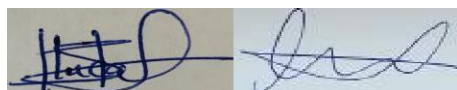




ADMINISTRATIVE POLICIES MANUAL

Date of issue/Updated	Created: 5 st June, 2020 Last reviewed/Update: 7 th January,2022	
Policy owner	AfyaPlus Organization	
Approved by	AfyaPlus Executive Director: Suzan Lucas Yumbe	Signature: 
Endorsed by	Chair AfyaPlus Board of Directors. Dr. Hussein Mohamed (PHD)	Signature: 

AFYA PLUS



AFYAPLUS ORGANIZATION ADMINISTRATIVE MANUAL

About us

AfyaPlus Organization Initially established in June 2017 and registered as a Community Based Organization (CBO) operating in Iringa region. In June, 2020 it attained registration as an NGO under the NGOs Act 24/2002. AfyaPlus Organization deals with Water sanitation and hygiene and empowerment of girls and young women.

Mission:

In the quest to contribute to its vision, AfyaPlus has a mission -“To cultivate behavior change and build a strong community through promotion of Water Sanitation and Hygiene services and empowerment of girls and young women through engaging relevant stakeholders.”

Vision:

AfyaPlus unequivocally envisions - “A responsible healthy Tanzanian community free from diseases caused by unsafe water, poor sanitation and hygiene services; and where girls and women are empowered”.

Core Values

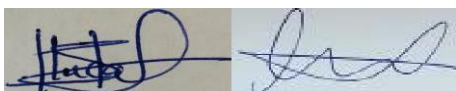
To ensure excellence in our approach, AfyaPlus Organization values the following:

- Inclusivity and Equality.
- Transparency and Accountability.
- Humble attitude of learning.
- Selfless service.

1.1.1 Principles

The Administrative Policy provides five principles to guide AfyaPlus Organization and its operations. These are as follows:

- To live its mission, AfyaPlus Organization will adopt the most effective leadership style and skills to ensure commitment to excellence and continuous improvement.
- AfyaPlus Organization will utilise all its resources efficiently and effectively, including the full potential and creativity of its members. It will also continually monitor and evaluate its programs, services and processes in



order to bring about improvements in protecting rights of women, girls and children in general.

1.2 Purpose of the Policies in this Manual

The Administration Manual contains the basic principles, policies and regulations that are to guide AfyaPlus Organization operations (hereinafter ‘Policies’). Their purpose is to ensure that AfyaPlus Organization functions in an effective and efficient manner, consistent with its Constitution (Objectives, mission 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 AfyaPlus Organization. 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 AfyaPlus Organization, including regarding administrative matters, shall be set by the Board Members consistent with AfyaPlus Organization’s Constitution. The Board reserves the right to revoke, add or amend the Policies at any time as may be needed.

1.5.2 AfyaPlus Organization employees shall generally enjoy the right to reasonable information, consultation and participation in respect to the formation of the Policies. Employees may request the Executive Director to consider additions and amendments to the Policies and to recommend these to the Board Members. These should be accompanied with a justification for the change.

1.6 Validity

1.6.1 These Policies shall become effective on 1st October, 2020 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, 2020 these Policies and authorized amendments made to them from time to time shall prevail.



1.7 Compliance

1.7.1 All AfyaPlus Organization 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 Executive Director of the matter.

1.8 Definitions

“Board” means Board Members of AfyaPlus Organization

“Board Chairperson” means Chairperson of the AfyaPlus Organization Board Members

“DSA” means Daily Subsistence Allowance

“Employee” means any person employed by AfyaPlus Organization on a contract basis

“Employer” means the Board Members of AfyaPlus Organization

“Executive Director” means the Executive Director of AfyaPlus Organization

“Leave” means absence from work with or without pay that is authorised by the employer in accordance with the Policies

“Long term contract employee” – means an employee of AfyaPlus Organization working full time with a contract of more than six continuous months

“Organization” means AfyaPlus Organization

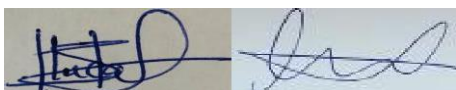
“Partners” means an organization or other entity with whom AfyaPlus Organization collaborates in the pursuit of a common aim.

“Payment Voucher” or “PV”

“Policies” means the Administrative Policies of AfyaPlus Organization that have been established by the Board Members and as may be amended by the Board 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

“Regulations” means the Financial Regulations of AfyaPlus Organization as articulated herein and as may be amended by the Board Members from time to time.



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

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



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2. CODE OF CONDUCT

2.1 Purpose

The purpose of the Code of Conduct is to promote and safeguard the interests of AfyaPlus Organization, 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 him/her with the highest degree of excellence, professionalism, intelligence, skill, punctuality, integrity and loyalty to AfyaPlus Organization. Every employee shall comply with all lawful instructions regarding the work of AfyaPlus Organization given to him/her by the Board Members, Executive Director or his/her Supervisor as the case may be. Every employee shall devote working hours to the work of AfyaPlus Organization, and may not undertake private work during working hours, unless duly authorised.

2.3 Learning and Development

Every employee is responsible for his/her learning and development. Every employee is expected to seek to continually reflect and learn about how he/she can perform his/her responsibilities and contribute to AfyaPlus Organization more effectively. Each year the employee shall develop a learning plan in conjunction with the needs of his/her job responsibilities and the advice of his/her Supervisor. AfyaPlus Organization 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 AfyaPlus Organization

All employees shall at all time act in a manner that shall enhance the reputation and wellbeing of AfyaPlus Organization. No employee shall act in a manner that could bring the reputation of AfyaPlus Organization into disrepute or otherwise jeopardise its standing.

2.5 Mutual Respect and Non-discrimination



Every employee shall conduct himself/herself with courtesy, respect and integrity towards all persons in the course of doing his/her 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

AfyaPlus Organization 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 AfyaPlus Organization 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 AfyaPlus Organization, engage in any business or activity that would undermine his/her performance or conflict with the interests of the Organization. AfyaPlus Organization shall generally not enter into agreements with or procure goods or services from employees, directors or their relatives, except for rare circumstances where it is demonstrated to be in the best interest of AfyaPlus Organization. No employee or director may involve himself/ herself in any decision-making process, or seek in any way to influence it, where he/she or his/her 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 AfyaPlus Organization Property

AfyaPlus Organization properties, equipment and other assets may only be used for the work of the Organization, unless authorised otherwise in writing by the Board or Executive Director as the case may be. The Official Stamp of AfyaPlus Organization may



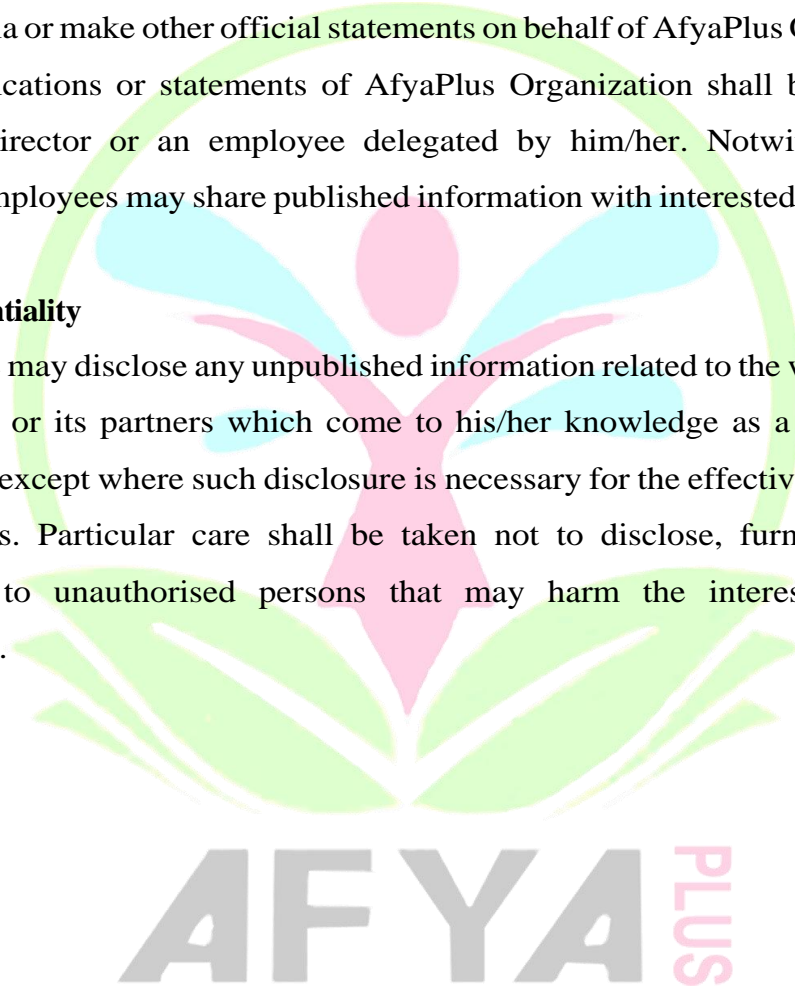
only be used by the Executive Director or officers designated by him/her to do so. All employees shall safeguard all properties and materials entrusted to them, and exercise the utmost care in their use.

2.9 Representation

The spokesperson for AfyaPlus Organization shall be the Executive Director. No employee or intern shall, without the express authority of the Executive Director, speak with the media or make other official statements on behalf of AfyaPlus Organization. All official publications or statements of AfyaPlus Organization shall be signed by the Executive Director or an employee delegated by him/her. 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 AfyaPlus Organization or its partners which come to his/her knowledge as a result of his/her employment except where such disclosure is necessary for the effective performance of his/her duties. Particular care shall be taken not to disclose, furnish or give any information to unauthorised persons that may harm the interests of AfyaPlus Organization.



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3. DECISION-MAKING ROLES, POWERS AND RESPONSIBILITIES

3.1 Purpose

AfyaPlus Organization requires effective decision-making to fulfil its mission, 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 Meetings shall

1. Discuss new members for admission and discipline and expel members;
2. Discuss and approve annual budgets, plans, physical and financial implementation reports;
3. Amend the Constitution;
4. Electing office bearers of the Organization;
5. Approve issues originated from the Board Members;
6. To appoint Board Members.

3.2.2 The Board Members shall:

1. To approve Rules and Regulations as formulated by office bearers;
2. To protect and advance the image of the Organization;
3. To advice and approve Organization's Strategic plans;
4. To appoint auditor(s);
5. To approve procurement of goods and materials beyond 50,000,000TZS or its equivalent in foreign currency;
6. The quorum of the Board Members meeting shall be half (1/2) of all members and decision making shall be by simple majority;
7. To form different committees of the board to advice office bearers where necessary.

3.2.3 The Executive Director shall:

- Provide overall conceptual and strategic leadership
- Direct and manage the overall programmes and operations of AfyaPlus Organization
- Manage preparation of annual work plans, reports and accounts
- Guide and approve activity plans, budgets and expenditures



- Supervise and support other management staff to undertaken their roles
- Monitor and evaluate the overall progress of programmes, operations and employees
- Serve as Spokesperson and approve publications, statements and other public pronouncements made on behalf of AfyaPlus Organization
- Sign all contracts on behalf of AfyaPlus Organization
- Supervise the implementation and interpretation of policies set by the management; and issue guidelines and procedures to operationalise policies
- Set interim policies on aspects not covered by the Policies after consultation with the management
- Implement and adhere to the advice of the Board
- Be accountable for overall programme and operational performance, achievements and reputation of AfyaPlus Organization
- Report to the Board and serve as secretary to it

3.2.4 Other Employees Shall:

- Contribute to the preparation of annual, quarterly and activity work plans, budgets and reports
- 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
- Ensure quality, accuracy and competency of his/her work, outputs, communication and reports
- Contribute to conceptual development, planning and monitoring processes at AfyaPlus Organization
- Advise and support the Executive Director specific and overall issues
- Implement and adhere to the Policies and other regulations, guidelines and procedures of the Organization
- Implement and adhere to lawful instructions given by the Executive Director
- Report to the Supervisor/Executive Director.

3.3 Consultation with the Management Team



3.3.1 The Executive Director, Head of Finance and Administration and the Head of Programme shall constitute the management team. The role of the management team is to participate in the decision-making process by deliberating on major issues affecting AfyaPlus Organization and advising the Executive Director accordingly. The Executive Director may, at his/her discretion taking due care of appropriateness, consult with the management team as needed. The Executive Director shall take advice into due consideration, but shall be responsible and accountable for making final decisions, and take reasonable measures to explain his/her decisions. The management team shall provide forthright advice to the Executive Director and uphold and promote final decisions made.

3.3.2 The management team shall meet twice a month; though the Executive Director may convene additional meetings as needed. The Head of Programme in collaboration with the Executive Director shall draw the agenda of the meeting. The Executive Director shall chair management team meetings, and the Head of Programme shall document minutes of the meetings. Except for confidential matters, which shall be designated as such, minutes of management team meetings shall be accessible to long term contract employees and volunteers.

3.4 Delegation

3.4.1 When the Executive Director is absent from the duty station for two days or more, s/he may appoint a member of the management team to serve as Acting Executive Director. The Board Chairperson must endorse an acting appointment of the Executive Director of more than six months.

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 be limited to managing the day to day affairs commensurate to the position, and shall not extend to changing agreed programmes, 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 two types of regular staff meetings at AfyaPlus Organization: the weekly staff meeting and the general staff meeting, which shall meet monthly unless determined otherwise.

3.5.2 The weekly staff meeting, which is held on Monday mornings (or otherwise as determined by the staff and the management), shall be used to share and clarify information about the programmes and operations of AfyaPlus Organization, and to invite suggestions and comments. All employees, volunteers and interns working at AfyaPlus Organization shall be expected to participate in this meeting. Each staff shall make a brief presentation of key activities, and have an opportunity to seek clarifications and make comments. The weekly meeting shall not bypass or substitute normal communication and decision-making processes at AfyaPlus Organization. The meeting shall be chaired and its agenda set by the Executive Director or person delegated by him/her, and minutes shall be kept by the Head of Finance and Administration.

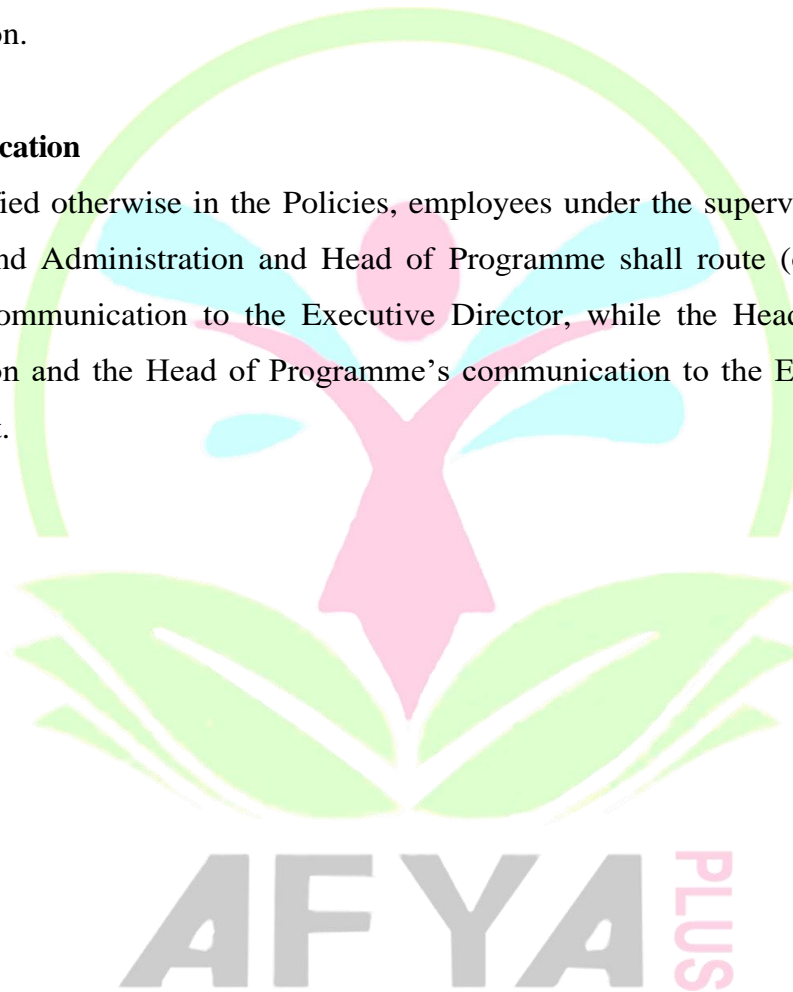
3.5.3 The general staff meeting shall provide a forum to discuss matters affecting overall staff wellbeing and share concerns and ideas for enhancing employee morale and functioning. All long-term contract employees and volunteers of AfyaPlus Organization office shall be expected to participate in this meeting. Suggestions for action shall be forwarded to the Executive Director, and feedback shall be expected in the following staff meeting or earlier. The staff meeting shall not bypass or substitute normal communication and decision-making processes at AfyaPlus Organization. The meeting shall not discuss concerns of specific individual employees or other matters that can best be handled through normal administrative processes. Employees shall have an opportunity to provide inputs for the agenda of the meeting, which shall be set by the Chairperson of the meeting.



3.5.4 The general staff meetings shall be chaired by an elected employee who is not a member of the management team. All employees shall be provided reasonable opportunity to be heard; and those unable to attend the meeting for various reasons may send their inputs in writing or through colleagues. All employees shall conduct themselves in a manner that exhibits mutual respect and thoughtfulness. Minutes of the general staff meeting shall be kept at the office of the Head of Finance and Administration.

3.6 Communication

Unless specified otherwise in the Policies, employees under the supervision of the Head of Finance and Administration and Head of Programme shall route (or CC in case of emails) all communication to the Executive Director, while the Head of Finance and Administration and the Head of Programme's communication to the Executive Director shall be direct.



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4. EMPLOYMENT AND RECRUITMENT

4.1 Purpose

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

4.2 Categories of Contractual Engagement

There are several categories of contractual engagement at AfyaPlus Organization, as outlined below.

4.2.1 *Long Term Contract Employee:* An employee appointed on a full time basis for a period exceeding six months. During the first three months of first commencing full time employment at AfyaPlus Organization an employee shall be considered to be on probation.

4.2.2 *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.

4.2.3 *International Volunteer:* An employee appointed on a full time basis for a period exceeding six months who is not a citizen of Tanzania and whose remuneration is substantially financed from own or sponsoring organization resources.

4.2.4 *Intern:* A person, usually relatively junior, engaged at AfyaPlus Organization to provide practical support and gain from the experience.

4.2.5 *Volunteer:* A person who offers services to AfyaPlus Organization at no charge, with the potential exception of reimbursement of costs incurred in the course of undertaking AfyaPlus Organization duties.



4.2.6 *Consultant*: A person engaged to undertake specific tasks and/or deliver specific outputs for a set fee.

4.3 Contract Requirements

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, and other relevant details. The term of the contract shall not exceed the AfyaPlus Organization programme period or budget for which funding has been secured. The relevant job description shall be annexed to the employee contract. The contract shall be signed by the Executive Director 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 AfyaPlus Organization.

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 management shall determine, and may revise from time to time, the number and type of positions for long term contract employment at AfyaPlus Organization, which shall be known as the 'employee establishment'. The Executive Director, in consultation with the management team, may 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 Executive Director 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 Executive Director shall have the applicable appointing authority for the organization's staff and their positions/roles.



4.5.2 Appointments may only be made by the appointing authorities. The Board Chairperson shall sign the contract of the Executive Director. The Executive Director shall sign all other contracts.

4.6 Open Process

4.6.1 AfyaPlus Organization shall conduct recruitment of long-term contract employees through an open and competitive process. Job vacancies shall be placed in website of the organization, the social media pages, major newspapers, posted on the office notice board and circulated through email networks. Adverts shall state the job responsibilities and qualifications required. The Executive Director may in exceptional cases, after consultation with the management team 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 AfyaPlus Organization interested in vacant positions shall apply and fulfil all application requirements.

4.6.2 Applications may be sent by post, courier, e-mail or delivered by hand to the office receptionist. 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 positive attitude, attributes and personality traits, ability to get the work done effectively, reliably and with quality. Criteria to be considered shall vary depending on the position, but shall include work experience, academic background, commitment to AfyaPlus Organization mission and values, demonstrated skill level, writing/publications record (for programme 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 AfyaPlus Organization is an equal opportunity employer. In the course of recruitment and employment, AfyaPlus Organization 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 his/her duties at AfyaPlus Organization. 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 AfyaPlus Organization 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 be assessed by at least two persons including the position Supervisor. A shortlist shall be prepared for each post, where possible of not less than 3 candidates and not more than 7 candidates. Three persons shall 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 finalisation 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 AfyaPlus Organization. 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 Executive Director 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 to commencing work the Head of Finance and Administration shall provide the new employee with the following:

- Contract signed by the Executive Director
- Job description signed by the Executive Director
- AfyaPlus Organization Administration Policy

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

5.3 Medical Examination

Depending on the nature of the tasks or a new candidate, he/she may be advised to undergo a medical examination by a certified medical practitioner recognized by AfyaPlus Organization, and his/her appointment shall be subject to a certificate of medical fitness being granted. The costs of this examination where required shall be borne by AfyaPlus Organization.

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, fixed settling-in allowance equivalent to fifteen (15) days established AfyaPlus Organization DSA for the duty station. 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 him/her to become familiar with the structure, mission and values of AfyaPlus Organization, its programmes, and the policies and procedures that govern AfyaPlus Organization. The overall orientation shall be the responsibility of the Executive Director in support of the Management. Orientation related to the specific tasks and responsibilities of the new employee shall be the responsibility of the employee's Supervisor. All employees shall seek to cooperate in the orientation of the new employee, and make him/her feel welcome. To minimise disruption persons responsible for the orientation 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 Head of Finance and Administration with:

- A duly filled-in AfyaPlus Organization 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 his/her driving license and key passport pages (if applicable)
- Six passport size photographs for official documents

5.6.2 In the same first week the Head of Finance and Administration 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 and computer if needed for performance of work
- A set of major organisational documents and publications, including the Strategic Plan and Annual Work Plan/Budget
- Internal email address, access to computer network and telephone password
- Basic stationery materials
- The necessary forms to join the pension scheme of the employee's choice



- The necessary forms to open a bank account for payment of salary
- Basic information regarding health, group accident and other employee benefits
- A set of keys to access the AfyaPlus Organization office (for some staff only).

5.7 Probation

5.7.1 During the first three months upon commencing full time contract employment at AfyaPlus Organization in a new post, he/she shall be considered to be on probation. Throughout the probation period the employee shall meet regularly with his/her Supervisor to discuss progress, work performance and any areas for improvement. During the third month an assessment of the employee's conduct in relation to job responsibilities and work conduct shall be carried out by his/her Supervisor and documented. The assessment and recommendation of the Supervisor shall be forwarded to the Executive Director, who may a) confirm the appointment, b) not confirm the appointment, or c) extend the probation period for a further specified period not exceeding two (2) additional months. Confirmation of this action shall be provided in writing and signed by the Executive Director.

5.7.2 During the period of probation the employee shall accrue but not be entitled to take annual leave (except for genuine emergencies) or enrol 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.

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



6. PERSONAL FILES

6.1 Purpose

AfyaPlus Organization 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. The Head of Finance and Administration shall open a personal file 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
- Record of Medical Examination undertaken during recruitment, if any
- Signed copy of contract(s)
- Records of annual earnings of salaries, pension, gratuity and other benefits
- Copies of the AfyaPlus Organization and pension plan identity cards
- Copies of letters or major memos written to or by the employee regarding his/her 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 Executive Director, Head of Finance and Administration or Supervisor believes to be relevant

6.3 Confidentiality and Access

The Personal File shall be kept confidential. It shall be maintained in a secure cabinet by the Head of Finance and Administration, and not released to any person except the Executive Director. The employee has the right to view the contents of his/her Personal File and make copies of any of its contents at reasonable times with the permission and



supervision of the Head of Finance and Administration. The employee's Supervisor may also have access to the Personal File through the Head of Finance and Administration.

6.4 Maintenance of Files

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



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7. WORKING HOURS

7.1 Purpose

This section describes regulations regarding hours of work, overtime, and 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 AfyaPlus Organization shall be Monday to Friday from 0800 to 1700, inclusive of 60 minutes for lunch. Given the nature of their responsibilities, certain categories of employees such as security guards, cleaners and other administrative assistants, shall work six or seven 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 AfyaPlus Organization shall observe all public holidays recognized by the Government of Tanzania. The Head of Finance and Administration 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 AfyaPlus Organization and the employee.

7.3.2 At times where work requirements demand the Executive Director 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 AfyaPlus Organization and the employee.

7.4 Attendance and Staff Movement Register



AfyaPlus Organization shall maintain accurate records of staff movements in and out of the office and in relation to working hours. All employees are required to accurately record the time and sign the attendance register upon arrival and departure from the office. The Head of Finance and Administration shall ensure this is consistently done and compile, analyse and reconcile attendance data on a weekly basis.

7.5 Overtime

7.5.1 AfyaPlus Organization 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, AfyaPlus Organization'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 and 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 Executive Director. The Executive Director shall consider the request and may grant permission provided that this does not disrupt the work of AfyaPlus Organization and is arranged at times that are mutually convenient to both AfyaPlus Organization and the employee.

7.5.3 Based on the availability of funds, employees who are required by their Supervisor to work extra hours on special assignments (i.e. not on regular activities, catching up to meet deadlines, etc.) are entitled to receive reasonable reimbursement for costs incurred. This entitlement shall only take effect where the request from the Supervisor is provided in advance in writing on a special form designated for that purpose. AfyaPlus Organizationshall reimburse employees at a flat rate of Tshs. 10,000/- (the Management may revise this rate if circumstances demand) for lunch and transportation for working four (4) hours or more during public holidays and weekends. Employees who are similarly required to work on normal working days beyond 1900 hours shall be reimbursed actual transportation costs home, against actual receipts. Employees using



taxi shall take care to negotiate least expensive taxi rates, and in accordance to further guidelines that may be issued by the Executive Director in consultation with the Chairperson or management team as the case may be.

7.6 Absences from Work to Attend Private Matters

7.6.1 Absences from work during official working hours should be avoided wherever possible and kept to a minimum. However, AfyaPlus Organization 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 periods of less than four (4) hours may request permission from his/her Supervisor provided such absence shall not disrupt the work of AfyaPlus Organization, and on the understanding that the employee shall complete his/her 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/leave form provided for the purpose and inform the supervisor 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 his/her 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 Head of Finance and Administration 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

AfyaPlus Organization seeks to maintain a fair balance between an employee's responsibility and loyalty to AfyaPlus Organization and respect for his/her private life. While what an employee does in his/her 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 Organisation. This policy provides guidelines regarding paid or unpaid work or activities undertaken by employees outside AfyaPlus Organization.

8.2 Basic Understanding

As a general rule, every long-term contract employee commits to work full time at AfyaPlus Organization and to complete his/her responsibilities and work plan on time and to the best of his/her 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 AfyaPlus Organization
- 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 AfyaPlus Organization mission or values or in any way conflicts with the interests of AfyaPlus Organization
- Represent work gained through the employee's connection to AfyaPlus Organization that otherwise the Organisation 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 AfyaPlus Organization 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 Executive Director when he/she undertakes outside work or engages in activities that:

- Are in areas related to AfyaPlus Organization's work
- Are undertaken with any of AfyaPlus Organization's partner organisations, networks or companies
- Could have reasonably been given to AfyaPlus Organization
- 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 Executive Director. If in the determination of the Executive Director the employee's outside work engagement constitutes a violation of 8.3.1 or otherwise jeopardises the interest of AfyaPlus Organization, the employee shall be advised to 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 AfyaPlus Organization, its members, directors or employees.

8.6 Work Undertaken by AfyaPlus Organization

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

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 him/her and is undertaken wholly outside working hours.



8.7.2 AfyaPlus Organization 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 AfyaPlus Organization shall retain 100% when an employee is commissioned to do 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 AfyaPlus Organization 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 AfyaPlus Organization or its partners.

8.8 Accountability

8.8.1 In the interest of accountability, in all cases where AfyaPlus Organization 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 AfyaPlus Organization under the terms of this Policy, employees shall request the commissioning organisation to make the payment payable directly to AfyaPlus Organization wherever possible.

8.8.3 The Head of Finance and Administration shall without delay issue an official receipt for all funds received by AfyaPlus Organization 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 AfyaPlus Organization, both the Organisation 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.



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9. SALARIES

9.1 Purpose

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

9.2 Salary Structure

9.2.1 The salary structure for long term contract employees at AfyaPlus Organization shall be determined and reviewed from time to time by the Management. The Management 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.

9.3 Determination of Salary Levels

9.3.1 The salary level of the Executive Director, Head of Programs and Head of Finance and Administration shall be determined with the relevant, reasonable and applicable scale of the equivalent titles in other similar organizations in the market in Tanzania, and based on the availability of funds. The level of all other employees shall be determined by the Executive Director in consultation with the management team and shall be subject to review by the management 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 Head of Finance and Administration 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 Executive Director.

9.4 Cost of Living Adjustments

9.4.1 Once each year, usually in January, employees shall be entitled to receive a cost of living adjustment. This adjustment shall be calculated taking into account the rate of inflation and currency exchange rates and shall be determined by the management team. Adjustments shall only be effected if the budget and funding situation at AfyaPlus Organization allow for this.

9.4.2 An employee who has worked for less than four continuous months prior to the adjustment shall not be entitled to benefit from the cost of living adjustment.

9.5 Performance Based Adjustments

9.5.1 An employee’s salary level may be adjusted based on a results based performance appraisal conducted by the Supervisor and confirmed by the Appointing Authority as follows:

Overall Performance Assessment	Salary Adjustment Guide
Outstanding AND Beyond Expectation	Increase of one step up to the final step in the grade level
Good or Below Expectation	No change
Unsatisfactory	Decrease in one step unless it is the first step in the grade level

9.5.2 Performance based adjustments shall be considered once a year after the annual employee appraisal. Under exceptional circumstances the Executive Director may adjust



salary levels at other times and/or in a manner different than normal provided the reasons for this are provided and documented.

9.6 Contract Renewal Adjustments

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

9.7 Promotion Based Adjustments

The Executive Director may promote or demote an employee as the case may be, based on the needs of the Organisation and/or employee's performance. A promotion or demotion shall 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.

9.8 Payment of Salaries

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

9.8.2 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 AfyaPlus Organization equipment, reimbursement of damage caused and non-retirement of imprest shall also be deducted before payment of salaries and benefits.

9.8.3 Salaries (and other cash benefits) shall be paid directly into the personal bank account of the employee located at the employee's duty station. AfyaPlus Organization shall bear the costs charged by its bank for affecting the transfer. Employees who choose to maintain accounts at banks other than the preferred bank designated by AfyaPlus



Organization shall be liable for any delays caused in the transfer process and for any charges imposed by their host bank.

9.8.4 Salary advances are not permitted.



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10. EMPLOYEE BENEFITS

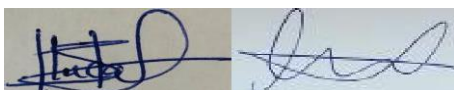
10.1 Purpose

AfyaPlus Organization 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 Organisation. This section outlines types of employee benefits and entitlement levels in operation at AfyaPlus Organization. Unless specified otherwise this Policy refers to long-term contract employees only.

10.2 Determination of Benefits

The Board Members shall generally determine and amend from time to time the types, levels and eligibility requirements for various employee benefits at AfyaPlus Organization. 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
Housing Allowance	Long term contract employees only	Administrative/Finance Officer
Pension	Long term contract employees only	Administrative/Finance Officer
Gratuity	Long term contract employees only, subject to further provisions	Administrative/Finance Officer
Health Care	Long term contract employees, subject to further provisions	Administrative/Finance Officer
House Rent Loan	Long term contract employees only, subject to further provisions	Administrative/Finance Officer
Staff Welfare Fund	Long term contract employees only, subject to further provisions	Administrative/Finance Officer
Lunch and Drinking Water	All contract employees working out of AfyaPlus Organization offices, including interns and volunteers	Administrative/Finance Officer



Group Accident Insurance	All long term and temporary contract employees who are covered under the terms of the insurer	Administrative/Finance Officer
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10.3 Housing Allowance

Long-term contract employees shall receive an amount equivalent to fifteen per cent (15%) of their basic salary as housing allowance, payable together with salary each month.

10.4 Pension

10.4.1 The Board Members shall determine, after consultation, a suitable pension provider for long term contract employees. The Administrative/Finance Officer shall be responsible for enrolling eligible employees into the selected pension scheme.

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

10.4.3 In exceptional cases, where an employee has an alternate pension plan, the Executive Director may consider equivalent alternate arrangements to the extent permissible by law.

10.4.4 The employee shall be eligible to receive pension payments and other benefits in accordance with the provisions of the pension programme. AfyaPlus Organization 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.

10.5 Gratuity

10.5.1 At the end of each contract period, AfyaPlus Organization shall provide each long term contract employee with a gratuity payment equivalent to ten percent (10%) of the employee's cumulative gross salary. Gratuity shall only be payable for employees who



have served for at least six consecutive months of the term of contract and have successfully completed their probation period. Employees who die or are terminated on medical grounds shall be paid accrued gratuity, regardless of time period worked. Any outstanding debts or other amounts due from the employee to AfyaPlus Organization shall be deducted before the gratuity is paid. The Head of Finance and Administration 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 AfyaPlus Organization without providing adequate notice as stipulated in the Policies or his/her contract.

10.6 Health Care

10.6.1 The Board Members 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 Head of Finance and Administration shall be responsible for enrolling new employees and managing the health care scheme. AfyaPlus Organization shall pay the provider for health care coverage for the employee, his/her spouse and legal dependants up to a maximum annual amount that shall be determined by the Board Members 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.

10.6.2 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 AfyaPlus Organization in which case he/she shall be responsible for paying the difference in costs.

10.6.3 A long term contract employee under probation may seek reimbursement for actual costs incurred for health care treatment from certified medical practitioners for self, spouse and legally dependent children under the age of 18 years. AfyaPlus Organization shall reimburse such costs against genuine receipts, up to the prorated amount determined by the Board Members.



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

10.6.5 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 prorated health care coverage rate, less statutory taxes.

10.6.6 AfyaPlus Organization 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.

10.7 House Rent Loan

10.7.1 Each long term contract employee who has successfully completed probation is eligible to request a loan to pay house rent for himself/herself, subject to the further following conditions:

- Any loan provided must be recoverable by AfyaPlus Organization through sources where AfyaPlus Organization can have a firm assurance of loan recovery in case the employee is no longer employed by AfyaPlus Organization. Guarantees can be in the form of the employee's accumulated pension earnings or two letters from reliable persons well known to AfyaPlus Organization.
- The total loan shall be repaid through equal prorated monthly salary deductions by May 31 of the year in which the loan was granted, or the end date of the contract, whichever is earlier.
- The amount of loan granted shall be calculated such that the prorated monthly repayment may not exceed twenty five per cent (25%) of the employee's net ('take home') monthly pay.
- There shall be no considerations to reduce repayments or extend the time of repayment whatsoever.
- Recovery of loan repayments and other debts owed to AfyaPlus Organization shall take precedent over any other liabilities the employee may have towards others.



- The employee may only use the loan towards payment of house rent and shall be solely responsible for all legal obligations related to it.
- Failure by the employee to reliably settle debts or liabilities in the past shall be taken into account.

10.7.2 The Executive Director shall make a final determination regarding house rent loan applications, in consultation with the Head of Finance and Administration. If granted, AfyaPlus Organization and the employee shall enter into contract regarding the house rent loan before payment is effected. The loan shall be paid directly into the bank account of the employee.

10.7.3 If the employee is no longer employed by AfyaPlus Organization prior to full repayment of the loan, the outstanding amount and all other debts owed to AfyaPlus Organization shall be deducted before final settlement of salaries and benefits. The employee shall not interfere with or in any other way impede AfyaPlus Organization's efforts to recover any outstanding amounts from the Guarantors provided.

10.8 Staff Welfare Fund

10.8.1 AfyaPlus Organization shall provide a fixed fund each year to be used for the welfare and wellbeing of employees and their families.

10.8.2 The specific terms, criteria and eligibility requirements for the use of this fund shall be determined each year by the employees in conjunction with the Executive Director.

10.8.3 Any remaining funds from one year shall carry forward to the next year until the end of the programme period.

10.9 Lunch and Drinking Water

AfyaPlus Organization shall provide all employees with drinking water and catered lunch during official working days. Guards scheduled to work nights and weekends shall be provided with meals provided this can be reasonably arranged.



10.10 Group Accident Insurance

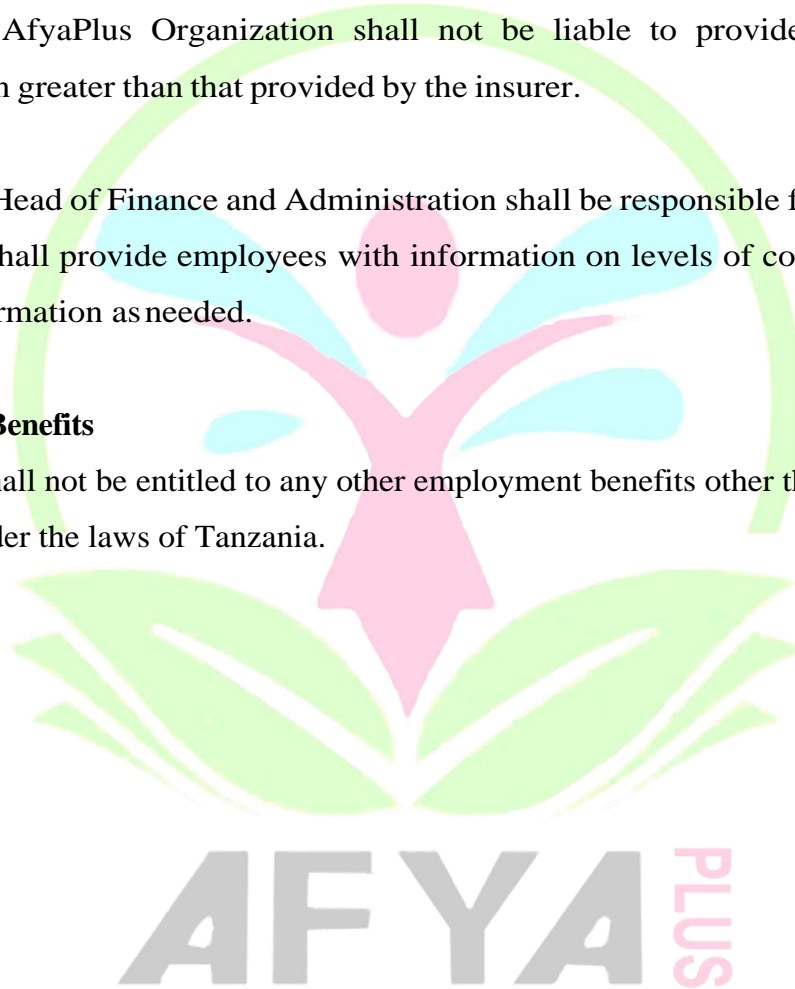
10.10.1 AfyaPlus Organization shall obtain insurance cover against accidents for long-term contract and temporary contract employees. The provisions of this insurance coverage shall be equivalent to or exceed legal requirements specified in the Workmen's Compensation Act (of Tanzania).

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

10.10.3 The Head of Finance and Administration shall be responsible for managing this benefit and shall provide employees with information on levels of coverage and other relevant information as needed.

10.11 Other Benefits

Employees shall not be entitled to any other employment benefits other than those stipulated under the laws of Tanzania.



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11. LEAVES

11.1 Purpose

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

Type of Leave	Provision
Annual Leave	28 working days per year, fully paid
Personal Days	Up to 4 working days per year, fully paid
Sick Leave	Up to 66 working days fully paid; up to a further 66 days at half pay
Maternity/Paternity Leave	Up to 60 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; up to 3 months per year at full pay. For all study/training of over 6 weeks, employees incur obligation to work at AfyaPlus Organization.
Unpaid Leave	Not paid, leave may be exceptionally granted by the Appointing Authority

11.2 General Regulations

11.2.1 Except for emergencies, all leaves of 4 hours or more must be authorised in advance by the Executive Director or officer designated by him/her. Any extensions of approved leave must be similarly authorised. 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 Executive Director through the employee's supervisor, where applicable, who shall state his/her recommendation regarding the request on the form. The Executive Director shall not make a determination on any leave request without consulting with the employee's supervisor and/or the management team.

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

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

11.2.5 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.

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

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

11.2.8 Any employee who travels outside the duty station for any reason shall take reasonable measures to inform the management of such plans so that AfyaPlus Organization is aware in the event of emergencies or other unforeseen eventualities.

11.2.9 The Head of Finance and Administration 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, holiday, attend to personal matters and be rejuvenated. 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 eight (28) 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 7 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 AfyaPlus Organization shall negotiate an arrangement that best suits both sides. An employee may not take annual leave for days not yet earned, unless authorised to do so by the Executive Director in exceptional circumstances.

11.3.4 The Executive Director in consultation with the management team may in advance establish official periods when AfyaPlus Organization is closed (such as around the New Year), and these days shall count towards annual leave for employees (except for those who are required to work during this period). As an exception, an employee who is unable to organise leave during such a designated period may request the Executive Director to work instead, and the request shall be considered in relation to its practicability.

11.3.5 Upon written communication with the Executive Director, 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 Executive Director may authorise 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 end of contract.

11.4 Sick Leave



11.4.1 Sick leave is to authorise time off work for an employee who is unable to work due to his/her illness or injury or to receive medical attention that can only be obtained during working hours. An employee may be entitled to use sick leave to attend to the illness or injury of a spouse, child or parent.

11.4.2 A full time employee is entitled to a maximum of sixty six (66) working days within a twelve (12) month period for sick leave at full pay (if employee applies for it for his/her own illness and not for any other person). Thereafter, he/she shall receive a maximum of 66 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 recognised by AfyaPlus Organization, and if he/she is declared unfit to continue working the Executive Director may, after consultation with the management team, 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 the Head of Finance and Administration as early as possible by writing and email. All absences of more than one day must be supported by medical certificate issued by a certified medical practitioner recognised by AfyaPlus Organization. The medical certificate must be presented to the Head of Finance and Administration as soon as possible and no later than the day of return to work.

11.4.5 AfyaPlus Organization reserves the right to request a second medical opinion regarding the illness of an employee where the Executive Director 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 new born and support the 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 recognised by AfyaPlus Organization.

11.5.2 Full time female employees shall be entitled to sixty (60) 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 new baby born.

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 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 new baby born. Paternity leave may only be requested and used for genuinely taking care of the new baby born 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 Executive Director may grant this request after consultation with the employee's Supervisor.

11.5.6 Female employees utilising maternity leave shall forfeit 11 working days of annual leave. Male employees utilising 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 four (4) 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 his/her 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 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 (birth or legally adopted), spouse, parent	Up to ten (15) working days
Biological brother/sister, parents in law, son/daughter in law	Up to five (10) working days

11.7.3 In case of death of a relative or friend not covered under 11.7.2, or for time required that exceeds the provisions noted above, the employee may request the Executive Director 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 his/her own learning and development. An employee may request study leave that is consistent with his/her learning plan (see Code of Conduct). The Executive Director shall make a determination taking into account the recommendation of the employee's Supervisor, past conduct, effect on work plans and budgets, equity of opportunity and the general interests of AfyaPlus Organization. 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 be paid for by AfyaPlus Organization 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 (that is key, relevant and required by the organization) 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. This rule shall apply regardless of whether study is funded directly by AfyaPlus Organization, its partners or other sponsors.

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 AfyaPlus Organization 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 AfyaPlus Organization, its partners or other sponsors.

11.8.5 If an employee fails to work at AfyaPlus Organization for the applicable obligatory period stipulated in 11.8.4, he/she shall be liable to reimburse AfyaPlus Organization, on a prorated basis for the remaining obligatory period, for the full costs of the study including his/her 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 AfyaPlus Organization unilaterally terminates the employee's contract or refuses to grant an extension to his/her contract prior to the end of the obligatory period.

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

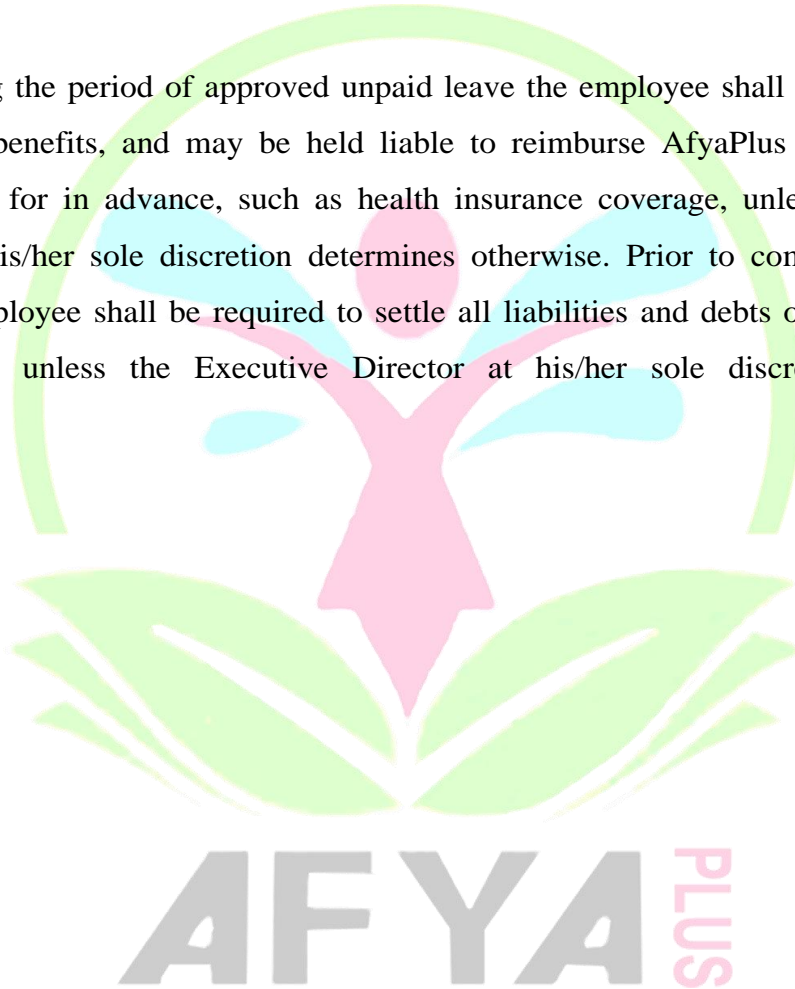
11.9 Unpaid Leave



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 Executive Director to take unpaid leave for a specified amount of time not exceeding one year or the end date of his/her contract whichever is less.

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



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12. DISCIPLINARY ACTION

12.1 Purpose

In order to maintain fairness, harmony, effectiveness and accountability at AfyaPlus Organization 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 AfyaPlus Organization in a manner that is clear, consistent and that recognises the rights and obligations of the Organisation 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 him/her, 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 Executive Director.

12.2.3 All written warnings and charges and responses thereto shall be confidential and filed securely in the employee's Personal File by the Head of Finance and Administration.

12.2.4 Notwithstanding any action taken under this policy, AfyaPlus Organization 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 Executive Director.

12.2.6 When administering disciplinary action the Executive Director 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 his/her actions

- a) Are in breach of the Code of Conduct, other provisions as provided for in the Policies, the staff manual, and his/her contract;
- b) Fails to satisfactorily perform his/her duties or assignments; or
- c) 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 his/her discretion may or may not share the note with the Executive Director.

12.4.2 *Written warning:* The Executive Director or the Management may issue a written warning to the employee. Written warnings are issued after 3 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 Executive Director, after being advised by the management, may issue a third written warning to the employee, which shall usually constitute a final warning. Third written warnings are issued where the employee has not improved on his/her actions or performance despite the previous two written warning, and must be endorsed by the Executive Director. 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 Executive Director 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 Executive Director 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 unsatisfactory by the Executive Director
- Commits theft, fraud or misappropriation of AfyaPlus Organization properties
- Uses his/her position for illegal or corrupt personal gain
- Commits violence against an employee or person affiliated with AfyaPlus Organization
- Commits violence against women, girls or children or any misconduct against the Child Safeguarding Policy, the Gender Policy and any other organization's policies that protect the rights of women, girls and children;
- Fails to show improvement in performance or fails to successfully carry out responsibilities, and has already been served with three written warnings in the prior twelve months;
- Is convicted in a court of law of criminal offence;
- 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 AfyaPlus Organization properties under his/her care and vacate AfyaPlus Organization 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.

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, his/her contract shall be terminated and he/she shall not receive any additional pay or benefits. If the employee is found innocent he/she shall be paid the remaining half pay.

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

12.6.4 Where the investigation is indeterminate or is not resolved within three (3) months the Executive Director 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 AfyaPlus Organization 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 Executive Director may require the employee to make good such loss or damage by withholding up to twenty five (25%) percent of his/her 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 him/her may appeal within seven (7) days to the Executive Director for reconsideration, stating his/her case in writing. The Executive Director 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 an employee is not satisfied with the disciplinary action may further appeal to the Board Members within seven (7) days, stating his/her case in

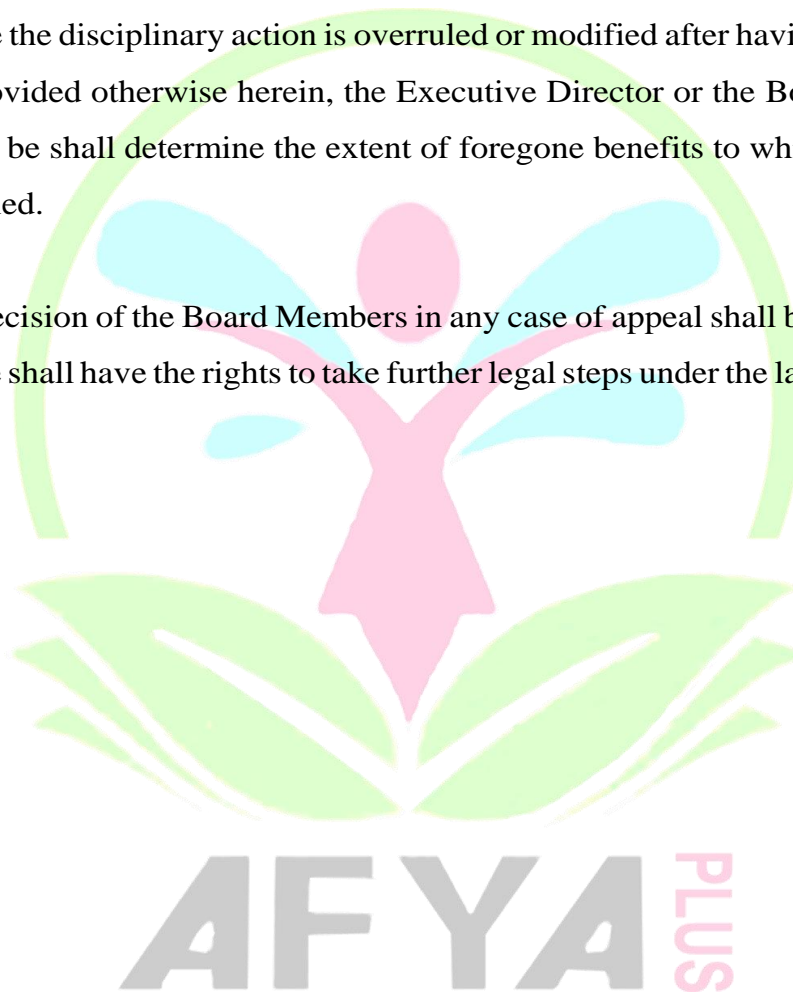


writing. The Chairperson of the Board shall respond to such appeals as soon as possible and no later than thirty (30) days of receiving the appeal.

12.8.3 The disciplinary actions taken shall remain in effect during the course of the appeal, unless the Executive Director or the Board Members, as the case may be, 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 Executive Director or the Board Members 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 Board Members in any case of appeal shall be final, however, the employee shall have the rights to take further legal steps under the laws of Tanzania.



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13. SEPARATION

13.1 Purpose

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

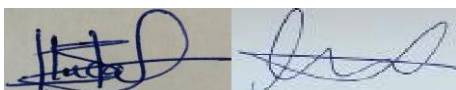
13.2 Grounds for Separation

13.2.1 An employee may cease to be employee of AfyaPlus Organization 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 AfyaPlus Organization 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 132 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	AfyaPlus Organization to provide 2 weeks or half month's pay in lieu of notice	Pension only
Summary dismissal	None	Pension only
Staff appraisal	AfyaPlus Organization to provide notice	Pension, gratuity if employee has



below expectation or unsatisfactory	of 3 months for Executive Director, 1 month for all other employees (or payment in lieu of notice), or up to end date of contract if it expires earlier	completed at least 6 months of contract
Redundancy	AfyaPlus Organization to provide notice of 3 months for Executive Director, 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	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
Providing minimum notice	Either party providing notice of two weeks if the employee is on probation; otherwise 3 months for Executive Director, 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 AfyaPlus Organization and employee	Pension, Gratuity if employee has completed 6 months on his/her contract, other benefits as mutually negotiated, not exceeding normal provisions

13.3 General Considerations

13.3.1 Both AfyaPlus Organization and the employee shall seek to minimise disruption to the work of AfyaPlus Organization 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
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 Executive Director.

13.3.4 The Head of Finance and Administration shall be overall responsible for the management of employee separation under the guidance of the Executive Director.

13.4 On Medical Grounds

An employee who has been on sick leave for 132 working days in the past twelve months shall be examined by a certified medical practitioner recognised by AfyaPlus Organization, and if he/she is declared unfit to continue working, the Executive Director may terminate the employee’s contract on medical grounds. In such an event, based on the nature of the contract and availability of funds, 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 his/her 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 Executive Director 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 Executive Director 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 AfyaPlus Organization. In such cases the Executive Director shall inform the employee of the intention as far in advance as possible. AfyaPlus Organization 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

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 AfyaPlus Organization is not renewed after expiry, the employee shall have the right to claim pension payments in accordance with laws of Tanzania.

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 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 his/her 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 AfyaPlus Organization 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 Executive Director determines granting leave shall not disrupt the work of AfyaPlus Organization. Where the Executive Director 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 AfyaPlus Organization or the employee may agree by mutual agreement to terminate the employment contract at a time to be mutually negotiated. An employee whose contact is terminated by mutual agreement 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 provided.



14. GRIEVANCES

14.1 Purpose

Internal conflict, disagreements and misunderstandings among employees are unavoidable from time to time in any organisation. This policy articulates the principles and procedures that are to guide how these are to be managed at AfyaPlus Organization. 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 and seek to avoid causing other employees to become unnecessarily aggrieved.

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, truthful and even-handed, and to take into account the interests of the employees concerned and AfyaPlus Organization as a whole.

14.2.3 Employees who have acted inappropriately shall be prepared to acknowledge their mistakes and apologise, regardless of their position in the organisation; 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 Procedures

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 Supervisor or Executive Director or Chairperson, as the case may be, to resolve the problem. The Supervisor may, where appropriate, seek the advice of another employee.

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

14.3.4 Where the grievance is against the Executive Director, and it cannot be resolved through direct dialogue with him/her, or the intervention of the Head of Finance and Administration, the aggrieved employee may refer the matter to the Chairperson of the Board Members. In such an event the arbitration of the Board Members or Board Chairperson as the case may be shall be binding on and accepted by the employee(s) concerned.

4.4 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 not constitute a formal entry into the Personal File, unless the Executive Director and/or Board Chairperson 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 Purpose

The purpose of this policy is enable AfyaPlus Organization 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 AfyaPlus Organization.

15.2 Guiding Principles

15.2.1 *Cost effectiveness:* AfyaPlus Organization 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 that 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 AfyaPlus Organization shall always be transparent. Price comparison forms shall be used to ensure that AfyaPlus Organization 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:* AfyaPlus Organization is an equal opportunity organisation, 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 AfyaPlus Organization employee or director should generally be avoided and in all cases fully disclosed, and the employee concerned shall absent himself/herself in the procurement decision process.

15.2.4 *Zero Tolerance for Corruption:* AfyaPlus Organization shall exercise zero tolerance for corruption in all matters, including procurement. No AfyaPlus Organization



employee or director may benefit or seek to benefit in any way whatsoever from any procurement. Any AfyaPlus Organization employee or director 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 Executive Director or Board Chairperson.

15.2.5 *Accountability*: All persons involved in the procurement process, including the Executive Director and the Head of Finance and Administration shall seek to ensure that both the letter and spirit of the procurement policy is adhered to. The Head of Finance and Administration shall exercise final scrutiny to ensure procurement is consistent with AfyaPlus Organization 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) stationery and travel services. AfyaPlus Organization shall solicit bids from at least five suppliers once each year. The Head of Finance and Administration shall analyse the bids and recommend the best suppliers for approval by the Executive Director. The selected supplier shall be used for all relevant purchases for a specified period not exceeding 12 months. AfyaPlus Organization 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 100,000*: Competitive quotes may be secured for procurement of under Tshs 100,000 or its equivalent in USD, but shall 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. The Head of Finance and Administration may approve procurement up to this amount, after confirmation and endorsement from the Executive Director.

15.3.3 *Non-regular purchases over Tshs 100,000 or equivalent in USD*: For non-regular purchases exceeding a value of Tshs 100,000 or its equivalent in USD, AfyaPlus Organization shall seek independent quotations from no less than 3 independent



suppliers. The Head of Finance and Administration 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 (Programme Officer or Head of Finance and Administration) shall scrutinise and endorse it before it is forwarded to the Executive Director for approval. After approval, the Head of Finance and Administration shall prepare the LPO once he/she are 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 5 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 its equivalent in USD 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 its equivalent in USD shall require an open tender advertised in major national newspapers. All tender awards shall be endorsed by the Board Chairperson, the Executive Director and one other director.

15.4 Tenders

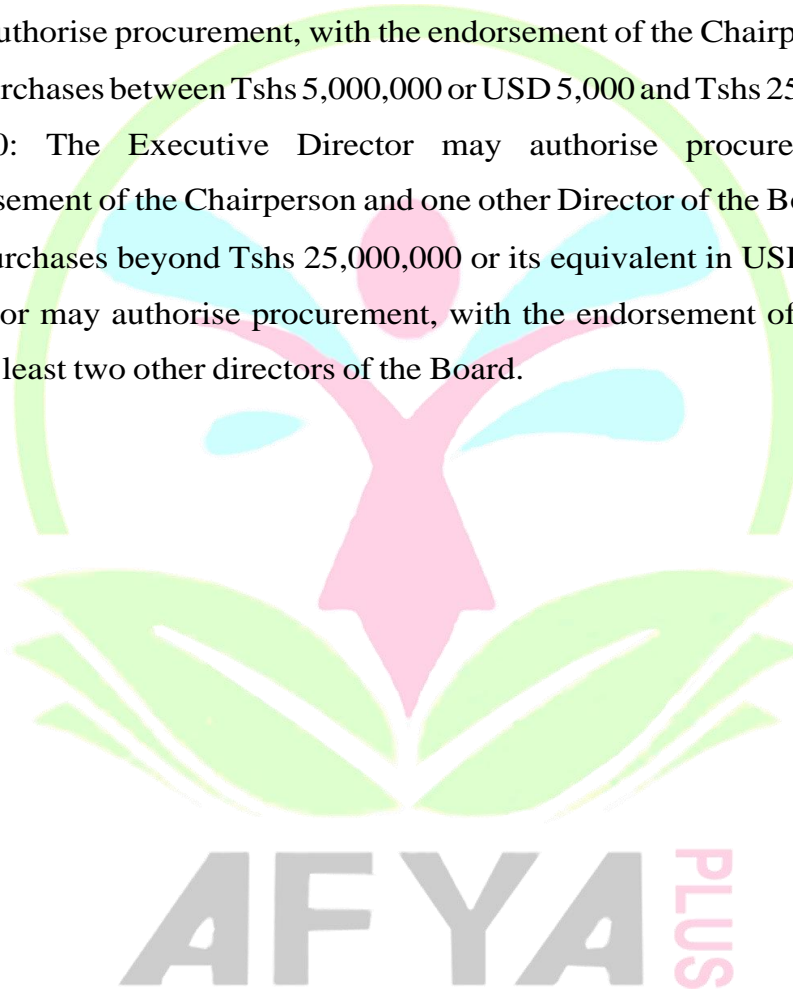
Tender documents shall contain all relevant information such as technical specifications, terms of reference, and commercial conditions. Such conditions shall include the time frame for the provision of the goods/services. Tenders shall be required to be submitted in sealed envelopes, which may only 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 Executive Director shall arrange to forward to the Board Chair and one other director for endorsement.



15.5 Exceptions

In special or extenuating circumstances the Executive Director may make exceptions to the above requirements where this can be justified to be in the interest of AfyaPlus Organization. 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 authorised as follows:

- For purchases up to Tshs 5,000,000 or its equivalent in: The Executive Director may authorise procurement, with the endorsement of the Chairperson.
- For purchases between Tshs 5,000,000 or USD 5,000 and Tshs 25,000,000 or USD 25,000: The Executive Director may authorise procurement, with the endorsement of the Chairperson and one other Director of the Board.
- For purchases beyond Tshs 25,000,000 or its equivalent in USD: The Executive Director may authorise procurement, with the endorsement of the Chairperson and at least two other directors of the Board.



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16. PUBLICATIONS

16.1 Purpose

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

16.2 Standards

All AfyaPlus Organization 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 Organisation. 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 AfyaPlus Organization and effective distribution.
- **Monitoring and Evaluation:** This includes tracking, compiling and organising feedback, occasional surveys, analysis, evaluation and ideas for improvement.



Aspects to be covered include relevance, appropriateness of content and language level and effectiveness of materials and distribution.

16.4 Responsibilities

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

16.4.2 The Executive Director shall contribute to planning and conceptualization, 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 Head of Finance and Administration shall be responsible for effective storage and distribution of materials according to plans and policies.

16.5 Copyright and Ownership

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

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

16.5.3 Notwithstanding the above, AfyaPlus Organization shall 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 TEN/MEYT.

16.5.4 AfyaPlus Organization shall register all its publications in accordance to internationally recognised good practice and acquire ISBN and ISSN numbers as the case may be.

Delivery and Storage: Once goods are delivered, the following steps are necessary;



17. STORES MANAGEMENT

17.1 Purpose

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

17.2 Management

The Head of Finance and Administration shall be overall responsible for the management of stores at AfyaPlus Organization. The Head of Finance and Administration 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 authorised 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 shall state his/her request on a designated 'stores requisition form'. No item may be issued from stores without a duly authorised requisition form. Requisitions of items worth Tshs 100,000/= may be authorised by the Programme Officer with endorsement from the Head of Finance and Administration. Requisitions of items exceeding Tshs 100,000/= (or 100 units of publications) shall require authorisation by the Executive Director.

17.4 Receipts

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

17.5 Restocking



The Head of Finance and Administration shall establish minimum quantities that shall be held in AfyaPlus Organization 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 AfyaPlus Organization, whose reordering is vested with the programme officer who produced the materials.

17.6 Records

The Head of Finance and Administration 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 Head of Finance and Administration shall be responsible for ensuring the safety of all records at all times.

17.7 Reports

The Head of Finance and Administration shall 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 Head of Finance and Administration 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 AfyaPlus Organization shall be subject to both routine and unannounced stock checks as follows:

- The Head of Finance and Administration shall examine stores to ensure good organisation and consistency between movements, records and stocks from time to time.
- The Head of Finance and Administration shall undertake a comprehensive and systematic stock check around the last day of each quarter for each of the first three quarters of the financial year; and these shall be examined on a sample audit basis by the Executive Director or another employee assigned by him/her.
- The Board Members shall assign an external consultant to undertake a comprehensive annual stock check around December 31 of each year.



- The Executive Director may assign 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 Executive Director.



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18. ASSET MANAGEMENT

18.1 Purpose

Assets obtained by AfyaPlus Organization 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 AfyaPlus Organization. An asset is defined as equipment, vehicle, furniture, building or any other item appearing in the AfyaPlus Organization asset register.

18.2 Management

The Head of Finance and Administration shall be overall responsible for the management of all assets at AfyaPlus Organization. The guidelines stipulated herein shall be strictly observed and accurate records shall be maintained at all times. Failure to manage assets as required by this policy may constitute grounds for disciplinary action against employees responsible.

18.3 Receipts and Issues

All assets received shall be entered into the assets register without delay by the Head of Finance and Administration and be assigned a unique asset number. Only then shall the asset be assigned to an employee who shall sign for it and an appropriate entry shall be made into room asset list. No asset may be transferred outside its designated location or among employees without the express permission of the Executive Director or persons delegated by him/her. Any permanent or long term transfer shall require an adjustment to the asset register and room list.

18.4 Records

18.4.1 Accurate records of assets shall be maintained at AfyaPlus Organization at all times. The Asset Register shall be maintained by the Head of Finance and Administration. Information regarding the allocation and movement of all assets shall be maintained by him/her, including managing records regarding the status, transfers (temporary and long term) and locations of all computer and telephone assets.

18.4.2 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. The room list shall list all assets in the respective office room and it shall be signed by the employee primarily responsible for their safety and good use. The room list shall be produced in triplicate and copies maintained as follows a) posted on the back door of the room, b) Administration copy, c) Finance copy.

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 Head of Finance and Administration shall arrange to periodically check that all assets are properly labelled and located.

18.6 Care and Repair of Assets

18.6.1 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 AfyaPlus Organization and may not be put to any unauthorised private use or provided to any other party without proper authorisation.

18.6.2 Any problem, malfunction or defect of an asset shall be promptly recorded on 'Repair Request Form' and forwarded to the Head of Finance and Administration who 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 AfyaPlus Organization, or may cost Tshs 100,000 or more shall require prior authorisation of the Executive Director.

18.6.3 Movements of assets for repairs shall be recorded. The Head of Finance and Administration 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.

18.7 Loss or Damage of Assets



18.7.1 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 Executive Director. In case of wilful loss, wilful damage or theft, the Executive Director having examined the situation and consulted with the Head of Finance and Administration, 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.

18.7.2 In case of damage or loss the Executive Director, with the assistance of the Head of Finance and Administration, 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.

18.7.3 Where the Executive Director, after consultation with the management team or Chairperson 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.

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

18.8 Reports

The Head of Finance and Administration shall produce asset status reports 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.

18.9 Insurance

18.9.1 All major AfyaPlus Organization buildings, equipment and vehicles shall be insured against fire, theft, loss and damage. The Head of Finance and Administration 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.

18.9.2 In case of damage or loss covered by insurance the Head of Finance and Administration shall immediately prepare a report on the incident and forward it to the Executive Director with recommended actions. The Executive Director if satisfied with the report shall in consultation with the Head of Finance and Administration 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.

18.10 Asset Stock Checks

18.10.1 Assets at AfyaPlus Organization shall be subject to both routine and unannounced checks as follows:

- The Head of Finance and Administration shall examine assets to ensure good organisation and consistency between movements, records and holdings from time to time.
- The Head of Finance and Administration shall undertake a systematic check around the last day of each quarter for each of the first three quarters of the financial year; and these shall be examined on a sample audit basis by an external consultant.



- The Executive Director shall assign another suitable employee and/or external consultant to undertake a comprehensive annual asset check around December 31 of each year.
- The Executive Director may assign any other competent employee to undertake unannounced ‘spot checks’ of assets at any reasonable times.

18.10.2 All asset checks and their findings shall be carefully recorded and communicated to the Executive Director.

18.11 Guidelines Regarding Use of Specific Assets

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

18.11.2 All equipment shall be used towards the work of AfyaPlus Organization. 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 Executive Director in consultation with the management team and/or Chairperson. Private use of equipment shall be deducted from the next month’s salary.

18.18 Photocopier/Copy Printer

18.12.1 As a general rule only authorised employees may operate photocopy/copy printer equipment. The employee making the copies, whether for work or personal purposes, shall accurately and promptly record copies made in logbooks designated for the purpose.

18.12.2 All copies shall 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.

18.12.3 For copying requirements exceeding 300 copies, a ‘Bulk Photocopy Request form’ must be filled and approved by the Executive Director. Bulk copy requests shall be requested as far in advance as possible.



18.12.4 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.

18.12.5 The Head of Finance and Administration shall ensure that the quality of copies made is consistently timely, reliable, accurate and of high standard.

18.12.6 Up to ten (10) 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 and/or Chairperson.

18.13 Phones and Faxes

18.13.1 All non-local calls (i.e. all calls to mobile phones or to other towns) made from AfyaPlus Organization telephones or fax machines, whether for work or personal reasons, shall be accurately and promptly recorded by the caller in logbooks set up for the purpose, indicating date, number and person/organisation called, purpose of call, estimated duration and whether it is official or personal.

18.13.2 Each employee needing to make calls in the course of his/her duties shall be provided with a unique password by the Head of Finance and Administration, at access privilege levels determined by the Executive Director or officer delegated by him/her. The employee shall take all reasonable measures to safeguard the password, and shall be responsible for all calls made using his/her password. No employee may use or attempt to use a password that is not assigned to him/her.

18.13.3 All employees shall minimise unnecessary usage of phones and faxes, seek alternate cheaper means (such as email), and limit duration of calls where possible. An employee may use AfyaPlus Organization phones to make a modest number of personal calls provided this does not interfere with the work of AfyaPlus Organization. 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 his/her monthly salary.



18.13.4 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 Executive Director after consultation with the management team and/or Chairperson. Employees shall use recharge units provided by AfyaPlus Organization with care to further the work of the Organisation. The Executive Director shall monitor the use of this provision and make amendments as necessary. Any employee who receives recharge units from AfyaPlus Organization shall immediately inform the Head of Finance and Administration if his/her mobile phone set or number is no longer functional due to loss, malfunction, and change of number or any other reason.

18.13.5 The Executive Director shall be entitled to a mobile phone provided by AfyaPlus Organization to enable him/her to undertake work functions. All other employees shall be personally responsible for acquiring and maintaining his/her mobile phone at their own discretion; and AfyaPlus Organization shall not be responsible for any loss, damage or malfunction to it.

18.13.6 All incoming faxes shall be registered and routed through the Executive Director; and the same procedure shall apply for outgoing faxes. The fax shall generally be reserved for official use, though employees may use it to send or receive faxes for private use when this does not disrupt the work of AfyaPlus Organization. Private use shall be charged at rates established by the Executive Director in consultation with the management team and/or Chairperson.

18.14 Vehicles and Computer Equipment

See Policies 19 and 20

18.15 Keys

18.15.1 All AfyaPlus Organization keys, including acquisition, transfers and allocation, must be recorded in a special register established for the purpose. Spare keys shall be organised and maintained in a secure location by the Head of Finance and Administration.

18.15.2 The Executive Director shall in consultation with the Head of Finance and Administration determines and authorise allocation of keys. No keys may be copied or allocated without the permission of the Executive Director. Keys shall remain the



property of AfyaPlus Organization and employees must return them when requested and at the end of employment.

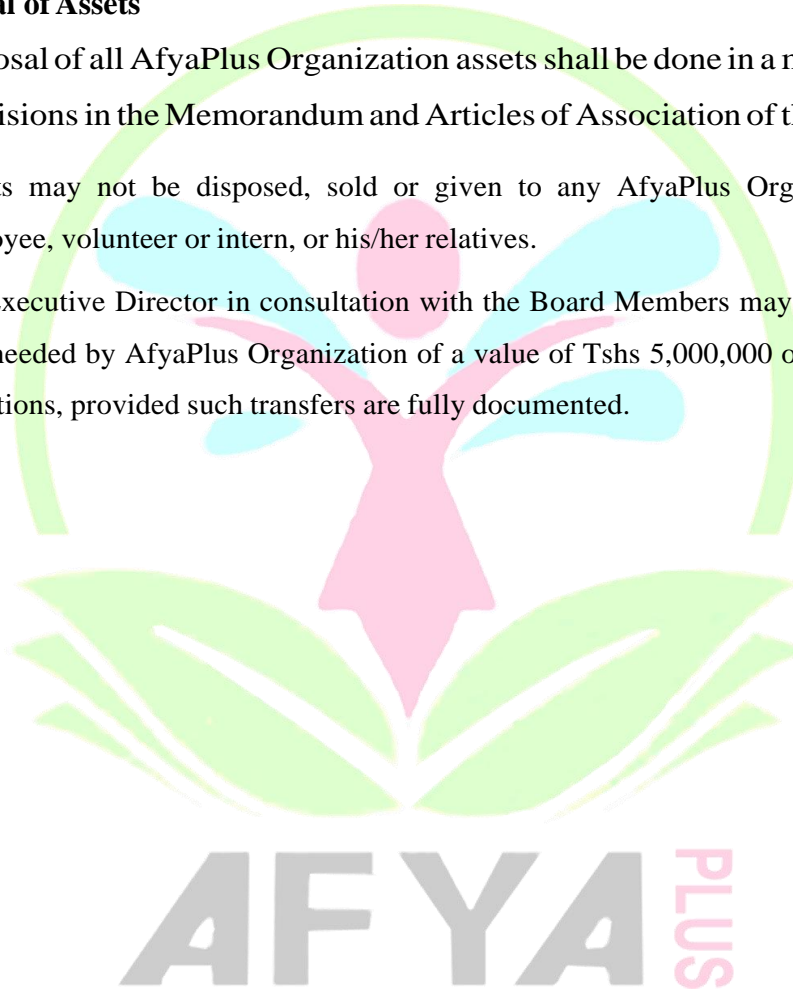
18.15.3 In case of loss each employee must report the matter immediately to the Executive Director. The employee shall be held liable for the cost of duplicating keys and changing locks where needed, unless the Executive Director determines the circumstances do not warrant such liability.

18.16 Disposal of Assets

18.16.1 Disposal of all AfyaPlus Organization assets shall be done in a manner consistent with the provisions in the Memorandum and Articles of Association of the organisation.

18.16.2 Assets may not be disposed, sold or given to any AfyaPlus Organization member, director, employee, volunteer or intern, or his/her relatives.

18.16.3 The Executive Director in consultation with the Board Members may provide assets that are no longer needed by AfyaPlus Organization of a value of Tshs 5,000,000 or less to other non-profit organisations, provided such transfers are fully documented.



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19. VEHICLES

19.1 Purpose

AfyaPlus Organization is likely to own in future vehicles to facilitate the work of the organisation. This Policy outlines the entitlements, rules and regulations for the effective use and management of vehicles and transport at AfyaPlus Organization. Unless stated otherwise all references to vehicles herein apply equally to both motor vehicles and motorcycles. The Head of Finance and Administration shall be responsible for managing all aspects of vehicle and transport use at AfyaPlus Organization.

19.2 Entitlement

19.2.1 AfyaPlus Organization vehicles are to be used for the work of the Organisation. Only employees designated as drivers or otherwise authorised by the Executive Director may drive AfyaPlus Organization vehicles.

19.2.2 The Executive Director shall have a vehicle allocated for his/her use 24 hours. However, he/she must pay for any private non-work related use of the vehicle at rates established for the purpose. This vehicle may be used for official work by others when other vehicles are not available and it is not required by the Executive Director.

19.2.3 All employees other than the Executive Director shall request vehicle use to the Head of Finance and Administration in the form designated for the purpose. Employees shall lodge requests as far in advance as possible. The Head of Finance and Administration shall determine the allocation of vehicles. Where a vehicle is not available for work, the employee may be authorised to use his/her private vehicle and be reimbursed at the private rate (see below) or use a taxi and seek reimbursement against receipt.

19.3 Private Use

19.3.1 The Executive Director may under limited circumstances allow AfyaPlus Organization vehicles to be used for private purposes provided this does not interfere with the work of the Organisation. Any use of the vehicle that is not directly related to the work of AfyaPlus Organization shall be deemed private use. An exception is use of



vehicle to transport an employee who needs medical attention between the office and health centre or hospital.

19.3.2 Employees shall be required to reimburse AfyaPlus Organization 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 Executive Director in consultation with the management team and/or Chairperson. Employees who are authorised to use their own private vehicles for work purposes shall be reimbursed at the same rate.

19.4 Logbooks and Records

19.4.1 Drivers/users of AfyaPlus Organization 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.

19.4.2 The Head of Finance and Administration shall arrange to scrutinise, compile and analyse logbooks and other records to prepare monthly analytical reports by the 10th of each month for the previous month.

19.5 Laws and Regulations

19.5.1 All drivers of AfyaPlus Organization 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 Executive Director or Head of Finance and Administration from time to time. No employee may use a vehicle in any manner that may invalidate its insurance coverage.



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

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

19.6 Accidents and Loss

19.6.1 All accidents however minor or loss of any items from vehicles shall be reported immediately to the Head of Finance and Administration. Accidents shall also be reported to the authorities as per law.

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

19.6.3 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.

19.7 Maintenance and Repair

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

19.7.2 The Head of Finance and Administration shall arrange to have vehicles refuelled in a timely fashion by a supplier identified through the procurement requirements.

19.7.3 Any malfunction or problem with any vehicle that cannot be solved by the employee shall be immediately reported to the Head of Finance and Administration, who shall be responsible for arranging for appropriate repairs.



20. INFORMATION TECHNOLOGY(IT)

20.1 Purpose

This policy sets out the guidelines for the effective functioning and management of computer equipment and information technology at AfyaPlus Organization. The Head of Finance and Administration shall be overall responsible for effective management and functioning of computers at AfyaPlus Organization. Notwithstanding the provisions below the Executive Director may after consultation with the management team and/or the Chairperson issue further guidelines in the interest of effective regulation of computer use at AfyaPlus Organization.

20.2 Allocation of Computer Use

20.2.1 Each employee who requires a computer to fulfil his/her responsibilities shall be allocated reserved or shared access to a computer wherever possible. The Executive Director 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 Head of Finance and Administration 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 An IT consultant shall be hired from time to time as the need arises for establishing and implementing necessary provisions to regulate access and manage security of computers and computer networks. The IT consultant recruitment shall follow procurement guidelines stipulated in these Policies

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 him/her 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 Head of Finance and Administration and, through him/her if need be, to the external IT Officer without delay.

20.3.3 The Head of Finance and Administration 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 in particular limit the number of pages printed and ink/toner used wherever possible.

20.4 EMAIL

Computers 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@afyaplustz.or.tz, for the Executive Director and others as determined by the Executive Director 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 procurement guidelines stipulated in the Policies are followed addresses shall be recorded/logged and subject to scrutiny.

20.5 Internet

20.5.1 Computers shall have Internet access for official and limited personal use unless determined otherwise by the Executive Director in consultation with the IT Officer.

20.5.2 Employees shall at all times use the Internet in a manner that does not disrupt the work of procurement guidelines stipulated in the Policies are followed, 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 authorised 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 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 IT Officer shall establish access privileges and maintain data integrity and confidentiality in accordance with instructions from the Executive Director. 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 IT Officer shall ensure that a system for backups of all official documents is in place and functioning effectively.

20.6.4 The 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 his/her knowledge of computers to improve work performance and achieve results. The IT Officer shall provide one to one support where possible, and establish and conduct learning programmes in house for employees. Specialised advance training opportunities may also be availed to employees where necessary for improved performance.



20.8 AfyaPlus Organization Website

AfyaPlus Organization shall maintain a website www.afyaPlustz.or.tz to share information and promote its objectives. The Executive Director 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 IT Officer in the form established for the purpose. The IT Officer shall manage regular and periodic updates to the website, liaise with the host company as needed, and ensure overall functioning and accuracy.

E-mail: info@afyaplustz.or.tz

Website: www.afyaPlustz.or.tz



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21. OFFICE MANAGEMENT

21.1 Purpose

AfyaPlus Organization 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 Head of Finance and Administration shall, under the direction of the Executive Director, 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-organised and professional. Each employee shall be responsible for his/her desk, computer, office, walls/notice boards and or other area in which he/she works. The Head of Finance and Administration shall be responsible for organising, 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 as well as for arranging the periodic cleanliness of computer and telephone and all other equipment.

21.3 Utilities and Supplies

The Head of Finance and Administration shall ensure that AfyaPlus Organization is supplied with reliable telephone, water, electricity, trash disposal and other vital services; and 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 Head of Finance and Administration shall arrange to keep accurate records in relation to these areas, and produce monthly analytical reports for scrutiny by the Executive Director.

21.4 Buildings and Furniture

All employees shall be responsible for taking good care of AfyaPlus Organization office buildings, grounds and furniture, and of reporting any faults or problems requiring attention promptly to the Head of Finance and Administration. The Head of Finance and



Administration 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 AfyaPlus Organization buildings, equipment and properties, and for following all guidelines related to security. The Head of Finance and Administration 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.

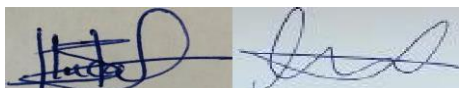
21.5.2 The Head of Finance and Administration shall ensure that fire hydrants are in place and serviced as required, and that employees are aware of their proper use.

21.5.3 The Head of Finance and Administration shall ensure that first aid kits and condoms are placed and replenished as needed at AfyaPlus Organization, and those 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 AfyaPlus Organization policies and guidelines. All official mail and documents received shall be registered and then routed through the Executive Director 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 and the filing and organization of all other official documents managed overall by the Head of Finance and Administration unless specified otherwise herein.



21.7 Contacts Database

AfyaPlus Organization shall maintain and continuously update a computerised 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 Head of Finance and Administration shall be responsible for overall effective management of the database.

21.8 Hospitality

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

21.8.2 All visitors shall report to the front desk and be greeted by the receptionist. Generally, no visitors may move unescorted through office areas. Employees shall be responsible for meeting their visitors at the reception area and escorting them out at the end of the meeting. As an exception an employee may request another employee to escort the visitor to him/her. Employees shall meet with visitors in a manner that does not disrupt the work of colleagues.

21.8.3 The Executive Director 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 AfyaPlus Organization's objectives.

21.9 Library

21.9.1 AfyaPlus Organization shall develop and maintain a library of key materials related to its work, including news clippings. The main purpose of the library shall be to provide employees and staff of partner organisations with useful reference materials and associated added value services. Each employee shall be responsible for using the library for his/her own learning and for using it to improve performance. Access to materials shall be limited and not open to the general public, and borrowing privileges shall be regulated to balance



competing needs. Acquisitions shall be catalogued and maintained in a computerised library database.

21.9.2 The Programme Officer shall also be responsible for managing the library, including safeguarding and organising the library 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 library use and development shall be developed by the Programme Officer in consultation with and approval by the Executive Director.

21.10 Environmental Consciousness

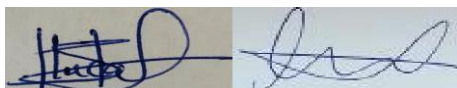
21.10.1 AfyaPlus Organization shall continually seek to improve environmental stewardship in its office functioning. All employees shall, wherever possible and practicable, employ practices that reduce waste and negative impact on the environment. This includes but is not limited to conserving water 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 Executive Director may after consultation further develop rules and regulations to promote greater environmental care at AfyaPlus Organization.

21.11 HIV/AIDS Awareness

21.11.1 AfyaPlus Organization 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 account HIV/AIDS to the maximum extent possible.



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



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