**GENDER EMPOWERMENT FOUNDATION (GEFO)**



**HUMAN RESOURCE MANUAL**

JANUARY,2012

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**chapter one**

# **Introduction**

This manual details the general terms and conditions of employment with the Gender Empowerment Foundation hereafter to be referred as the ‘Foundation’ and its branches. The Foundation Management Team may however revise the contents of this document from time to time.

# **1.1 ORGANIZATION BACKGROUND**

Gender Empowerment Foundation is a non-government Organization, registered in February, 2010 with registration No. 00NGO 00003757, aiming at building and strengthening the capacities of Communities to address their problems in order to improve their live standards. With the support from Development Partners, the Foundation is implementing projects focusing on social- economic empowerment towards gender equality and poverty reduction initiatives.

### **The Objective of the Foundation are divided into the following Categories;**

**1.1.1.1 Health (HIV/AIDS, Sexual Reproductive Health and Malaria)**

* Provide broad HIV Preventive, Care and Social Support Services

**1.1.1.2 Gender Social Economic Empowerment**

* Promote equal participation in and benefit in available resources specifically credit, water, education and health facilities, land and new opportunities.
* Gender mainstreaming at all levels to contribute towards achievement of gender equality
* Encourage and support the marginalized groups in establishing self help groups and promoting entrepreneurship includes skills development for income generating and access to micro credit among rural and urban poor
* Support literacy programs and establish education funds for marginalized groups from primary level to higher learning institutions. Also establish an emergency fund and offer assistance to needy group on emergency problems.
* Support women, youth, old people and people with disabilities Civil Society Organizations in terms of capacity building for Programme/Project and Organization sustainability purposes
* **Business Development Services (BDS):-** To provide training and advisory services to small and medium scale entrepreneurs in business planning, business management and coaching, strategic planning, business cash flow, fundraising and capital management

**1.1.1.3 Human Rights and Good Governance**

* Promote local governance of service delivery and often include measures to promote social accountability, transparency, and making institutions accountable to local service users;
* Carrying out Legal Aid Clinic; giving legal advice and counseling services, court representation and any other legal aid services;
* Support and promote women representation and other marginalized groups in governance, leadership and decision making processes.
* Promote human rights and enable the disadvantaged group especially women and other marginalized groups to be aware of their legal and human rights
* Lobby and advocate against all sorts of Gender Based Violence at all levels
* Support marginalized groups access to information on activities of local government that affect their lives
  + - 1. **Environment**
* To support community energy solutions and promoting the use of appropriate technology e.g. fuel saving stoves, fireless stoves
* Environmental management and conservation, recycling and climate change

**1.1.1.5 Research and Information Generation and Dissemination/Information**

**Technology**

* Conduct research and collect information on various gender issues and disseminate to the wide community.
* Facilitate access to information by establishing a magazine, newsletter, free internet services for all the marginalized people who require information which will enhance their status/knowledge and skills
* Research and publication of plain language texts that will promote popular participation of marginalized group in the development process
* Conduct action research to develop evidence based model of successive practices that will strengthen community responses, care and support of Orphan, Vulnerable children and other marginalized groups in the community
* Provision of consultancy services on rural participatory methodologies including participatory planning and management using logical framework analysis, monitoring and evaluation, entrepreneurship skills, gender and development, Business Development Services, project write up, fundraising, group formation and strengthening, leadership skills, Adult learning e.g. Integrated Community Based Adult Education Approach (MUKEJA).

**1.1.1.6 Policy Advocacy**

* Translate policy and other poverty reduction strategies that affect the marginalized groups in plain language and disseminate to the wide community
* Promote the voice of voiceless people to be heard in the policy processes (formulation, implementation, monitoring and evaluation) as well as increase effective marginalized people both women and men participating fully in policy processes

**1.1.2 Foundation structure**

Please see Appendix A for the Foundation Structure.

**1.2.0** These rules and regulations and any subsequent amendments as well as added thereto which may be laid down from time to time and duly notified, shall apply to all employees of the Gender Empowerment Foundation and its associates and shall constitute the conditions of contract of service between the Foundation and its employees.

**1.2.1** These rules and regulations shall at all times be subject to any statutory laws of Tanzania and they shall be cited as the **‘Staff Rules and Regulations of the Gender Empowerment Foundation.**

**1.2.2** All employees shall strictly observe these regulations as failure to do so shall result in disciplinary action being taken.

# **1.3 Definitions**

* “Foundation” refers to the Gender Empowerment Foundation.
* “Employee” refers to a person in the employment of Gender Empowerment Foundation and has been enrolled on the Foundation’s Human Resource payroll.
* The Management Team handles the personnel and administrative issues and offers advice on policy matters. See Appendix B for the composition and mandate of this committee.
* The Foundation department/area technical committees offer technical advice in the respective Foundation department/areas. See Appendix B for the composition and mandates of these committees.
* Any reference to “salary” herein shall mean a comprehensive basic salary unless expressly provided to mean otherwise.
* Board of Directors offers overall direction, conduct and performance and formulation of policies of the Foundation

**1.4 Acronyms**

* GEFO- Gender Empowerment Foundation.
* NSSF-National Social Security Fund
* PPF – Parastatal Pensions Fund
* PAYE-Pay As You Earn
* MICHADEC- Millennium Chapter Development

**CHAPTER TWO**

# **2.0 recruitment & Selection**

**2.1** **Recruitment procedures**

The Managing Team is responsible for the appointment of The Foundation personnel.

Appointments will be done after a recruitment process.

1. **Purpose**

The main goal of recruitment is to appoint the most suitable person for the task identified through transparent and professional recruitment procedures.

**(ii) Vacancy announcement**

When a vacancy occurs in any position, the Foundation department/area head will forward the job description and the person specifications to the Foundation Manager of Finance and Administration. The Foundation Manager of Finance and Administration will inform the Foundation Executive Director and the Foundation Programmes Coordinator. They will then discuss the necessity of the position with the Foundation Executive Director before an advert is made.

After the Director’s approval, the vacancy shall be advertised internally or in the press by the Foundation Manager of Finance and Administration. The vacancy advert will clearly state the person specifications, the qualifications, experience, other job related particulars and the closing date for receiving applications. Suitable candidates will be short listed and taken through an interview.

**(iii) Interview**

The Manager of Finance and administration will invite short-listed applicants for the interview one week prior to the interview date through a written notification.

A panel of 5 interviewers will conduct the oral interviews. The panel will consist of a representative from a donor of funding agency, Private Sector, Civil Society Sector, Government Representative, a member of the Foundation Management Team, the Foundation department/area head, the Foundation Executive Director and an additional member with expertise in the area in which the interviewee is to work.

**(iii) Appointment**

The successful candidates will be appointed and the offer of appointment will be communicated to them in writing.

1. No person will be considered for appointment unless he/she has submitted an application for the post in the manner specified in the advertisement and, has been interviewed and recommended for appointment by the appropriate panel.
   1. **Letter of Appointment**

On appointment, each employee will receive a letter of appointment and a copy of his/her contract of employment. The employment contract will indicate the immediate supervisor to whom the employee will be accountable on a day to day basis in fulfillment of his/her terms of reference which will also be clearly stated in the contract.

A copy of employment contract signed by the employee will be placed in his/her personal file. Signature of the employment contract by the employee indicates acceptance of both the appointment and the conditions of service.

**2.3 Orientation**

At the time of joining the service of the Foundation, the employee shall be taken through an orientation of the Foundation by his/her immediate supervisor and the Foundation Manager of Finance and Administration. During this the Foundation which must take place within the first month, the new employee will receive basic information regarding the Vision, Mission and Objectives of the Foundation.

**2.4 Probation**

**(i)** All newly recruited staff will be required to serve a probation period of six months. During the probationary period, the employee’s immediate supervisor will assess his/her performance and suitability for continued employment. Where there is reasonable doubt, the immediate supervisor may extend the probationary period by an extra month for further assessment. The employee shall be notified in writing of the extension and shall be informed of the areas of concern. A copy of the extension shall be forwarded to the Administrator for inclusion in the employee’s personal file.

**(ii)** Before the end of this period, the employee will receive a written notification of whether he/she has successfully passed the probation. This will be written by the Foundation Programmes Coordinator after consultation with the employee’s immediate supervisor who will be required to submit a report on a standard form (See Appendix C). Employees who do not meet the requirements of the job or the Foundation’s employment conditions will have their appointments terminated within this period. For those employees who pass probation, employment with the Foundation will subsequently be regarded as having begun with the first day of the probation period and leave thereafter will be calculated from this date.

**(iii)** No annual leave may be taken during the probation period and no payment in lieu of leave accrued will be made if the employee leaves or is dismissed from employment during the probation period.

**(iv)** The employee will, during the probation period receive the full basic salary for the job for which he/she is on probation.

**(v)** During the probation period, either the Foundation or the employee may give a month’s written notice before termination of employment.

* 1. **Types of Appointments**

1. **Full-time appointment**

This is applicable to employees who are required to give 100% of their working hours to Foundation work. Employees will be required to sign a two years renewable contract on appointment based on performances.

**(ii)** **Part-time appointment**

This is applicable to employees who are not full-time employees of the Foundation but offer their services to the Foundation for a fraction of their working hours.

**2.6 Staff Performance Appraisal/Performance review**

The Foundation’s performance appraisal system aims to create a workplace in which employees are enabled to perform to the best of their abilities.

The appraisal system is based on a performance cycle which involves planning performance, supporting performance and finally reviewing the performance.

The aims of the Appraisal include:

* Evaluate overall performance of the employee
* Set objectives/goals for the coming year
* Let employees know what is expected of them
* Solve job-related problems
* Create a positive, pro-active and challenging Foundation.

Performance appraisal will be carried out annually. The Administrator will distribute the forms (see Appendix C) which will be used by employee’s immediate supervisors during the appraisal process. Copies of filled appraisal forms will be filed in the employee’s file.

**CHAPTER THREE**

# **remuneration**

**3.1 Salary**

**(i)** Salaries shall be paid to each employee according to the terms and conditions of service set out in each employee’s appointment letter and their employment contract. Monthly salary payments will be effected by the 28th day of every month. Where this cannot be effected, due notice shall be given by that date.

**(ii)** The Foundation will effect deductions of all statutory payments i.e. Pay as You Earn tax (PAYE) and the National Social Security Fund Contributions (NSSF) / Parastatal Pensions Fund (PPF)

For purposes of the above statutory payments, all employees will provide their TIN and NSSF/PPF numbers to the Foundation Manager of Finance and Administration. Those who do not have such numbers will be required to communicate this to the Administrator who will get the appropriate application forms for them.

**3.2 Allowances**

**3.2.1** **Subsistence allowance** **(Per Diem)**

This will be paid to employees who for official reasons have to spend a night out of their normal stations. The subsistence allowances/ per diem will be for meeting the costs of their upkeep (accommodation, meals, local travel and any other miscellaneous costs) that would not have been incurred if one were operating at his/her normal station. Subsistence allowances will be based on the number of nights to be spent out of the station. See Appendix D for schedule of allowances.

**3.2.2 Transport allowance**

This will be paid to employees traveling by publicmeans to either of the Foundation offices. This will be calculated based on the ruling public transport rates and will be paid at the concerned employee’s station of origin. See Appendix D for schedule of allowances.

**3.2.3 Out of station allowance**

This will be paid out to employees who make a return trip to & from either of the Foundation offices which is not their usual work station. This allowance is not applicable to employees who get per diems. The amount payable will cater for the employee’s lunch and will be paid at the concerned employee’s station of origin. See Appendix D for schedule of allowances.

**3.2.4 Travel outside the country**

If an employee is required to perform official duties outside the country, a per diem will be paid. Unless otherwise arranged, the per diem will cover meals, local travel within the foreign country and accommodation. Once tickets are issued, boarding passes will serve as confirmation of the trip made and should be submitted to the Administrator on return. See Appendix D for schedule of allowances.

**CHAPTER FOUR**

# **LEAVE**

**4.1 Annual Leave**

On successful completion of the probationary period, all full-time employees of the Foundation are entitled to an annual leave of 21 working days as per calendar year with full pay under the following conditions:

1. Scheduling of dates of leave should be discussed with the employee’s immediate supervisor who will forward the request to the Manager of Finance and Administration who will in turn forward it to the Manage a least one month in advance of the actual time when an employee would like to take leave.
2. Probation employment is counted in the calculation of leave time.
3. All due leave should be taken in the year in which it was earned unless the concerned employee cannot take leave due to work volume and gets permission from his/her immediate supervisor.
4. The immediate supervisor of an employee may for good reason recall an employee from leave. In such instance the balance of leave is deferred.
5. An employee who fails to return on expiry of his/her leave is deemed to be absent from duty without permission.
6. Prior to the departure for leave an employee shall fill in a leave form (see Appendix E) which will be obtained from the Foundation Manager of Finance and Administration and will be approved by both the employee’s immediate supervisor and the Foundation Executive Director.
7. Proper hand-over of duties should be done before leave is taken.

**4.2 Sick leave**

If a person cannot work due to sickness, he/she will be granted sick leave on presentation of a doctor’s recommendation.

Sick leave is not counted as part of annual leave. However, sick leave is not normally expected to exceed a total of 22 working days over the course of a year. If sick leave accumulates beyond 22 consecutive working days in a year, the Management Team will at its discretion consider the individual circumstances of the concerned employees’ health status, job responsibilities and determine the fate of his/her contract.

The Foundation will pay up to one month’s salary when an employee is on sick leave in any one year. In case one goes beyond the allowed 22 days, the annual leave will be reduced by the extra days taken on presenting a doctor’s note. Any sick leave in excess of three months will be restricted to half pay. However, the Foundation may at its own discretion decide to recruit a permanent replacement for the affected position. See Appendix E for the leave application form.

**4.3 Maternity leave**

Maternity leave: 80 calendar days will be granted to female employees when circumstances warrant it. Any additional days taken shall be regarded as part of annual or sick leave for which permission must be obtained from one’s immediate supervisor. See Appendix E for the Leave application form.

**4.4 Compassionate leave**

Compassionate leave may be granted to an employee by the Foundation Executive Director in compelling circumstances such as death of a spouse, child, sibling or parent. Compassionate leave will be granted for a period not exceeding 5 working days.

In cases where it is justifiably not possible to seek approval for compassionate leave, the concerned employee will call his/her immediate supervisor prior to taking the leave. Any leave taken without prior approval or notification will be treated as unauthorized absence for which the employee will not be paid and other disciplinary action may be taken. See Appendix E for the leave application form.

**4.5 Death Compensation**

In case employee dies while he/she is in the work he/she will be compensated TZS 200,000 for support death ceremony

**4.6 Death Support**

Employee will be supported TZS 200,000 in case his/ her spouse, mother, father, and up to four children dies

**4.7 Insurance**

Every employee will be insured while in working hours

**CHAPTER FIVE**

# **5.0 CODE OF CONDUCT**

**5.1 General Conduct**

1. An employee shall be required to perform his/her duties with due diligence and loyalty; to obey all the reasonable directives of his/her superiors; and to treat the public and his/her colleagues with civility and courtesy and maintain high moral standards. All employees will refrain from such practices and acts that might undermine the promotion of a good working environment within the Foundation.
2. An employee in a position of authority is expected to use such authority as entrusted, and by influence and example, to maintain a high standard of duty and conduct.
3. Every employee is required to have a detailed knowledge of these regulations as ignorance of their content is not acceptable as an excuse for non-compliance therewith.

**5.2 Confidentiality**

An employee shall be expected to observe the strictest confidence regarding official information acquired in the course of his/her duties. He/She shall not therefore, communicate or cause to be communicated for any reason whatsoever any information made available to him/her in his/her official capacity, whether such information relates directly or indirectly to the affairs of the Foundation, without the permission of the Foundation Executive Director or Programmes Coordinator. In this connection, management will call upon any employee likely to come into contact with the Foundation confidential information to sign an Employee Confidentiality Agreement. (See Appendix F)

**5.3 Holding of other jobs**

An employee shall not seek any other active official employment while in the service of the Foundation without the approval of the Foundation Executive Director.

**5.4 Publication**

An employee shall not without the express permission of the Foundation Executive Director/ Foundation Programmes Coordinator contribute articles to any newspaper, presentation, journal or magazine on any matter the subject of which concerns the activities of the Foundation.

* 1. **Acceptance of fees/bribes/commissions**

An employee shall not demand or accept in respect of a service rendered in his/her official capacity, any fee or bribe or commission whatsoever from any person.

**5.6 Erasures/Alterations**

An employee shall not make any erasures in any documents of the Foundation. Alterations that do not lead to erasures may be made. In case of alterations in electronic records, such alterations shall be preceded by a signed authorization of the immediate supervisor and the Foundation Executive Director.

**5.7 Reporting malpractices**

It shall be the duty of an employee, knowing or suspecting any unfaithfulness, fraud or any concealed practice against the interests and smooth operation of the Foundation on the part of any person whatsoever, to give such information thereof to the Immediate supervisor.

**5.8 Evidence in Court**

An employee shall not knowingly give an opinion on the affairs or policy of the Foundation to any person desiring to use such opinion in evidence in a court of law or elsewhere without first obtaining permission from the Foundation Executive Director.

**5.9 Disclosure of personal Interest**

If, in the course of duty, an employee is called upon to deal with a matter in which he/she may have personal interest, such interest must immediately be disclosed to the Foundation Executive Director.

**5.10 Official working hours**

The official working hours are 8:00am – 5.00pm Monday to Friday. All employees will be required to strictly observe these hours of work.

**5.11 Public Holidays**

Days gazetted for observance, as public holidays throughout Tanzania shall be free for the employees. However, an employee may be called upon to work on any public holiday.

**5.12 Communication channels**

1. The procedure for communication shall be according to the Foundation structure in Appendix A. All communication to development partner on behalf of the Foundation will go through the Foundation Executive Director or a person acting in this position.
2. All correspondences regarding the different Foundation department/areas will be copied to the Foundation Executive Director.
3. All employee queries regarding the Foundation activities will be addressed to or through the employee’s immediate supervisor.

**5.13 Dress Code**

All employees are cautioned to dress decently and smartly in order to preserve the good image of the Foundation.

Chapter six

# **disciplinary systems & grievance handling procedures**

**6.1 Disciplinary action**

Any breach by an employee of the Foundation regulations or any conduct prejudicial to the Foundation interest, whether within or without the Foundation, shall render such an employee liable to disciplinary action, which may include dismissal. The decision of the Management Team as to what constitutes conduct prejudicial to the Foundation interest shall be final.

**6.2 Disciplinary procedure**

If an employee commits an offence or does not meet the set performance standards, disciplinary action will follow the following steps;

**(i) Step 1 - Verbal Warning**

This is an initial indication by the immediate supervisor to the employee that the employee is not fulfilling the responsibilities of the position to which he/she is assigned or that the employee has committed an offence. All reasonable steps should be taken to afford the opportunity for the employee to correct a deficiency or improve performance. The employee’s immediate supervisor shall meet with the employee to discuss the performance or the issue and identify specific corrective actions. The Foundation Executive Director shall note the discussion and retain a written record of the meeting. The employee is not expected to sign anything at this stage. If the issue is resolved or in cases involving job performance, if performance has improved and been sustained for six months, the employee’s immediate supervisor will be required to destroy the note.

**(ii) Step 2 - Written Warning**

The Foundation Executive Director will become involved in the disciplinary procedure at this and subsequent stages and will ensure fairness and that all written warnings are appropriate.

If the initial discussion does not correct the problem, the immediate supervisor shall meet with the employee to review the issue, listen to the employee’s views, advise the problem must be corrected and document the issue. A written warning shall be prepared, with assistance from the Foundation Manager of Finance and Administration, which will outline the problem to be corrected, specify a time period to correct the issue and include a statement that further disciplinary action will occur if not corrected or where job performance is the problem, that improvement must occur and be sustained. The immediate supervisor will sign the letter.

The Written Warning should be signed by the employee to acknowledge they have received a copy and that it will be retained on file for a period of one year. A copy should be sent to the Foundation Executive Director.

**(iii) Step 3 - Final Written Warning**

If the Written Warning fails to produce the desired results or if the seriousness of the misconduct warrants, a Final Written warning is the next step. Again the Foundation Executive Director shall discuss the issue, give the employee the opportunity to discuss, and provide time to correct the problem (the amount of time can be as short as immediate or to a maximum of 3 months).

Final written warnings are issued and retained for a period of two to five years depending on the seriousness of the matter. For example, a final written warning for lateness could be issued for three years but one for insubordination may be issued for five years. Copies of final written warnings will be held in the employee’s file in Human Resources.

## **Termination**

If corrective action fails to bring about the desired results, termination may result. The immediate supervisor’s dismissal recommendation is to be sent to the Foundation Executive Director and the Foundation Manager of Finance and Administration. It should include all the corrective action letters.

Where termination is the recommended course of action, the Foundation Management Team must be involved before a final decision is reached.

In cases of gross misconduct, the employee will either be suspended or dismissed. The Foundation Management Team will be responsible for handling cases of gross misconduct

Gross Misconductinvolves misbehaviour that causes a loss of confidence in an employee’s honesty and integrity and may include:

1. Theft or fraud
2. Conflicts of interest
3. Harassment
4. Sexual harassment
5. Serious forms of insubordination
6. Gross negligence
7. fighting
   1. **Grievance handling procedure**
8. An employee will lodge his/her complaint with his/her immediate supervisor. They will discuss the issue. However, if the employee feels that his/her complaint has not been appropriately dealt with, he/she may present his/her grievance to the Foundation Manager of Finance and Administration. If the employee still feels aggrieved, then he/she may seek an audience with the Foundation Manager of Finance and Administration through the Foundation Executive Director; and if still aggrieved the employee may seek audience with the Board Committee Chaired Board Chairperson. The Board Chairperson will be the final person in the grievance handling procedure and his/her decision will be final.
9. At all levels of the grievance handling procedure, the accused person should be given an opportunity to present their defence before a decision is made.  **CHAPTER SEVEN**

**termination of employment**

# **7.0 TERMINATION OF EMPLOYMENT**

Either party may terminate the contract of employment between an employees or the Foundation by giving the other party one month’s written notice of the intention to terminate the contract or by payment of one month’s gross salary in lieu of notice.

The original notice of resignation from the employee, or a copy of the notice of termination delivered to the employee will be forwarded to the Foundation Manager of Finance and Administration for processing and filing in the employee’s personnel file.

**7.1 Causes of termination of employment**

**(i) Resignation**

An employee may resign from the Foundation. The employee will be required to give a month’s written notice or pay a month’s gross salary in lieu of notice. Where an employee breaches this provision, the Foundation shall seek legal redress against him/her. If a month’s notice is given, the employee will be paid all money owed to him/her by the Foundation.

1. **Expiry of a term of contract**

An employee’s contract may not be renewed on its expiry. The employee will be entitled to all money owed to him/her by the Foundation.

1. **Position redundancy**

This results from the Foundation restructuring. If a position becomes redundant after restructuring, an employee will be given a month’s notice or paid a month’s gross salary in lieu of notice.

1. **Breach of Staff Regulations/Serious misconduct**

The employee may be dismissed as a result of misconduct e.g. theft, insubordination etc. In cases of theft, the employee’s benefits may be withheld.

1. **Failure to satisfactorily complete the probationary period**

The employee may be dismissed as a result of failure to carry out the position responsibilities. The employee will be paid his/her salary due if any up to the date of termination.

1. **Desertion**

If an employee does not report for work for three consecutive days without the approval of his/her immediate supervisor, he/she shall be regarded as a deserter & shall be dismissed from the services of the Foundation.

**APPENDIX A**

**GENDER EMPOWERMENT FOUNDATION structure**

**Management Team**

Annual General Meeting

Manager Finance and Administration

Programme Officer

Programme Officer

Programme Officer

Programme Office

programme Officer

Figure

Figure

programme Officer

Figure

**APPENDIX B**

**GENDER EMPOWERMENT FOUNDATION Organization committees**

**Board of directors**

Seven Members

Meetings: Semi annually

Mandate

1. Review progress and advise on overall direction of Foundation activities
2. Monitoring and evaluation of Foundation activities
3. Offer advice on policy matters

**MANAGEMENT TEAM**

Members

1. Executive Director
2. Programmes Coordinator
3. Manager of Finance and Administration
4. Head of Departments
5. Monitoring and Evaluation Specialists

Meetings: Monthly

Mandate

1. Handle personnel and administrative issues
2. Handle disciplinary issues
3. Review of the Foundation Budget
4. Offer advice on policy matters

**Appendix c**

**GENDER EMPOWERMENT FOUNDATION**

**Performance Appraisal Form**

NAME OF STAFF MEMBER:………………………………..

NAME OF SUPERVISOR: …………………………………

PERIOD UNDER REVIEW:………………………………….

POSITION: …………………………

ORGANIZATION DEPARTMENT/AREA:

|  |  |  |  |
| --- | --- | --- | --- |
| ***INSTRUCTIONS:***  ***Step 1*** *– The immediate supervisor fills in Sections 1-7 and makes relevant comments.*  ***Step 2*** *– The immediate supervisor calls a meeting of the Director of Finance and Administration and any other supervisor, if any, to come up with a consensus rating for Section 8 (Overall Performance).*  ***Step 3*** *– The staff member being appraised fills in Section 9.*  ***Step 4*** *– The form is discussed and then signed in this order: the staff member being appraised, the immediate supervisor and the Director of Finance and Administration*  ***Step 5*** *– The Director of Finance and Administration forwards the form to the Managing Director for his final comments and any necessary decisions or action to take.* | | | |
| Please use the following rating scale to assess how the staff member applied each of the performance factors listed below in performing his/her assignments, objectives and overall duties and responsibilities.  RATING SCALE: The following ratings should be used to describe a level of performance by the Staff Member throughout the entire reporting period:  7 - in every instance, continuously and substantially exceeded expectations  6 - frequently exceeded expectations  5 - fully met, and occasionally exceeded expectations  4 - consistently met expectations  3 - met most expectations, however, there is room for improvement  2 - frequently did not meet expectations  1 - continuously did not meet expectations | | | |
| **PERFORMANCE FACTOR** | **RATING**  **Use only whole**  **numbers from**  **1 to 7** | | **COMMENTS** |
| 1. PROFESSIONAL COMPETENCE: (Understanding and creativity in applying technical and professional knowledge, skills and expertise required for the job.) |  | |  |
| 1. QUALITY OF WORK: (Productivity in terms of accuracy, attention to detail, efficiency, effectiveness.) |  | |  |
| 1. QUANTITY OF WORK: (Productivity in terms of the amount of work completed, speed of work and ability to meet deadlines). |  | |  |
| 1. SUPERVISORY SKILLS (only for a Supervisor): (Ability to plan, organize and delegate work; to lead, motivate, guide and develop staff; communicate, build a team, and maintain a harmonious working environment. Indicate the number persons supervised and their level.) |  | |  |
| 1. OTHER FACTORS   Identify factors that have hindered or enhanced performance for the period under review. (No rating required.) |  | | |
| 1. HOW TO IMPROVE PERFORMANCE   Identify how performance could be improved during the next appraisal period. (No rating required.) |  | | |
| 1. OVERALL PERFORMANCE   Rate the employee on his or her overall performance. Briefly explain the reasons for your rating. |  |  | |
| 1. AGREEMENT WITH RATINGS – **Staff Member to fill** 2. Do you agree with the ratings and comments above? Check one box. 3. If you check "Yes", you may make comments if you wish. 4. If you do not agree with the assessment above, please identify the ratings/comments with which you disagree and briefly explain why. If necessary, attach a continuation sheet. | YES  NO | | |
| Staff member’s Signature and Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Supervisor’s Signature and Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Foundation Executive Director’s Signature and Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | | |
| Foundation Programmes Coordinator’s comments:  Signature and Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | | |

**APPENDIX D**

**SCHEDULE GEFO ALLOWANCES**

|  |  |
| --- | --- |
| **Allowance Type** | **Amount Payable (TZS)** |
| Subsistence allowance | Board of Directors  100,000/=  Management Team  80,000/=  Employee  60,000/= |
| Transport allowance | Based on the ruling public transport rates |
| Out of station allowance | 15,000/- |
| Travel outside the country | Outfit allowance will be TZS 150,000/=. |

The Management Team will review the GEFO allowances from time to time based on the prevailing standard of living. **Appendix e**

**GENDER EMPOWERMENT FOUNDATION**

**LEAVE APPLICATION FORM**

|  |  |
| --- | --- |
| **Name:** | |
|  | **Applicable to leave type with specified number of days.** |
| First day of leave: | Leave days due in a year: |
| Last day of leave: | Less leave days taken: |
|  | Less leave days requested: |
|  | **Balance** |
| **Type of leave** | **Please tick the appropriate box** |
| Annual |  |
| Sick |  |
| Maternity |  |
| Compassionate  State reason: |  |
| Contact address & telephone number during leave |  |
| **Signature of applicant:** | **Date:** |
| **Immediate Supervisor’s Approval:**  **Foundation Executive Director’s Approval:** | **Date:** |

**Note: This form must be approved before leave is commences.**

**APPENDIX F**

**GENDER EMPOWERMENT FOUNDATION**

**CONFIDENTIALITY AGREEMENT**

BETWEEN:

**Gender Empowerment Foundation (of the first part)**

- AND -

A person who at the time of the making of this agreement or hereafter provides services to the Foundation as an employee (hereinafter referred to as “the Employee”), of the second part.

**AGREEMENT RESPECTING CONFIDENTIAL INFORMATION**

WHEREAS the Foundation carries on (Specify activities………..) and Training for clients/staff in (………areas)

AND WHEREAS persons employed or engaged by the Foundation are given access to information, data, reports, analyses, charts, drawings, correspondences and other documents prepared by or for the use of the Foundation or clients of the Foundation (all of which are hereinafter collectively referred to as “confidential information”) owned by or exclusively reserved for the use of the various persons who from time to time engage the services and facilities of the Foundation, or who are from time to time engaged by the Foundation;

AND WHEREAS it is necessary and desirable for the protection of the Foundation and of its clients and of its employees, that the security, integrity and confidentiality of confidential information be preserved and remain always vested in the Foundation or its clients as the case may be;

**NOW, THEREFORE, THIS AGREEMENT WITNESSETH AS FOLLOWS:**

1. That the Employee acknowledges and agrees that the making and execution of this

Agreement is a condition preceding the commencement or continuation of his or her employment or engagement and that this Agreement has been entered into voluntarily and with full awareness and understanding of the purpose and consequence thereof.

1. The Employee acknowledges having received adequate and valuable consideration for the making of this Agreement and that it is binding upon him or her during the continuation of employment or engagement by the Foundation and thereafter during a period of sixty (60) months following completion or termination of employment or engagement.
2. The Employee acknowledges and agrees that he or she is in receipt of confidential information disclosed or supplied by the Foundation or its clients and that such confidential information given, disclosed or supplied is, in fact, confidential and undertakes and agrees to preserve the confidentiality thereof.
3. The Foundation and the Employee mutually agree that this agreement is entered into for the mutual benefit of the Foundation of the employees of the Foundation, and the clients and for the protection and preservation of confidential information given, disclosed or supplied to the Foundation or to the Employee by clients of the Foundation, or otherwise acquired by the Foundation or the Employee in the course of carrying on its activities, and that the making of this Agreement is essential to and in the best interest of the Foundation and of the employees and of the clients of the Foundation.
4. The Employee further undertakes and agrees to execute and deliver additional confidentiality, agreements and undertakings as the Foundation may require, where the same are requested or required by a client of the Foundation by whom confidential information is to be disclosed.
5. This agreement will be construed and interpreted in accordance with the laws of Tanzania and shall take effect upon the date of execution and remain in full force and effect during the continuation of the employment of the employee and for sixty (60) months thereafter.

IN WITNESS WHEREOF the Foundation has executed this Agreement by the signature of its proper officer and the Employee has executed the same by his/her signature, this day of 20\_\_\_

**GENDER EMPOWERMENT FOUNDATION**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Foundation Executive Director**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Employee**

**APPENDIX g**

**GENDER EMPOWERMENT FOUNDATION**

**EMPLOYMENT AGREEMENT**

This Employment agreement, is made this …………... day of ……………., by ……………..and between ……………………, a Non- Governmental, Non Profit making and Non religious organization, registered under …………………. With Registration ……………… of P.O. Box …………., Dar es Salaam (hereinafter to be refered as "NGO" ) and **Mr./ /Mrs. or Ms ……………………..,** ( hereinafter called the "the employee" ) of P**.O.Box……………………….**, evidences the agreement of the parties hereto as follows, given that:

GEFO wishes to employ on contract (permanent) term basis and the employee wishes to accept employment on Contact (a permanent) term basis with GEFO, and GEFO and the Employee desire to establish the terms and conditions of such contract of employment under a written contract.

Therefore, the parties hereto agree as follows:

1. **Employment:** GEFO hereby employs the employee, upon the terms and conditions herein contained, to perform such duties as ………………………… and other duties as assigned by ………………………. The employee shall perform the said duties in efficient and effective manner.
2. **Terms of Employment:** The starting date of employment is……………... The first six (6) months of employment constitute a probationary period, during which time GEFO will review the Employee's performance. After this probationary period, terms of employment will continues in respect to the policy and regulations of GEFO.
3. **Job Site:** The Employee's Job site shall be at GEFO ……………….Head Office/Branch Office in ………….., Tanzania. Office hours are from 8:00 a.m. until 4.30 p.m., Monday to Fridays. The Employee will be expected to work overtime, as assigned at the discretion of GEFO, with no additional compensation.
4. **Job Description:** This employment Agreement covers the job of a……………... The job description is found in full as attached Appendix A to this Employment Agreement. Additional duties may be assigned at the discretion of the Director General of GEFO.
5. **Supervision:** The employee reports to and will serve under the direction of the Executive Director of GEFO.

1. **Basic Salary:** The Employee shall be paid for his/her services to GEFO at the rate of TShs. ………………= per month, payable the last working day of each month, in Tanzanian shillings. The basic salary will be subject to PAYE as per statutory regulation
2. **Benefits and Allowances:** The employee is entitled to receive the following benefits and allowances from GEFO:
3. **Medical:** Usual rights and privileges in effect under the GEFO medical plan coverage.
4. **NSSF/PPF Contribution:** The Employer will contribute 10% of basic salary and the Employee will contribute 10% of the basic salary, all to be remitted to National Social Security Fund.
5. **Health Insurance:** The employee will contribute 2% of basic salary for health insurance
6. **Annual Leave:** The employee is entitled to 21 days of annual leave for every twelve- (12) months of service.
7. **Sick Leave:** The Employee is entitled to fourteen (14) days of sick leave for every twelve (12) months of service. No payment will be made for unused Sick Leave at the time of the Employee's termination.
8. **Leave of Absence:** The employee is entitled paid leave of absence, only if, is attending short or long term training, which will be useful to the Foundation (hereinafter called " GEFO " ) in future. Here the Employee will fill a guarantee form that, he will continue to the service of GEFO after the said training or studies.
9. **Holiday Leave:** The Employee is entitled to all Tanzanian public holidays that are observed by GEFO.
10. **Termination:**
11. The Employee may terminate his employment with GEFO by giving thirty (30) days written notice to the Foundation or payment of the sum of one month salary in lieu thereof.
12. The Foundation reserves the right to terminate this Agreement for cause at any time. Cause for such termination may include, but not limited to, the following: gross misconduct, neglect of duties; non- compliance with the terms of this agreement; non-compliance with the regulations, policies and procedures of the Foundation, carelessness; failure or refusal to work. Any determination by the Foundation that the Employee should be terminated pursuant to this paragraph is binding on the employee.
13. Termination shall be effective immediately in those instances in which the Foundation deems the Employee's behaviors or actions to be gross misconduct. In instances where the behavior or actions are not deemed by the Foundation to be gross misconduct, the Foundation shall give the Employee thirty (30) days notice of termination or sum of one month salary in lieu thereof.
14. **Entire Agreement:** The Employee represents that he has read and understands all the terms and conditions set forth herein. The Agreement constitutes the entire and complete agreement between the Foundation and the Employee, and no promises or understandings have been made other that as set forth in the agreement. This Agreement shall be subject to modification only in writing signed by both parties.
15. This contract shall be construed in accordance with Tanzanian Laws as amended from time to time.

**IN WITNESS WHEREOF**: the parties hereto have executed this Agreement on …………………………. This Agreement has been executed at ……………………..., Tanzania

for GEFO

By

Name………………………………… Signature…………………Date……………….

# EXECUTIVE Director-gefo

Witness:

Name ……………………………… Signature………………….Date……………….

# MANAGER of Finance and Administration -gefo

For the Employee

By:

Name:……………………………… Signature………………… Date………………..

**Position:**