whether the contract is to be renewed and whether the employee intends to renew.

13.10 DEATH OF EMPLOYEE

If the employee dies, the officially designated next of kin of the employee shall be entitled to receive full payment of their salary until the last day of work, accrued gratuity, and payment of unused annual leave on a prorated basis. The next of kin may also be eligible to receive certain benefits from the health care provider depending on the level of coverage subscribed and the rules of the health provider. Where the death of the employee is caused by accident or injury her/his next of kin may also be eligible to receive compensation from the group accident insurance cover depending on the level of subscription and the rules of the insurance provider.

13.11 BY PROVISION OF MINIMUM NOTICE

At any time, either TNRF or the employee may terminate the employment contract by providing minimum notice or corresponding payment in lieu of notice. An employee who has provided minimum notice shall not be entitled to take annual leave unless the Appointing Authority determines granting leave shall not disrupt the work of TNRF. Where the Appointing Authority has provided minimum notice the employee shall be entitled to take accrued leave during the period of minimum notice. An employee whose contract is terminated through provision of minimum notice shall be eligible to receive pension and gratuity if he/she has completed at least six (6) months of her/his employment contract.

13.12 BY MUTUAL AGREEMENT

At any time, either TNRF or the employee may agree by mutual agreement to terminate the employment contract at a time to be mutually negotiated. An employee whose contract is terminated through provision of minimum notice shall be eligible to receive pension, and other

benefits if any in accordance with the terms of the mutual agreement, provided that the benefits do not exceed what would have otherwise been normally provided.

14 GRIEVANCES

14.1 PURPOSE:

Internal conflict, disagreements and misunderstandings among employees are unavoidable from time to time in any organization. This policy articulates the principles and procedures that are to guide how these are to be managed at TNRF. This policy does not apply in cases of serious misconduct where an employee's action is subject to disciplinary action.

14.2 GENERAL PRINCIPLES

14.2.1 All employees shall strive to act towards others in a manner that is respectful, understanding and civil.

14.2.2 All persons involved in handling grievances, and especially officers to whom the matter is brought for adjudication, shall exercise care at all times to act in good faith, and be fair, considerate, and truthful, and to take into account the interests of the employees concerned and TNRF as a whole.

14.2.3 Employees who have acted inappropriately shall be prepared to acknowledge their mistakes and apologize, regardless of their position in the organization; and employees who have been aggrieved shall similarly seek to be generous spirited and reconcile themselves with their colleague.

14.2.4 Honest, straightforward dialogue is always preferred over secretive complaining. Aggrieved employees and those advising them should at all times seek a swift and fair resolution to the problem rather than entertaining or being party to continued secretive discussion.

14.2.5 Employees shall seek to resolve matters in good faith among themselves before referring the matter to higher levels or talking about it widely with others.

14.3 GRIEVANCE PROCEDURE

The following steps shall be observed in seeking to resolve grievances:

14.3.1 The employee(s) who is/are aggrieved by another employee shall, wherever possible, seek to solve the problem with the perceived offending party before taking the matter to others.

14.3.2 The aggrieved employee(s) who is/are unable to resolve matters among themselves should seek the advice of their Unit Manager to resolve the problem. The Unit Manager may, where appropriate, seek the advice of the Administrator or another manager.

14.3.3 The aggrieved employee(s) who is/are unable to resolve the situation after the manager's intervention, or where the problem involves the manager, shall seek the advice of the Coordinator. Except for circumstances where the grievance concerns the Coordinator, her/his decision to solve the grievance shall be binding on and accepted by the employees concerned.

14.3.4 Where the grievance is against the Coordinator, and it cannot be resolved through direct dialogue with her/him, or the intervention of the aggrieved employee's Unit Manager and/or Administrator, the aggrieved employee may refer the matter to the Chairperson of the Steering Committee. In such an event the arbitration of the Steering Committee or Chairperson as the case may be shall be binding on and accepted by the employee(s) concerned.

14.4 OTHER PROVISIONS

14.4.1 The aggrieved employee(s) and/or any other party who is formally involved in dealing with the grievance may at their discretion choose to document the problem and resolution. Such documentation may serve as a note for the record and be kept for future reference, but shall normally not constitute a formal entry into the Personal File, unless the Coordinator determines it to be sufficiently serious to warrant such status.

14.4.2 A grievance that is determined by the Appointing Authority to be sufficiently serious as to constitute the grounds for disciplinary action shall be subject to the regulations in policy 12.

15 PROCUREMENT

15.1 15.1 PURPOSE

The purpose of this policy is enable TNRF to procure quality goods and services at the least expensive price, in a manner that is efficient, transparent, accountable and consistent with best business practices. This policy articulates the guiding principles, roles, authority levels and main procedures to be used in procurement processes at TNRF.

15.2 GUIDING PRINCIPLES

15.2.1 Cost effectiveness: TNRF shall obtain quality and reliable goods and services at the least expensive (best) price. Competitive and independent quotes shall be solicited when more than one supplier is available, and offers and tenders shall be reviewed objectively. Transaction costs involved in procurement shall be taken into account in determining costs.

15.2.2 Transparency and documentation: Criteria used by TNRF shall always be transparent. Price comparison forms shall be used to ensure that TNRF obtains competitive prices in the most transparent way. All documentation related to procurement shall be kept in secure files. Relevant documentation includes: quotes, invitation to tender, tenders, the tender evaluation record and the final decision, as well as the payment voucher (PV) and all supporting documents. Documents shall be kept securely for a period of seven (7) years.

15.2.3 Non-discrimination: TNRF is an equal opportunity organization, and shall not discriminate against supplier on the basis of race, ethnicity, age, sex, sexual orientation, marital status, origin, disability, creed, political belief, religion or HIV status in procuring any product or service. Procurement from any supplier who is related to a TNRF employee or Steering Committee Member should generally be avoided and in all cases fully disclosed, and the employee concerned shall absent her/himself in the procurement decision process. .

15.2.4 Zero Tolerance for Corruption: TNRF shall exercise zero tolerance for corruption in all matters, including procurement. No TNRF employee or Steering Committee Member may benefit or seek to benefit in any way whatsoever from any procurement. Any TNRF employee or Steering Committee Member who is offered any inducement, payment, gift or other reward to influence the procurement process, or is aware of another employee being involved in the same, shall report the matter immediately to the Coordinator or Committee Chairperson.

15.2.5 Accountability: All persons involved in the procurement process, including procurement officers, managers, the Coordinator and the Accountant shall seek to ensure that both the letter and spirit of the procurement policy is adhered to. The Accountant shall exercise final scrutiny to ensure procurement is consistent with TNRF policies before an order is placed and/or payment is made. All procurement decisions and documentation shall be subject to scrutiny during both internal and external auditing processes.

15.3 PROCUREMENT AUTHORITY LEVELS

15.3.1 Recurring purchases: Regular major purchases include (but not limited to) stationeries and travel services worth over TShs 500,000 per year. TNRF shall solicit bids from at least three suppliers once each year. The Administrator shall analyse the bids and recommend the best suppliers for approval by the Coordinator. The selected supplier shall normally be used for all relevant purchases for a specified period not exceeding 12 months. TNRF may purchase goods and services from a different supplier where this can secure comparable quality and reliability at better rates.

15.3.2 Purchases under TShs 1,000,000: Competitive quotes may be secured for procurement of under TShs 1,000,000 or USD 1000, but shall normally not be required unless the purchase shall be recurring. Where formal quotes are not sought procurement should still seek to attain quality, and reliability at the best possible price. Managers may approve procurement up to this amount, without additional approval by the Coordinator, for purchases charged to budgets for which they are responsible, subject to confirmation by the Accountant before payment is effected. Managers and/or the Accountant may also seek advice or endorsement from the Coordinator for procurement of less than this amount where they deem it to be warranted.

15.3.3 Non-regular purchases over TShs 1,000,000 or USD 1000: For non-regular purchases exceeding a value of TShs 1,000,000 or USD 1,000, TNRF shall seek independent quotations from no less than 3 independent suppliers. The Administrator shall systematically analyse the bids on a special form provided for this purpose, and make a recommendation in relation to quality and reliability for the best price. The manager of the budget code to which the purchase is to be charged shall scrutinize and endorse it before it is forwarded to the Coordinator for approval. After approval, the Accountant shall prepare the Purchase Order once he/she is satisfied that the documentation is accurate and consistent with this Policy. The relevant documentation and copy of the LPO shall be attached to the PV.

15.3.4 Publications: Price bids for publications shall be requested each year from at least 3 reliable printing companies. Based on this a set of printers (not less than 2) who provide quality and reliability at the best prices shall be selected and deemed as pre-qualified printing suppliers for a specified period not exceeding twelve (12) months. Quotes for printing shall then be requested from pre-qualified printing suppliers for each order. Quotes shall be compared and decision made as per non-regular purchases.

15.3.5 Large purchases: All large purchases exceeding TShs. 25,000,000 or USD 25,000 shall require a tender, which may or may not be advertised in the newspapers. However, bids must be sought from at least 5 suppliers. Purchases exceeding TShs. 50,000,000 or USD 50,000 shall require an open tender advertised in major national news papers. All tender awards shall be endorsed by the Committee Chairperson, the Coordinator and one other Steering Committee Member.

15.4 TENDERS

Tender documents shall contain all relevant information such as technical specifications, terms of reference, and commercial conditions. Such conditions shall include the time frame for the provision of the goods/services. Tenders shall be required to be submitted in sealed envelopes, which may only be opened at the time the evaluation is performed to ensure that all tendering companies have equal footing in the process. Tenders shall only be assessed on the Terms and Conditions specified in the invitation to tender. The recommendations shall be documented and the Coordinator shall arrange to forward to the Committee Chair and one other Steering Committee Member for endorsement.

15.5 EXCEPTIONS

In special or extenuating circumstances the Coordinator may make exceptions to the above requirements where this can be justified to be in the interest of TNRF. Exceptions shall always only be done as a last resort and used only rarely. In all cases the reasons for departure from normal practice shall be fully explained, documented and authorized as follows:

- For purchases up to TShs 5,000,000 or USD 5,000: The Coordinator may authorize procurement, with the endorsement of the Administrator and the Unit Manager responsible for the budget.
- For purchases between TShs 5,000,000 or USD 5,000 and TShs 25,000,000 or USD 25,000: The Coordinator may authorize procurement, with the endorsement of all Unit Managers.

- For purchases beyond TShs 25,000,000 or USD 25,000: The Coordinator may authorize procurement, with the endorsement of at least two other Steering Committee Members of the Committee.

16 PUBLICATIONS

16.1 PURPOSE:

TNRF produces publications to further its objectives. This Policy clarifies the standards, ownership, stages and commensurate roles and responsibilities for managing TNRF publications in a manner that ensures quality, impact, efficiency and effectiveness.

16.2 STANDARDS

All TNRF publications shall be of high standard and quality in all aspects: concept, content, language, illustrations, design, layout and production. This is to ensure high impact and to safeguard the reputation of the Organization. Feedback, monitoring and evaluation shall be integral to the process as a way of measuring results and improving the materials.

16.3 KEY STAGES

The process of managing publications can be divided in the following general stages:

- **Planning:** This includes the creation of annual distribution and specific activity plans for each publication, which cover the conceptualization, purpose, strategy, approach and basic outline of each publication, and its distribution, launch and monitoring.
- **Development:** This includes the actual development of the publication including research, writing content, illustrations, editing, copyediting/proofreading, and layout; pre-testing where appropriate; and further detailed elaboration of the distribution/monitoring plan. An editorial committee may be established to advise on and improve quality of publications, and shall be engaged at this stage..
- **Printing:** This includes procurement, final layout, quality checks and production.
- **Launching:** This involves launching of the publication, including placement on the website, and media coverage.
- **Distribution:** This includes storage of materials at TNRF and effective distribution.
- **Monitoring and Evaluation:** This includes tracking, compiling and organizing feedback, occasional surveys, analysis, evaluation and ideas for improvement.
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16.4 RESPONSIBILITIES

16.4.1 The Unit developing the publication shall be responsible for the planning, development, launching, and monitoring and evaluation of publications.

16.4.2 The Coordinator shall be responsible for working with the relevant Unit in its planning and conceptualization, and shall approve plans, appoint the editorial committee and its terms of reference, approve publications before printing and publication, and supervise monitoring and evaluation.

16.4.3 The Administrator shall be responsible for effective storage and distribution of materials according to plans and policies.

16.5 COPYRIGHT AND OWNERSHIP

16.5.1 TNRF publications shall acknowledge both the Organization and the author(s), editor(s), illustrator(s) and other contributors as the case may be.

16.5.2 Notwithstanding the above, TNRF shall normally assert copyright ownership over all publications developed or produced by it, and where this is done jointly with other organizations then it shall assert joint copyright.

16.5.3 Notwithstanding the above, TNRF shall normally permit reproduction of the whole or part of its publications for non-commercial purposes provided clear attribution is made to the source and at least two copies of the reproduction are provided to TNRF.

16.5.4 TNRF shall normally register all its publications in accordance with internationally recognized good practice and acquire International Standard Book Number (ISBN) and International Standard Serial Number (ISSN) numbers as the case may be.

17 STORES MANAGEMENT

17.1 PURPOSE

Goods and equipment received and distributed shall be properly recorded, stored, organized and managed in the interest of efficiency and accountability. This Policy outlines the basic guidelines for effective management of stores at TNRF.

17.2 MANAGEMENT

The Administrator shall be overall responsible for the management of stores at TNRF. The Administrator shall designate a competent employee to serve as storekeeper who shall be responsible for the day to day management of stores and records. Keys to stores shall only be issued to authorized employees. The guidelines stipulated herein shall be strictly observed and accurate records shall be maintained at all times. Failure to manage stores as required by this policy may constitute grounds for disciplinary action against employees responsible for stores management.

17.3 ISSUES

An employee requiring materials other than stationary and minor sundry supplies shall state his/her request on a designated 'stores requisition form'. No item may be issued from stores without a duly authorized requisition form. Requisitions of items worth TShs 100,000 may be authorized by Unit Manager with endorsement from the Administrator. Requisitions of items exceeding TShs 100,000 (or 100 units of publications) shall require authorization by the Coordinator.

17.4 RECEIPTS

All items received, including publications, unless used immediately and not normally maintained in stores shall be recorded by the employee responsible at the time of receipt on a form proscribed for the purpose. All items shall be properly stored in an organized and neat fashion at all times, and all appropriate measures shall be taken to minimize theft, loss or damage, particularly for items that are not stored under locked premises.

17.5 RESTOCKING

The Administrator shall establish minimum quantities that shall be held in TNRF stores so as to ensure smooth operations. He/she shall be responsible for procuring/restocking items in a systematic and efficient manner and in good time before stocks are exhausted. This rule shall not apply to publications produced by TNRF, whose reordering is vested with the Unit that produced the materials.

17.6 RECORDS

The Administrator shall ensure accurate and timely records are maintained for all movements regarding stores. These shall include but not be limited to: receipts, requisition forms, issues, and stocks. A stores ledger shall be maintained and all transactions shall be accurately recorded in the ledger no later than one week after the transaction was undertaken. The Administrator shall be responsible for ensuring the safety of all records at all times.

17.7 REPORTS

The Administrator shall normally produce reports on or before the tenth day of each month covering the previous month. Reports shall include starting stocks, receipts, issues and ending balances, analysis of the data, and explanations of any major issues or discrepancies. The Administrator shall also produce quarterly reports containing the same information as in monthly reports, and include a comparison of numbers in records as compared to actual stocks.

17.8 STOCK CHECKS

17.8.1 Stores at TNRF shall be subject to both routine and unannounced stock checks as follows:

- The Administrator shall examine stores to ensure good organization and consistency between movements, records and stocks from time to time.
- The Administrator shall undertake a comprehensive and systematic stock check around the last day of each quarter for each of the first three quarters of the calendar year; and these shall be examined on a sample audit basis by the Accountant or Internal Auditor.
- The Coordinator shall assign the Accountant, Internal Auditor, other employee and/or external consultant to undertake a comprehensive annual stock check around December 31 of each year.
- The Coordinator may assign the Internal Auditor or any other competent employee to undertake unannounced 'spot checks' at any reasonable times.

17.8.2 All stock checks and their findings shall be carefully recorded and communicated to the Coordinator.

18 ASSET MANAGEMENT

18.1 PURPOSE:

Assets obtained by TNRF shall be properly recorded, coded, allocated and managed in the interest of efficiency and accountability. This Policy outlines the basic guidelines for effective management of assets at TNRF. An asset is defined as equipment, vehicle, furniture, building or any other item appearing in the TNRF asset register.

18.2 MANAGEMENT

The Administrator shall be overall responsible for the management of assets at TNRF. The guidelines stipulated herein shall be strictly observed. Failure to manage assets as required by this policy may constitute grounds for disciplinary action against employees responsible.

18.3 RECORDS

18.3.1 Accurate records of assets shall be maintained at TNRF at all times. The Asset register shall be maintained by the Accountant. Information regarding the allocation and movement of all assets shall be maintained by the Administrator.

18.3.2 Records shall include key information such as asset type, serial number, brand name, asset number, quantities, date and price of purchase, location and employee responsible.

18.4 CARE AND REPAIR OF ASSETS

18.4.1 Assets are expensive. All employees who are assigned assets shall take all reasonable measures to ensure responsible use, good care and safety; and do nothing that would damage the asset or invalidate its warranty. Assets are meant to be used for the work of TNRF and may not be put to any unauthorized private use or provided to any other party without proper authorization.

18.4.2 Any problem, malfunction or defect of an asset shall be promptly recorded on 'Repair Request Form' and forwarded to the Administrator. The Administrator shall seek to have the problem examined and repaired internally whenever possible, failing which the asset shall be assigned for external repair and noted as such on the repair form. All repairs that are unusual, likely to significantly impede the work of TNRF, or may cost TShs 100,000 or more shall require prior authorization of the Coordinator.

18.4.3 Movements of assets for repairs shall be recorded. The Administrator shall make every effort to expedite repairs and wherever possible make alternate arrangements to enable the employee to continue work. Wherever possible, full use shall be made of warranty provisions.

18.5 ASSET CODES

All assets shall have a unique asset code that shall be noted in the asset register and room lists, as well as on a durable label that shall be affixed to each asset. The Administrator shall arrange his/her unit staff to periodically check that all assets are properly labelled and located.

18.6 LOSS OR DAMAGE OF ASSETS

18.6.1 In case of loss, damage or theft, the employee who is responsible for it or has knowledge of it shall immediately write a clear, accurate and comprehensive statement regarding the incident and forward it without delay to the Coordinator. In case of wilful loss, wilful damage or theft, the Coordinator having examined the situation and consulted with the Administrator, and

being satisfied that a report to the police or other authorities is warranted, shall proceed to arrange to do so. An employee who admits to theft or causing wilful loss or wilful damage, or is convicted in a court of law of it, shall be summarily dismissed. In such cases the employee concerned shall be liable for 100% of the cost of replacement, even where the cost may be wholly or partially recoverable by other means, unless the Court determines otherwise.

18.6.2 In case of damage or loss the Coordinator, with the assistance of the Administrator, shall seek to establish the circumstances that led to the damage or loss. Where the circumstances are unclear, the employee concerned shall generally be accorded the benefit of doubt.

18.6.3 Where the Coordinator, after consultation with the Secretariat or relevant managers as the case may be, determines that the loss or damage of the asset is due to negligence, improper use, or any use that violates the Policies the employee concerned may be held liable for reimbursing the full cost of replacing or repairing the asset(s) concerned.

18.6.4 The employee facing disciplinary action shall have the right to appeal in accordance with the provisions for appeal in the Policies.

18.7 REPORTS

At the discretion of the Coordinator, the Administrator shall normally produce an asset status report on or before the tenth day of each month covering the previous month. Reports shall include information on receipts, issues, repairs, movements and function status of assets, analysis of the data, and explanations of any major issues or discrepancies.

18.8 INSURANCE

18.8.1 All major TNRF equipments shall be insured against fire, theft, loss and damage. The Administrator shall promptly and no later than two weeks from date of delivery arrange for newly acquired assets to be insured, ensure that coverage for existing assets is kept current, and any claims pending are followed up on a regular basis. Procurement of insurance services may be undertaken directly or through a broker, provided that procurement guidelines stipulated in the Policies are followed.

18.8.2 In case of damage or loss covered by insurance the Administrator shall immediately prepare a report on the incident and forward it to the Coordinator with recommended actions. The Coordinator if satisfied with the report shall in consultation with the Administrator arrange to lodge a claim with the insurance provider, unless he/she determines that the costs of doing so (such as insurance deductibles, loss of no claim discounts, and transaction costs) outweigh the potential benefits, and in such cases shall decline to lodge a claim and document the reasons for doing so.

18.9 ASSET STOCK CHECKS

18.9.1 Assets at TNRF shall be subject to both routine and unannounced checks as follows:

- The Administrator shall examine assets to ensure good organization and consistency between movements, records and holdings from time to time.
- The Administrator shall undertake a systematic check around the last day of each quarter for each of the first three quarters of the calendar year; and these shall be examined on a sample audit basis by the Accountant or Internal Auditor.
- The Coordinator shall assign the Accountant, other suitable employee and/or external consultant to undertake a comprehensive annual asset check around 31st December of each year.
- The Coordinator may assign the Internal Auditor or any other competent employee to undertake unannounced 'spot checks' of assets at any reasonable times.

18.9.2 All asset checks and their findings shall be carefully recorded and communicated to the Coordinator.

18.10 GUIDELINES REGARDING USE OF SPECIFIC ASSETS

In addition to the overall guidelines regarding assets noted above, the following rules and regulations shall apply to the use of specific assets:

- All equipment shall be used towards the work of TNRF. Modest use for private use may be permitted where it does not interfere with work, subject to further requirements shown below. All private use shall be recorded and charged at rates established and amended from time to time by the Coordinator in consultation with the Secretariat or relevant managers as the case may be. Private use of equipment shall be deducted from the next month's salary.

18.11 Photocopier/Copy printer

18.11.1 As a general rule only authorized employees may operate any photocopy/copy printer equipment that TNRF owns. The employee making the copies, whether for work or personal purposes, shall accurately and promptly record copies made in log books designated for the purpose.

18.11.2 Where a TNRF photocopy machine is available, all copies shall normally be done in-house unless urgency or the nature of work is such that the copies can be made more effectively by an outside supplier.

18.11.3 Employees responsible for copying shall at all times strive to do so in an environmentally conscious manner, such as making double sided copies, and reducing unnecessary use of ink, electricity and paper wastage.

18.11.4 The Administrator shall ensure that the quality of copies made is consistently timely, reliable, accurate and of high standard.

18.11.5 Up to twenty (20) personal copies per employee per month shall not be charged. Employees may not transfer their allotment to other employees. Additional copies shall be charged at a rate to be determined by the Executive Director in consultation with the management team or relevant managers as the case may be.

18.12 PHONES & FAXES

18.12.1 All employees shall minimize unnecessary usage of phones and faxes, seek alternate cheaper means (such as email), and limit duration of calls where possible. An employee may use TNRF phones to make a modest number of personal calls provided this does not interfere with the work of TNRF. An employee who abuses phone privileges may be barred from making personal calls and/or face disciplinary action. The cost of personal and all unaccounted calls made through the employee's password shall be charged to the employee, and immediately deducted from her/his monthly salary.

18.12.2 Designated employees shall receive monthly allotments of recharge units for their personal mobile phones to enable them to make official calls; the employees who receive this benefit and the amounts for each shall be established by the Coordinator after consultation with the Secretariat or relevant managers as the case may be. Employees shall use recharge units provided by TNRF with care to further the work of the Organization. The Coordinator shall monitor the use of this provision and make amendments as necessary. Any employee who receives recharge units from TNRF shall immediately inform the Administrator if her/his mobile phone set or number is no longer functional due to loss, malfunction, change of number or any other reason.

18.13 COMPUTER EQUIPMENT

See Policies 20 and 21.

18.14 KEYS

18.14.1 All TNRF keys, including acquisition, transfers and allocation, must be recorded in a special register established for the purpose. Spare keys shall be organized and maintained in a secure location by the Administrator.

18.14.2 The Coordinator shall in consultation with the Administrator determine and authorize allocation of keys. No keys may be copied or allocated without the permission of the Coordinator. Keys shall remain the property of TNRF and employees must return them when requested and at the end of employment.

18.14.3 In case of loss each employee must report the matter immediately to the Coordinator. The employee shall be held liable for the cost of duplicating keys and changing locks where needed, unless the Coordinator determines the circumstances do not warrant such liability.

18.15 DISPOSAL OF ASSETS

18.15.1 Disposal of TNRF all assets shall be done in a manner consistent with the provisions in the Constitution of the organization.

18.15.2 Assets may not be disposed, sold or given to any TNRF member, Steering Committee Member, employee, volunteer or intern, or her/his relatives.

18.15.3 The Coordinator in consultation with the Secretariat or relevant unit managers may provide assets that are no longer needed by TNRF of a value of TShs 5,000,000 or less to other non-profit organizations, provided such transfers are fully documented.

19 VEHICLES

19.1 PURPOSE

This Policy outlines the entitlements, rules and regulations for the effective use and management of vehicles and transport at TNRF. Unless stated otherwise all references to vehicles herein apply equally to both motor vehicles and motorcycles. The Administrator shall be responsible for managing all aspects of vehicle and transport use at TNRF.

19.2 VEHICLE POLICY

19.2.1 TNRF shall seek to maximise the cost-efficiency and effectiveness of its vehicle arrangements as an organisation. In so much as it remains the most cost-effective solution, TNRF shall not invest in acquiring its own vehicles and shall instead rely on the reasonable use of its employees' vehicles.

19.2.2 Notwithstanding Section 19.2.1, the Coordinator, in consultation with her/his management team, may decide that there is a strong case – on the grounds of programmatic need and cost-efficiency and effectiveness – to acquire one or more vehicles. The Coordinator will, as per Section 15.3.5, seek the permission of the Steering Committee, and follow the due procurement procedures as per Chapter 15 in purchasing vehicles.

19.3 PRIVATE VEHICLES: USE FOR TNRF BUSINESS

19.3.1 All employees shall be required normally to use their own private vehicles for their TNRF work duties. Employees shall receive due compensation for the use of their vehicles through the payment of a flat mileage at the rates stipulated below:

- Tarmac Roads in good condition: USD 0.50 per kilometre;
- All other roads: USD 0.80 per kilometre.

19.3.2 An employee intending to use their vehicle for TNRF business for travel distances greater than 50km must first seek the authority of the permission of the Administrator before incurring the mileage.

19.3.3 A log of all TNRF work mileage will be kept in a log book by each vehicle owner and a record of mileage shall be submitted to the Accountant at the end of every month for reimbursement. The information to be recorded in the logbook shall include date, start/end mileage, start/end location, purpose and mileage rate. An employee who fails to provide consistent, clear or adequate information as required shall not be refunded their mileage claim.

19.3.4 Employees shall strive at all times to maximise the cost-efficiency of the mileage that they incur in the use of their vehicles on TNRF business.

19.3.5 Where an employee does not own a vehicle, or when an employee makes a reasonable case to the Administrator not to use their vehicle for a specific work purpose, the Administrator shall arrange or authorise the most cost-effective alternative form of transport.

19.4 TNRF VEHICLES: ENTITLEMENT

19.4.1 TNRF vehicles are to be used for the work of the Organization. Only employees designated as drivers or otherwise authorized by the Coordinator may drive TNRF vehicles.

19.4.2 All employees other than the Coordinator shall request TNRF vehicle use to the Administrator in the form designated for the purpose. Employees shall lodge requests as far in advance as possible. The Administrator shall determine the allocation of TNRF vehicles. Where a

TNRF vehicle is not available for work, the employee may be authorized to use his/her private vehicle and be reimbursed at the private rate (see below) or use a taxi and seek reimbursement against receipt.

19.5 TNRF VEHICLES: PRIVATE USE

19.5.1 The Coordinator may under limited circumstances allow TNRF vehicles to be used for private purposes provided this does not interfere with the work of the Organization. Any use of the vehicle that is not directly related to the work of TNRF shall be deemed private use. An exception is use of vehicle to transport an employee who needs medical attention between the office and workplace.

19.5.2 Employees shall be required to reimburse TNRF for private use at set per kilometre rates. Reimbursement costs may be deducted from monthly salaries. The rates for reimbursement shall take into account full costs of vehicle operation and be set by the Coordinator in consultation with the management team or relevant manager as the case may be. Employees who are authorized to use their own private vehicles for work purposes shall be reimbursed at the same rate.

19.6 TNRF VEHICLES: LOGBOOKS AND RECORDS

19.6.1 Drivers/users of TNRF vehicles shall promptly, accurately and thoroughly record vehicle use in logbooks designated for the purpose. Information recorded shall include date, start/end mileage, start/end location, purpose, whether official or private. Information about refuelling, services, maintenance, repairs, accidents and any other major happenstance shall also be recorded. An employee who fails to provide consistent, clear or adequate information as required shall be liable to pay for applicable mileage at the private use rate.

19.6.2 The Administrator shall arrange to scrutinize, compile and analyse all logbooks (TNRF and Private) and other records to prepare monthly analytical reports by the 10th of each month for the previous month.

19.7 TNRF VEHICLES: LAWS AND REGULATIONS

19.7.1 All drivers of TNRF vehicles shall drive cautiously and put safety first at all times. All users shall be responsible for observing all applicable rules and regulations in the Policies and traffic laws, including the use of motorcycle helmets and safety belts, and any other guidelines that may be issued by the Coordinator or Administrator from time to time. No employee may use a vehicle in any manner that may invalidate its insurance coverage.

19.7.2 Users shall at all times exercise due caution and avoid driving or parking a TNRF vehicle in areas or at times where it may place them and/or the vehicle in danger.

19.7.3 Failure to abide by traffic laws and regulations in the Policies may lead to suspension of privileges and/or disciplinary action.

19.8 TNRF VEHICLES: ACCIDENTS AND LOSS

19.8.1 All accidents however minor or loss of any items from vehicles shall be reported immediately to the Administrator. Accidents shall also be reported to the authorities as per law.

19.8.2 Any employee who has caused an accident through wilful neglect or flagrant violation of regulations may be held liable for resulting damages.

19.8.3 An employee or associate who suffers injury or death through accidents shall be entitled to full coverage provided by the vehicle and group accident insurance schemes.

19.9 TNRF VEHICLES: MAINTENANCE AND REPAIR

19.9.1 The Administrator shall ensure that vehicles are serviced on a regular basis as per manufacturer recommendations, and maintain good records for it. The Administrator shall also arrange to have the vehicles cleaned and checked on a regular basis.

19.9.2 The Administrator shall arrange to have vehicles refuelled in a timely fashion by a supplier identified through the procurement requirements.

19.9.3 Any malfunction or problem with any vehicle that cannot be solved by the employee shall be immediately reported to the Administrator, who shall be responsible for arranging for appropriate repairs.

20 INFORMATION TECHNOLOGY

20.1 PURPOSE

This policy sets out the guidelines for the effective functioning and management of computer equipment and information technology (IT) at TNRF. An (acting) IT Officer shall be overall responsible for effective management and functioning of computers at TNRF. Notwithstanding the provisions below the Coordinator may after consultation with the Secretariat and/or the (acting) IT Officer as the case may be issue further guidelines in the interest of effective regulation of computer use at TNRF.

20.2 ALLOCATION OF COMPUTER USE

20.2.1 Each employee who requires a computer to fulfil her/his responsibilities shall normally be allocated reserved or shared access to a computer wherever possible. The Coordinator shall determine employee entitlements to computer equipment and software, taking into account budget provisions and other relevant criteria.

20.2.2 Mobile laptop computers shall be maintained by the (acting) IT Officer and issued to employees for work purposes only; and employees allocated laptop computers shall be responsible for taking all measures to ensure safety and good use.

20.2.3 The (acting) IT Officer shall be responsible for establishing and implementing necessary provisions to regulate access and manage security of computers and computer networks.

20.2.4 Computer equipment may only be issued or transferred in accordance with asset management policy.

20.3 Computer care and Maintenance

20.3.1 Each employee shall be responsible for taking care of computer equipment allocated or used by her/him consistent with the provisions herein and guidelines that may be issued from time to time. An employee who uses computers in violation of policies and guidelines may forfeit access and be subject to further disciplinary action.

20.3.2 Problems or faults shall be noted on the form provided for the purpose and be reported to the (acting) IT Officer without delay.

20.3.3 The (acting) IT Officer shall be responsible for arranging periodic cleaning of computer equipment and for managing security, troubleshooting, repair and maintenance.

20.3.4 At all times users shall exercise environmental consciousness in the use of computer equipment and limit the number of pages printed and ink/toner used wherever possible.

20.4 EMAIL

Computers at the main office shall be linked through a local network and have email services. Employees assigned computers shall be provided with an internal email account for the sole use of communicating with others within the office. Official email addresses shall be established for the main address (info@tnrf.org), for the Coordinator, each unit and others as determined by the Coordinator in consultation with the IT Officer. These addresses shall generally be reserved for correspondence with professional colleagues, and employees shall use their own addresses for personal communication. All email through official TNRF addresses shall be recorded/logged and subject to scrutiny.

20.5 INTERNET

20.5.1 Computers at the main office shall have internet access for official and limited personal use unless determined otherwise by the Coordinator in consultation with the (acting) IT Officer.

20.5.2 Employees shall at all times use the internet in a manner that does not disrupt the work of TNRF, and personal use should generally be undertaken outside official working hours.

20.5.3 Employees may not at any time view pornographic or other offensive websites, may not watch movies or engage in activities that impair computer functioning or safety, and may not download any software or software enhancements that are not explicitly authorized in advance by the IT Officer.

20.6 DOCUMENT MANAGEMENT AND PROTECTION

20.6.1 All employees shall file electronic documents in accordance with guidelines as updated from time to time by the IT Officer. The (acting) IT Officer shall also establish general folders for common use documents.

20.6.2 Employees shall have access to data needed to perform their duties, for which the (acting) IT Officer shall establish access privileges and maintain data integrity and confidentiality in accordance with instructions from the Coordinator. No employee shall access or attempt to access data that is confidential or to which he/she does not have access privileges.

20.6.3 The (acting) IT Officer shall ensure that a system for back ups of all official documents is in place and functioning effectively.

20.6.4 The (acting) IT Officer shall ensure that an effective automated system for virus protection is in place and functioning at all times.

20.7 LEARNING AND CAPACITY DEVELOPMENT

Each employee shall be primarily responsible for learning and upgrading her/his knowledge of computers to improve work performance and achieve results. The (acting) IT Officer shall provide one to one support where possible, and establish and conduct learning programs in house for employees. Specialized advance training opportunities may also be availed to employees where necessary for improved performance.

20.8 TNRF WEBSITE

TNRF shall maintain a website (www.tnrf.org) to share information and promote its objectives. The Coordinator shall provide overall strategic direction, establish guidelines for website management and approve its content. All units shall be responsible for generating and identifying appropriate information for the website, and for providing it to the (acting) IT Officer in the form established for the purpose. The (acting) IT Officer shall manage regular and periodic updates to the website, liaise with the host company as needed, and ensure overall functioning and accuracy.

21 OFFICE MANAGEMENT

21.1 PURPOSE:

TNRF shall provide a safe, professional, clean, efficient and welcoming work environment for both staff and visitors. This Policy outlines basic roles and responsibilities towards this end. The Administrator shall, under the direction of the Coordinator, establish and monitor effective systems and guidelines to ensure optimum office functioning, and will supervise implementation consistent with the Policies.

21.2 CLEANLINESS

All employees shall contribute towards ensuring that the office environment is clean, well organized and professional. Each employee shall be responsible for her/his desk, computer, office, walls/notice boards and/or other areas in which he/she works. The Administrator shall be responsible for organizing, supervising and monitoring the systematic cleaning of the office, surrounding areas, kitchens and utensils, and of maintaining the gardens and indoor plants in a healthy state. The (acting) IT Officer shall be responsible for arranging the periodic cleanliness of computer and telephone equipment, and the Administrator the periodic cleaning of all other equipment.

21.3 UTILITIES AND SUPPLIES

The Administrator shall ensure that TNRF is supplied with reliable telephone, water, electricity, rubbish disposal and other key services. The Administrator shall manage relations with suppliers and payments for services. Plumbing and electrical systems, and the back-up generator and back-up water storage tanks/water pumps shall be properly used and maintained. Supplies required to maintain office functioning shall be procured in a systematic and timely fashion. The Administrator shall arrange to keep accurate records in relation to these areas, and produce monthly analytical reports for scrutiny by the Coordinator.

21.4 BUILDINGS AND FURNITURE

All employees shall be responsible for taking good care of TNRF office buildings, grounds and furniture, and of reporting any faults or problems requiring attention promptly to the Administrator. The Administrator shall be responsible for the efficient management of these, including prompt repairs, so as to ensure high functioning and high standards at all times. Furniture transfer and new orders shall be consistent with the asset management policy.

21.5 SAFETY AND SECURITY

21.5.1 All employees shall be responsible for contributing to the security of all TNRF buildings, equipment and property, and for following all guidelines related to security. The Administrator shall be responsible for effective management of overall security arrangements, including supervision of security guards and systems, keys and locks, security lights, equipment and movement of people.

21.5.2 The Administrator shall ensure that fire extinguishers are in place and serviced as required, and that employees are aware of their proper use.

21.5.3 The Administrator shall ensure that first aid kits and condoms are placed and replenished as needed at TNRF, and that employees are aware of their proper use.

21.6 DOCUMENTS AND FILING

21.6.1 All employees shall manage and handle official documents including correspondence, plans, reports, and administration and finance documents in a responsible manner consistent with TNRF policies and guidelines. All official mail and documents received shall be registered and then routed through the Coordinator or an officer delegated by him/her, and all outgoing correspondence shall be treated in the same manner.

21.6.2 Copies of incoming/outgoing correspondence and other documents shall be maintained in official files set up for the purpose. Financial files shall be maintained by the Accountant, the filing and organization of all other official documents shall be managed overall by the Administrator unless specified otherwise herein.

21.7 CONTACTS DATABASE

TNRF shall maintain and continuously update a computerized database of key contacts and addresses for ease and accuracy of communication and distribution. All employees shall be responsible for communicating new and updating old contacts to an officer who shall be identified for the purpose. Publication distribution shall be based on contacts database. to the extent possible. The Administrator shall be responsible for overall effective management of the database.

21.8 HOSPITALITY

21.7.1 All employees shall strive to greet and treat visitors in a friendly, respectful and professional manner.

21.7.2 All visitors shall normally report to the front desk and be greeted by the receptionist. Employees shall meet with visitors in a manner that does not disrupt the work of colleagues.

21.7.3 The Coordinator shall be eligible for reimbursement against receipts for costs incurred in the course of meeting with partners or other strategic persons in the furtherance of TNRF's objectives.

21.9 RESOURCE CENTRE

21.8.1 TNRF shall develop and maintain a resource centre of key materials related to its work, including news clippings. The main purpose of the resource centre shall be to provide employees and staff of partner organizations with useful reference materials and associated added value services. Each employee shall be responsible for using the resource centre for her/his own learning and for using it to improve performance. All acquisitions shall be catalogued and maintained in a computerized resource centre database.

21.8.2 A (acting) Librarian shall be responsible for managing the resource centre, including safeguarding and organizing the resource centre collection and use, and for providing value added services that promote greater information access, reading, learning, analysis and reflection among employees. Rules and regulations to guide effective resource centre use and development shall be developed by the (acting) Librarian in consultation with her/his Supervisor and approved by the Coordinator.

21.10 ENVIRONMENTAL CONSCIOUSNESS

21.10.1 TNRF shall continually seek to improve environmental stewardship in its office functioning. All employees shall, wherever possible and practicable, employ practices that reduce waste and negative impacts on the environment. This includes but is not limited to conserving water and electricity; reducing the use of chemicals, solvents and other substances harmful to nature; reducing use of paper and ink; recycling waste; and limiting vehicle and generator use.

21.10.2 The Coordinator may after consultation further develop rules and regulations to promote greater environmental care at TNRF.

21.11 HIV/AIDS AWARENESS

21.11.1 TNRF shall seek to promote broad awareness and open discussion about HIV/AIDS in the workplace. Activities shall be undertaken to enable employees to learn about prevention and care, and condoms shall be made available free of charge to employees. Respect for people affected by HIV/AIDS shall be promoted; gender stereotypes and discrimination/stigma against people with HIV/AIDS shall be actively opposed.

21.11.2 Policies and practices regarding recruitment, health care, benefits, learning and others shall take into HIV/AIDS to the maximum extent possible.

21.11.3 The Coordinator shall designate an employee as a resource person on HIV/AIDS within TNRF and support her to play her/his role effectively. The Coordinator may after consultation further develop rules and regulations to promote greater HIV/AIDS awareness and action at TNRF.