



# **ADMINISTRATION MANUAL**

## **Securing Sustainability**

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**VOLUME I: RULES, REGULATIONS & PROCEDURES**  
**Version 19.0**  
**January 2019**

## Foreword

As a large, fast-growing organisation, Ifakara Health Institute (IHI) requires effective, user-friendly and up-to-date administrative tools and procedures. The IHI Administration Manual was first created in 1994, responding to the need to provide effective uniform guidance in matters of the Institute and project management. Revised editions were issued in 2002, 2006 and 2010.

This new version of the Manual represents a substantial revision of corporate administrative and financial procedures as part of IHI's aspiration towards "Securing Sustainability." We strongly believe that achieving our mission of improving the health and wellbeing of the people requires a sustainable organisation that will bring an envisaged impact on public health.

The Administration Manual is designed to:

- Provide regulations (formerly known as by-laws) of the Trust Deed
- Provide information on relevant administrative and financial policies and procedures
- Provide a reference for handling routine IHI administrative operations
- Provide tools and guidance to enable full compliance

This 2019 edition of the Manual (version 19.0) has been approved by the Management Committee and supersedes all previous versions. The guidelines and procedures herein apply to all activities implemented in the Institute.



*Dr. Honorati Masanja*  
**Chief Executive Director**



## **Short Title and Commencement**

This Administration Manual may be cited as the “Ifakara Health Institute Administration Manual” officially shortened as “IHI Admin Manual” and shall be deemed to have come to effect from the date of approval by the Management Committee. Volume 3 of the manual comprises of various policies that have been approved by the Board of Trustees.

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## Acronyms

AAL	Approving Authority Level
ACT	Artemisinin Combination Therapy
AIDS	Acquired Immune Deficiency Syndrome
AM	Administrative Manager
AWB	Airway Bill
BL	Bill of Lading
BOG	Board of Governors
BOS	Board of Survey
BOT	Board of Trustees
CAA	Capital Asset Acquisition Form
CC	Certificate of Completion
CED	Chief Executive Director
COO	Chief Operating Officer
CF	Clearing and Forwarding
CFA	Clearing and Forwarding Agent
CMA	Commission of Mediation and Arbitration
COSTECH	Commission for Science and Technology
CQ	Competitive Quotation
CQC	Competitive Quotation Comparison
CSS	Clinical Surveillance System
CRO	Chief Research Officer
DAC	Data Analysis Cluster
DFID	Department for International Development
DHIS	District Health Information Systems
DN	Delivery Note
DSM	Dar es Salaam
ENHR	Essential National Health Research
EOQ	Economic Order Quantity
FDC	Folk Development College
FPO	Foreign Purchase Order
GCLP	Good Clinical and Laboratory Practice
GCP	Good Clinical Practice
GRN	Goods Received Note

HDD	Hard Disc Drive
HDSS	Health and Demographic Surveillance System
HESLB	Higher Education Students Loan Board
HIV	Human Immunodeficiency Virus
HMIS	Health Management Information System
HR	Human Resources
HRM	Human Resources Manager
ICAS	Ifakara Centre Administrative Scale
ICB	International Competitive Bidding
ICS	Inventory Control System
ICSS	Ifakara Centre Scientific Scale
ICAS	Ifakara Centre Administrative Scale
ICT	Information and Communication Technologies
IDN	Internal Delivery Note
IFA	Ifakara Branch
IFRS	International Financial Reporting Standards
IHI	Ifakara Health Institute
IHRDC	Ifakara Health Research and Development Centre
IMCI	Integrated Management of Childhood Illnesses
IP	Intellectual Property
IPR	Intellectual Property Right
IPSAS	International Public Sector Accounting Standards
IRB	Institutional Review Board
ITN	Insecticide Treated Nets
JC	Job Card
JIT	Just-In-Time
KM	Kilometer
LAN	Local Area Network
LPO	Local Purchase Order
MC	Management Committee
MoHSW	Ministry of Health and Social Welfare
MR	Materials Requisition
MRCC	Medical Research Coordinating Committee
MRN	Material Return Note
MRP	Material Requisition Plan

NBC	National Bank of Commerce
NCB	National Competitive Bidding
NCT	National Competitive Tendering
NIMR	National Institute for Medical Research
NM-AIST	Nelson Mandela Africa Institute of Science and Technology
NSSF	National Social Security Fund
OSHA	Occupational Safety and Health Administration
PAYE	Pay As You Earn
PC	Procurement Committee
PCS	Purchase Cost Statement
PHC	Purchase History Card
PI	Principal Investigator
PL	Project Leader
PMSL	Procurement Methods Selection Level
PMU	Procurement Management Unit
PO	Purchase Order
PPA	Public Procurement Act
PPAA	Public Procurement Appeal Authority
PPF	Procurement Procedural Forms
PPR	Public Procurement Regulations
PPRA	Public Procurement Regulatory Authority
PR	Purchase Requisition
PSPF	Public Service Pension Fund
PSPT	Procurement Standard Processing Time
PUG	Procurement User Guidelines
RAAWU	Research Academicians and Allied Workers Union
RC	Resources Centre
RFQ	Request for Quotation
RT	Restricted Tendering
SACCOS	Saving and Credit Cooperative Society
SBD	Standard Bidding Document
SC	Scientific Committee
SDCo	Staff Development Committee
SDC	Swiss Agency for Development Cooperation
SFDDH	Saint Francis Designated District Hospital

SLA	Service Level Agreement
SLAI	Stock Location Address Index
SPD	Sentinel Panel of Districts
SS	Single Sourcing
TB	Tender Board
TFDA	Tanzania Food and Drug Authority
TI	Tax Invoice
TM	Transport Manager
TRA	Tanzania Revenue Authority
TTCIH	Tanzanian Training Centre for International Health
TTO	Technology Transfer Office
TZS	Tanzania Shillings
UPS	Uninterrupted Power Supply
USD	United States Dollar

## Interpretations and Definitions

In this Administration Manual unless the context requires otherwise:

**"Administration Manual"** means this Manual, comprising Volumes 1-4, together with all policies, guidelines, forms, schedules and regulations to which it refers.

**"Appointing Authority"** means the Board of Governors or any other body/person to whom the board has delegated such powers.

**"Basic Salary"** means the salary of an employee before adding benefits and effecting any deductions.

**"Board"** means The Board of Governors.

**"Core staff"** means Research Scientists and other support staff, who in the event of non-availability of funds and projects shall be retained by the Institute to take care of IHI assets, to write proposals and attract funding.

**"Chairman"** means the Chairperson of the Board of Governors of the Institute.

**"Child"** means a staff member's natural child, step child or legally adopted child who is below 18 years of age or if he/she is permanently disabled or according to Employment and labour relations Act, 2004.

**"Director"** means the Chief Executive Director of the Ifakara Health Institute.

**"Domicile"** means the place where an employee was born or where she or he is/has officially made his permanent home.

**"Employee"** means a staff member of Ifakara Health Institute.

**"Family"** means spouse, children as defined in this Administration Manual.

**"Head of Unit/Project Leaders"** means an officer in-charge of a Unit/Project within the approved organization structure of the Ifakara Health Institute.

**"Junior staff"** means all staff under the salary scale of ICAS 1-6.

**"Labour Laws"** means the Employment and Labour Relations Act, 2004 and Public Services Act, 2007 and any subsequent amendment thereof.

**"Gender"** means feminine and masculine gender.

**"Middle Staff"** means staff under the salary scale ICAS 7 -12 and ICSS 12 – 15.

**"Place of Recruitment"** means the place where an employee was stationed before engagement by the Institute.

**"Spouse"** means a wife or a husband.

**"Senior Staff"** means all staff remunerated at the salary scale ICAS 13 and above and ICSS 16 and above.

**"Scientific Staff"** means research cadre staff of the Ifakara Health Institute.

**"The Institute"** means Ifakara Health Institute (IHI).

**"Union"** means a registered trade union duly recognized by the Institute as a trade union to which staff members belong.



## **Structure of the Administration Manual**

The Administration Manual is arranged into four volumes:

**Volume 1** Provides overall rules, regulations and procedures

**Volume 2** Contains the guidelines referred to in Volume 1.

**Volume 3** Contains the collection of corporate policies extant at the time of publication.

**Volume 4** Contains the collection of various forms and tools referred to in Volume 1.

## **1. Introduction**

This section describes the purpose of the Administration Manual as well as how to access, use, revise and maintain it. Additionally, the reader is directed to supplementary volumes for specific sections details.

### **1.1 Application of the Administration Manual**

This Administration Manual shall apply to all employees of the Institute unless otherwise expressly stated. Notwithstanding the provisions set out in the Administration Manual, the Law of the United Republic of Tanzania shall prevail.

### **1.2 Purpose**

The Manual contains various rules, guidelines and procedures to guide operations across all aspects of the Institute. They include those for human resources, operations, administration, finance issues, and technical aspects of sciences and infrastructure that support business and science.

### **1.3 Scope**

This Manual includes all supplementary schedules, regulations, and standard operating procedures to which it refers. These supplementary documents may be revised and reissued from time to time. The supplementary materials are gathered together under **Administration Manual Volume 2 (Guidelines), Volume 3 (Policies)** and **Volume 4 (Forms)**.

### **1.4 Access**

**Bound copy of Administration Manual:** Contact the Administration Unit for information on how to obtain a bound copy of the Administration Manual.

**Administration Manual on Intranet:** The Administration Manual can be retrieved from the IHI Intranet for all staff use.

### **1.5 Promulgation**

This Administration Manual shall be made accessible to every project leader and IHI employee. Acceptance of an offer of appointment with the Institute shall be deemed to include acceptance of the provisions of the Administration Manual.

Acceptance by project leader for a project to be implemented through IHI, a project leader agrees to comply with the policies, guidelines and regulations in this Administration Manual and in future applicable editions. Therefore, all principal investigators, project leaders and unit/section leaders concerned with management are urged to read this Administration Manual carefully and to refer to relevant sections for answers to questions that arise concerning day to day running of the Institute.

### **1.6 Revision**

The Administration Manual was first created in 1994 by the Administration Unit. It has since undergone three revisions (in 2002, 2006 and 2010). The responsibility to develop and update Policies, Guidelines, Rules & Regulations, Standard Operating Procedures, Circulars and Schedules, rests with the Management of the Institute and has to be approved by the Board

of Governors in the case of policies. In pursuit of the above, new forms – or changes to current forms – can be approved by the Management Committee.

Except under unusual circumstances, changes on ongoing policies and procedures are implemented at the beginning of the fiscal year. In special circumstances, some new policies and procedures may become effective immediately and will be communicated by circular letter. In this event, the revised version shall supersede those in the prior physical or electronic copy.

Consolidated revised editions of the Administration Manual Volumes 1-4 shall be issued at the start of each financial year.

No staff member shall be affected adversely by any review, amendment or modification of this Administration Manual if at the time of such review, amendment or modification of his/her particular case happened to be under consideration.

### **1.7 Suggestions for Revision**

Anyone can suggest revisions to the Administration Manual by submitting their recommendations to the office responsible for resources and support, which will coordinate validations and approval of the changes and revisions accordingly.

## 2. General Management and Administration

### 2.1 Governance

The governing structure of IHI has 3 layers: the Board of Governors (BOG); the Board of Trustees (BOT), and the Management Committee (MC).

### 2.2 Board of Governors

The **Board of Governors** mainly comprises the Founder Members of the Institute. The main duties of the BOG are to appoint the Members of the BOT, to approve the strategy of the Institute, to appoint auditors, and to oversee the BOT.

### 2.3 Board of Trustees

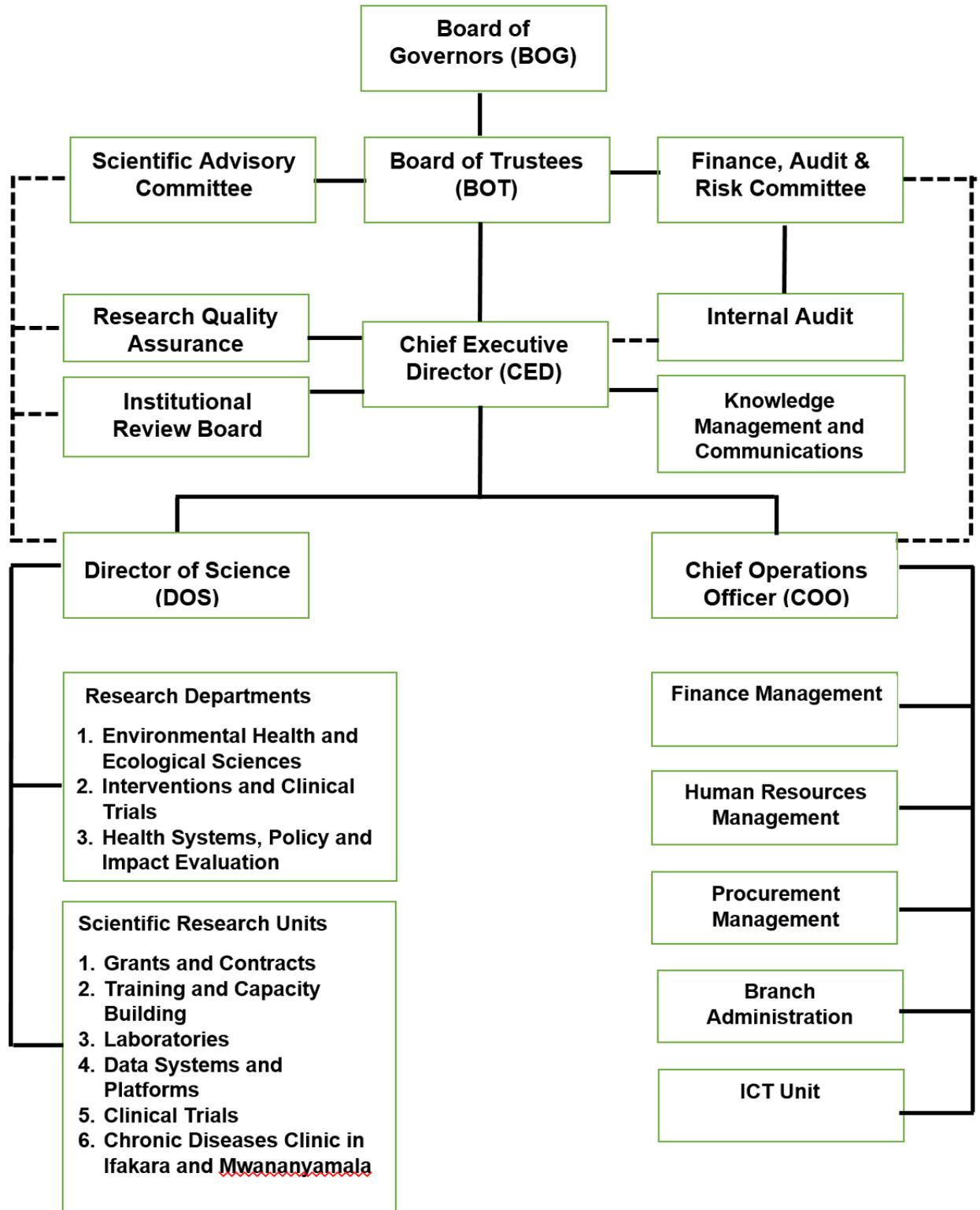
The main duties of the **Board of Trustees** are to appoint the Director; approve the annual budgets, operational plans, and annual reports of activities; approve the financing strategy of the Institute; and to adopt and approve audited accounts. In addition, the BOT ensures the MC formulate regulations for efficient and effective management of the funds as well as to direct the MC.

Advisory committees will be established and approved by the Board of Trustees, which work closely and support the BOT on matters that needs specializations, and technical dedications. These committees will support the respective units/divisions, and reports directly to the Board. So far two advisory committees; finance, audit and risk (FARC) and science (SAC) have been established.

### 2.4 Management Committee

The **Management Committee** manages day-to-day affairs of the Institute and the appointment and discharge of its staff. The MC reports to the BOT by submitting quarterly progress reports and annual plan of operation and financial statements including audited accounts. The management team is led by the Director who is the Chief Executive Director. The Director shall be appointed by and answerable to the Board of Trustees

**2.5 Organisation Structure**



**Summary of Meeting, Composition and Frequency**

No	Level	Type of Meeting	Frequency	Mandate
1	Governance	Board of Governors (BOG)	Once a year	Approve Strategy of the Institute. Appoints auditors, appoints and directs BOT.
2		Board of Trustees (BOT)	Four times a year	Approve annual budget, operational plans, and annual reports of activities and financing strategy of the Institute, formulate regulations for efficient and effective management of funds. Appoint Chief Executive Director (CED)
3		Sub committees /advisory to the board		The committees will advise BoT on the technical matters that the board require independence and competence. These committees will work, and/or support respective technical units; Finance, Audit and Risk (FARC), will work and support the Internal Unit, while the Science committee will support the scientific technical committee, and the research division.
4	Management and Execution/	Management Committee (MC)	Once a month	Manage the day to day affairs of the Institute and the appointment and discharge of its staff. Regular reporting to the BOT by submitting quarterly progress reports and annual financial statements of audited accounts. Managing the Institute.
5	Technical/ advisory	Scientific Committee (SC)	Once a month	Supervise all scientific projects of the Institute. Discuss scientific issues, project reports and reports from thematic groups.
6	Operational	Team Meeting projects and operations/ support	Once a month (before MC)	Information about decision made by MC. Information and implement and follow-up decisions /instructions from MC Review and supervise implementation of approved operational plans Review /discuss operational issues related to project and other business.
7		Staff meeting	Quarterly	Discuss and suggest on improvement on general staff welfare, receiving progress on implementations of project and other institutional issues.
8	Technical	Thematic Teams	Once every three months	Supervise the scientific projects of a thematic group. Coordinate all projects of a thematic group; foster innovation; encourage synergy across projects; identify gaps and new research questions and opportunities. Technical reviews/monitoring.
9	Operational /Technical	Unit, Section	Once a week	Routinely weekly reviews of operational issues/implementation

## **2.6 General Instructions Regarding Correspondence**

All communications both internal and external shall be guided by the guidelines and mandates contained in this manual. The Chief Executive Director or his designate shall approve and endorse all communications.

All official correspondence within and outside the Institute shall be brief and concise and shall be well considered in substance, coached in a tone of courtesy and professionalism. Communication shall be typewritten and dated with actual date of dispatch.

Kiswahili and English shall be the recognized languages in all forms of official correspondence.

Correspondence emanating from an employee shall follow the formal line of authority. They must be routed through the employee's immediate supervisor and letters from management or supervisors shall follow the same channel.

All the Institute's publications and letter heads other than email messages shall bear the full postal address, including the postal box number of the institute, telephone numbers, email and web addresses.

Original letters, receipts, permits, licenses etc, shall be signed by responsible officers.

IHI's standards for Corporate Design have to be followed and high standards of spelling and grammar are expected.

It is important that correspondences received from individuals, Government or non-government organizations, be dealt with promptly. All communications shall be acknowledged immediately after receipt.

E-mails have to be acknowledged immediately and responded to within the requested timeframe written in the email.

No internal or external messages shall be communicated to the press or any member of the public without the approval of the Director. Unauthorized disclosure of official information shall make an employee liable to disciplinary action and/or criminal prosecution.

Unauthorized and improper use of IHI official stationery for individual gain, or in any manner that prejudices the interest of the Institute is strictly forbidden and shall constitute a serious disciplinary offence.

Anonymous correspondence and any correspondence that is derogatory, slanderous or libelous shall not be tolerated and will constitute a serious disciplinary offence.

## **2.7 External Communication with Press, Radio and Television**

The Director is the official spokesperson of the Institute. On his absence, only MC members or any other person authorized by the Director can act as the spokesperson will be permitted to speak and interact with the media (be it print, electronic, radio, or television) on official matters.

The Director/Designate shall sign all outgoing official correspondences that commit the Institute financially or otherwise. Project Leaders are responsible for the technical aspect of the Project. Branch Leaders are responsible for general communications regarding their branches.

The Communication Advisor is primarily responsible for communication with the media, after an authorization from the Director has been obtained.

The Communication Advisor will coordinate all other events including workshops, dissemination meeting, meetings, symposiums involving external partners and stakeholders with technical guidance from respective division and or projects.

### **2.8 Communication Affecting Individual Employees**

When making a recommendation in respect of any staff, a copy of such communication shall not, in any circumstance, be forwarded to the staff concerned. There is no objection for the staff being informed that the matter has been forwarded to the appropriate authority for decision but the staff shall not be informed as to what recommendation has been made.

Where an employee writes a letter through his/her superior, that letter shall normally be forwarded with appropriate comments. The exception will be where the subject matter of the letter can be resolved by the superior officer.

### **2.9 Internal Communication**

In executing their daily functions, Departments/Units and Projects shall communicate using memos and emails. Memos and emails shall be in simple and self-contained form. A memo or email shall bear the name and signature of the originating officer, name of the recipient officer, subject and short message.

E-mails and their responses should be addressed and copied only to the people concerned. Due concern should be taken to use group email addresses sparingly and only when necessary.

### **2.10 Acknowledgement**

All publications and presentation of work undertaken by or with IHI shall carry appropriate acknowledgement and shall (where publisher policy permits) include the IHI logo.

## **3. Human Resource Management**

### **3.1 Introduction**

#### **3.1.1 General**

This section covers general regulations governing Human Resources Management at IHI. The regulations shall apply to all staff of the Institute and shall come into force immediately after approval by the MC.

#### **3.1.2 Purpose**

The purpose of this Section manual is to provide a framework for organizational behavior and performance standards expected of IHI employees. It also provides general information and guidance on matters related to employment with IHI. Together with the information contained in individual letters of appointment and the contract of employment, it forms part of the contract of employment between the Institute and the employee.

At the same time, it acts as a management control tool for effective human resources management and spells out the rights and obligations of each employee. It also provides a fair and transparent mechanism for dealing with human resources management issues so as to prevent bias, unfairness, fear or favor.

All employees shall read the Human Resource Manual and have access to it. If there are any points that are not clear to employees, such employees shall contact the Human Resources Department who shall provide a more detailed explanation.

#### **3.1.3 Human Resource Strategic Objective**

To attract, develop and retain a high performing workforce by developing a positive work environment that reflects the Institute's values and our commitment to our stakeholders.

#### **3.1.4 Scope of Application**

Whenever there is a conflict between any clause in the Human Resource Section of the Manual and any written law, such written law shall prevail.

The authority for implementing regulations contained in this document rests with the Chief Executive Director who is in charge of staff of the Institute and responsible for the appointment, management, control, discipline and termination of the staff.

### **3.2 Working Conditions**

#### **3.2.1 Attendance and Punctuality**

All employees must strictly observe punctuality in reporting for work during the prescribed official hours. This rule shall also be observed for meetings, conferences or seminars.

For the purpose of checking daily attendance to duty and maintaining such records, attendance registers (electronic or manual) shall be maintained whereby all employees shall sign in and out.

Unauthorized absence from the place of work during office hours shall not be acceptable and render the employee liable to disciplinary action.

### **3.2.2 Hours of Work**

The normal working week shall have forty (40) hours, beginning on Monday and ending on Friday.

The official working hours shall be from 8.00 am to 5.00 pm with an hour lunch break, which may be taken any time between 12.00 noon and 2.00 pm, as mutually convenient for the employee and the supervisor(s).

All employees shall work during the official hours of 8.00 am to 5.00 pm, except during the allowed lunch break. If an employee's presence during certain hours is required for the efficient operation of his/her office, the employee's supervisor may also set some or all of the employee's non-official hours, so that the employee must be at work also during the additional hours thus set.

It shall be the responsibility of the employee who is unable, for any unforeseen reason, to report for duty, to notify the supervisor or the Human Resource Manager within 24 hours, and in writing if more than five days.

For Scientists and Senior Staff, and with approval of the supervisor, individual staff may be granted the privilege of adjusting their working hours or work compressed working hours. Such agreed flexi-hours shall be communicated by the immediate supervisor to all Institutes' staff members dependent on, or impacted by, the staff member's work.

### **3.2.3 Work Outside Normal Hours**

All staff at the institute are encouraged to schedule their work within the working hours, and days. In the event when any staff especially senior staff from support and science wish to work outside the normal working time, and days, such work will not be compensated.

Staff may be *required* to work beyond normal working hours, and on weekends and public holidays if the exigencies of the service so demand. The additional pay, or extra duty payment, or time in lieu will be considered in relation to the work assigned in line with set procedures. (See Volume 2 Schedule 6 for extra duty and week-end and holiday's allowance).

### **3.2.4 Official Holidays**

The Institute shall observe the official holidays of the United Republic of Tanzania which will be posted by the Institute at the beginning of each year. The Management Committee may also grant additional days off e.g. end of the year or any other nationally declared/gazette holidays

### **3.2.5 Occupational Health and Safety**

IHI shall provide all the necessary resources at the work place for all employees with the aim of safeguarding the life, health, physical integrity, aptitudes, professional skills and human dignity of employees.

IHI will ensure that employees are provided with protective clothing where necessary, work equipment and chemicals. All hygiene conditions in all work places shall be maintained according to the relevant and appropriate legislations.

### **3.2.6 Smartness/Attire**

IHI expects all employees to dress and keep themselves in a neat, tidy and smart manner at all times. Employees have the responsibility of having due regard to decency of personal attire in accordance with IHI core values.

### **3.2.7 Office Cleanliness**

All staff shall ensure that their desks and office equipment are kept in a neat and orderly condition. They shall make sure that all equipment are properly covered as per specifications at the closure of each working day, and that all windows are closed.

### **3.2.8 Office Equipment, Materials and Properties**

It shall be prohibited to move/transfer office equipment or materials without permission of the Head of Department / Section. Office equipment shall not be used for personal purposes without a written permission of the appropriate manager or head of section. Every staff shall ensure that IHI property entrusted to him/her is kept clean, well maintained and protected against damage or theft at all times.

IHI property should be handled with utmost care. Damage caused by negligence, improper use or unauthorized use by an employee shall be made repaired or replaced by the employee concerned. Misuse of IHI property shall attract disciplinary action that may include Termination of employment, depending on the gravity of the breach.

### **3.2.9 Electronic Mail and other Office Machine Equipment**

Employees are forbidden from dispatching unauthorized messages by using IHI email or other related platform. The use and management of computer related mails should be in line with the aims of the Institute. Employees may receive personal mail through IHI postal office letterbox.

### **3.2.10 Telephone**

Personal telephone calls by staff using IHI landlines are prohibited. Telephone operators shall register all distance calls within Tanzania and no international calls for anyone shall be made without prior permission from the branch Managers.

### **3.2.11 Visitors**

Visitors of employees are discouraged from coming to the office for private matters during office working hours. The receptionist shall keep a record for all visitors and the record shall be inspected regularly. Staff with excessive private visitors will be cautioned and even disciplined.

### **3.2.12 Changes in Family Status, Citizenship or Permanent Residence**

Change of name, nationality, marital status and birth of children shall be reported by an employee to the Institute. The Appointing Authority, through its human resource unit, may, at its discretion, require the employee concerned to supply proof thereof.

**3.2.13 Languages**

The Institute shall use both English and Kiswahili in correspondence, meetings, conferences and other activities or events.

**3.2.14 Whistle Blowing**

Any violation of IHI policies and misuse of properties must be reported according to guidelines stipulated in the whistle blowing policy document. All whistleblowers will be accorded maximum protection, confidentiality and privacy. (see whistle blowing policy).

**3.2.15 Reporting on Losses**

All losses or suspected loss of IHI property shall be reported at once to the immediate supervisor who shall cause investigations to be instituted and where fraud or theft is apparent or suspected, shall issue directions as to whether or not police assistance should be sought in the matter.

**3.2.16 Reporting of Theft/Burglary**

Any incident of theft or burglary that does not involve an employee shall be reported immediately to the Police. The IHI Institute shall be advised verbally, and then followed by a written report of the incident and action taken.

**3.2.17 Reporting of Accidents**

When an accident that causes injury to any person or damage to property of the Institute occurs, the matter shall be reported to the Appointing Authority immediately and not later than 24 hours from the time of occurrence. Failure to report any type of accident or damage without reasonable cause is a gross misconduct and may lead to Termination of employment of the concerned employee. In cases of motor accidents, employees are required to report to the Police before informing IHI authorities.

**3.2.18 Reporting on Serious Illness or Death**

If employee is seriously sick his immediate supervisor shall inform the IHI Authority and the employee's next of kin and keep himself informed of the employee's condition.

In case an employee dies, the relevant Appointing Authority shall be informed. Instruction by the quickest means should then be sought from the next of kin on how the body of the deceased shall be handled.

**3.2.19 Resource Centre/Library**

IHI shall maintain a resource center/library where books, journals and publications are kept. Members of staff are encouraged to use the center/library and ensure that such materials are properly looked after when borrowed.

**3.2.20 Identity Card**

Every Employee shall be issued with an identity card for regular use. The Identity Card is the property of the Institute which must be returned to the Institute at the end of service. Loss of

the identity card shall be reported by its holder to the Police and to the Appointing Authority immediately and costs for reproducing a new one will be borne by the employee.

### **3.3 Code of Conduct**

#### **3.3.1 Introduction**

The Institute requires employees to conduct themselves in a manner designed to promote the interest, good image and wellbeing of the Institute as per its approved vision, mission, objectives and corporate culture factors (core values). Any employee failing to conduct himself in such a manner through willful acts, omissions, or negligence may be guilty of misconduct and subject to disciplinary action.

#### **3.3.2 Scope and Application**

The code of conduct shall apply to all members of staff, individually and/or collectively, in all offices, on secondment, attachment, collaborators and in their private or official capacities.

#### **3.3.3 Integrity**

An employee shall at all times maintain absolute integrity and honesty in the discharge of his/her duties or in the exercise of his/her powers. This implies adherence to accept moral principles of being honest, impartial and fair minded.

#### **3.3.4 Confidential Information**

Employees are never expected to use confidential information for personal non-official business.

#### **3.3.5 Conflict of Interests**

Employees are expected to avoid conflict between private/self-interest and the interest of their employer or clients. Whenever there is a conflict of interests, the employee shall disclose the same to his superior. Senior staff is required to sign Conflict of Interest Declaration Forms annually.

#### **3.3.6 Use of Property**

Employees are expected to be trustful and should desist from being tempted to converting to own use or benefit any resource not personally owned or approved for such use by the Employer.

#### **3.3.7 Gifts**

An employee is prohibited from accepting or soliciting any gifts, rewards, favors, benefits or any other valuable present in any form from any person who has an interest that may be affected by the carrying out, or not carrying out of the employee's official duties.

#### **3.3.8 Financial Embarrassment**

Employees shall not allow themselves to become financially embarrassed to the extent of denting the image of the Institute. This includes begging for money and gifts from clients or visitors.

**3.3.9 Injury/Discredit**

Employees shall behave in a respectable manner and avoid any conduct, which may either directly or indirectly bring discredit or injury to an employee or the Institute.

**3.3.10 Confidentiality**

Among the basic principles upon which IHI operates is founded on confidentiality. This requires the employee's utmost professional conduct in respecting and protecting the privacy and confidentiality of the Institute, the Institute's clients, fellow employees and any other groups on the understanding that the information acquired while in employment, has been obtained in confidence and merits the same care. Staff will therefore be governed by the following rules:

**3.3.11 Duty of Keeping Confidential Information**

Employees are restrained by law from divulging employer's information to third parties except with the consent of the Executive Director, or where it is required by law or in conformity with public duty arising in the proper course of business. Employees are required to prevent leakage of information to outsiders by exercising care in the course of communication whether oral, written or other wise and also ensure that documents such as circulars, manuals, records and internal communication materials especially those classified as secret and confidential are not shown to outsiders without proper authority.

**3.3.12 Insider Dealings**

Any inside information of any kind must be safeguarded and not made available for any subsequent unauthorized purpose. Information referred to include contracts, potential insolvency, change of management, and IHI confidential material. Therefore, employees are required to maintain utmost secrecy regarding workmates, the Institute's clients, financial and personal affairs.

**3.3.13 Access to Documents**

Employees are required to restrict access to any confidential or sensitive documents to only those authorized to handle such information

**3.3.14 Right of Colleagues**

Employees are obliged to safeguard and respect the rights of colleagues to privacy on their personal affairs except when the interest of employer, client, or common good would be at risk.

**3.3.15 Loyalty**

Above the requirement of honesty and integrity, employees owe their primary business loyalty to IHI and being faithful to the IHI clients.

**3.3.16 Drunkenness on Duty**

Employees must be sober at all times during office hours, Breach of this rule shall constitute to a serious misconduct leading to the termination of contract.

**3.3.17 Negligence of Duty**

Negligence of duty or failure to obey established work procedures and rules of instructions shall constitute to gross misconduct and render the employee liable to disciplinary action.

**3.3.18 Insubordination/Incivility**

An employee who at time refuses to obey or carry out a lawful instruction given by a person in authority over him or uses abusive language to his/her supervisor or any other senior officer while on duty shall be guilty of gross insubordination and liable to server disciplinary action. An employee of the Institute shall also courteous to the members of the public and in particular members of the Research Industry.

**3.4 Human Resource Planning, Recruitment and Selection****3.4.1 Policy**

The human resources plan shall form part of IHI's overall strategic plan for the organization. The overall responsibility for coordinating and managing the human resources planning process rests with the Human Resources Department. The Human Resources Department will be responsible for ensuring that suitable guidance is issued to line managers on how to assess human resources requirements in their area and for ensuring that this guidance is updated regularly.

Individual line managers have a responsibility to keep human resource requirements under review and to advise the Human Resources Department as to future needs in line with the timetable set out for preparation and review of IHI's strategic plan.

**3.4.2 Human Resource Planning**

The process of Human Resource Planning involves ensuring that the Institute has the right number and the right kind of staff, in the right PLACES, at the right TIME performing the functions that are required to ensure efficient and effective delivery of strategic plans, goals and targets. It entails anticipating future needs through human resource projections planning, developing and implementing human resource actions and programs to meet the anticipated needs. It covers all activities of the Institute including recruitment, selection, placement, training, development, wage and salary administration, labor relations etc. This section sets out the steps to be taken in defining human resource needs within IHI.

The human resource planning process shall involve three stages:

- a) Identifying existing resources.
- b) Forecasting future needs.
- c) Identifying requirements.

**3.4.3 Identifying Existing Resources**

The first stage is to identify the resources that currently exist within the Institute. This is done on the basis of a staff audit. Staff audit shall be done by the Human Resources Department, who will check and record all staff particulars from their personal files and produce the following summary information:

- a) Staff numbers.

- b) Academic qualifications, competencies and skills.
- c) Age.
- d) Experience.
- e) Years of service, etc.
- f) Grade/position.
- g) Gender by grade and position.

Heads of department/section shall be responsible for undertaking the staff audit within their departments/sections and for analyzing the report of data collected from this exercise.

The Human Resources Department shall summarize all staff reports and maintain an updated record of staff.

#### **3.4.4 Human Resources Forecasting**

Based on the findings of the staff audit, Heads of department/section shall analyze current human resources requirements within their departments/sections based on authorized positions (posts) and shall project future requirements with regard to the Institutes mission and any planned changes in operations and activities. The activity shall take place as part of the strategic planning process.

Short range forecasting represents the planning that needs to be done for the next budget year and is based on an assessment of current staffing levels and activities plus short term changes. Intermediate range forecasting represents the planning that need to be done for the next three years and is based on human resources supply and demand during the period plus medium – range changes.

Human resources forecasts from each department/section shall be submitted to the Human Resources Department who shall be responsible for compiling the human resources section of the strategic plan. The final report shall be submitted to the IHI Board for decision and implementation.

#### **3.4.5 Human Resources Requirements**

Based on the staff audit and forecasts of future requirements. Heads of department/section shall identify the human resources requirements of their departments/sections.

Heads of department/section shall take the actual strength of their departments/sections and reconcile demand forecast to identify how many staff should be recruited, made redundant, retired, promoted and trained. They shall submit their requirements to the Human Resources Department

The Human Resources Department shall make a summary report for all staff requirements for inclusion in the strategic plan.

### **3.5 Staff Recruitment Policy**

#### **3.5.1 Policy Statement**

The process of employing staff in the Institute to fill vacant posts shall be based on the establishment and budgeted funding for that year and for the Project. Such a recruitment of IHI employees shall be guided by the principle of being non-discriminatory and non-biased in terms of gender, race, religion, color or tribe.

In the event that one of the applicants is a relative to IHI staff, the staff concerned will declare to the employing authority and dissociate him/herself from the whole recruitment process. Recruitment will be made against existing or approved established positions and as approved in the budget, or to fill a vacant position.

Where a need for additional employees over the agreed establishment has been identified, prior authority to recruit to be obtained from the respective Director and HR department.

Recruitment shall be based on merit and, in the interest of the Institute and there shall be no possible suggestions of favoritism or bias.

- a) Where suitably qualified and experienced Tanzanians are available for the position, then priority will be given to recruiting Tanzanians.
- b) Where internal IHI staff are available for the position – priority will be given to staff
- c) Non-Tanzanian citizens will be recruited with prior authority of the Executive Director and the Board.
- d) The number of posts in service shall be limited by the financial provision given in the Annual Budget.
- e) No appointment shall be considered by the Management unless a personnel requisition form is duly filled and sent to Human resources Department for processing.
- f) The heads of department/section shall submit list of staff required with personnel requisition from to the Human Resources Department two months before the expected date of hire.

#### **3.5.2 Recruitment**

The purpose of the recruitment process is to identify and attract the best available talent for a specified job in the least time and cost. Creation of jobs shall be the sole responsibility of the Head of Division, Thematic, project leaders and Senior Management Team; save for the project-oriented jobs of short-term nature.

The recruitment process will be coordinated by the Human Resource Department.

Private and public employment agencies may be used in the recruitment and selection process to fill posts for which the Institute is not well placed to undertake effectively and efficiently.

The recruitment and appointment of spouses (Grandparents and parents, brothers and sisters, sons and daughters' grandchildren and in-laws) of Collaborators /Board members and IHI staff to any position within IHI is strictly prohibited.

In the event that one of the applicants earmarked to appear for interview is a relative to IHI staff/Board Member/collaborator, the concerned should declare to the appointing authority and dissociate him/herself from the whole recruitment process.

### **3.5.3 Shortlisting**

Once the final date for receiving applications has lapsed, the human resource department will screen all the applications to identify those that meet the minimum criteria for the advertised position. Adverts should always indicate that only shortlisted candidates will be contacted.

### **3.5.4 Selection Committee**

The selection committee will comprise the supervisor of the position that is vacant, the Head of Department/Thematic Group Leader, the Human Resources Person and the Chief Executive Director or his/her designate.

The selection committee will agree on the interview format and dates. The Human Resource Department will coordinate interview logistics, including preparation of all documentation to be used in the interviews, setting up the interview room and inviting the shortlisted applicants.

Shortlisted applicants for interview should be invited by phone at least five working days before the interview dates and follow up the call with written correspondence, either a letter or email, confirming the date, time and place of assessment/interview, as well as the venue and details of how to get there by public or private means. The shortlisted applicants will also be asked to bring to the interview their original academic and other relevant testimonials.

### **3.5.5 Interviews**

Irrespective of the position being filled, all applicants must be interviewed. The purpose of the interview is to assess the applicants' potential, capabilities, capacities, track record and his/her suitability to the position.

The Human Resource Department must prepare an interview pack for each member of the selection committee containing a copy of the job advertisement; the job description; the applicant's application letter and curriculum vitae/resume as well as their completed application form; and any other relevant material. The interview pack should be circulated at least 2 working days before the interviews are scheduled to take place.

The Interview Panel for the Chief Executive Director shall be composed of the following:

- a) A representative from Board (As Chair).
- b) One representative from a Personnel Recruitment agency/Ministry of Labor.
- c) One representative from the Ministry of Health.
- d) One IHI representative from Human Resource Department i.e. the highest human resource management level overseeing the process as an observer and note taker.

The Interview Panel for other senior staff/members of MC, will be chaired by the CED with membership from HR division-as secretary, representative from the management committee

(MC), representative from one of the following ministries/agencies to sit in respective division interview that corresponds to their expertise: (COSTECH, MoH, MoL, NBAA).

The Interview Panel for the middle management posts shall be composed of the following:

- a) Chief Executive Director, or designate (as Chair).
- b) Human Resources Officer.
- c) One representative from the Senior Management Team.
- d) Line/Hiring Manager.

The Interview Panel for the other lower cadre posts shall be composed of the following:

- a) Human Resources Officer (as Chair).
- b) The supervisor in the User Department to which the candidate has applied.
- c) Two members of the same level as supervisors.

### **3.5.6 Background Check and Verification**

The Chair of any interview panel shall make or ask HR to make a background check and verification of the candidates that have been shortlisted. This background check shall consist of the following:

- a) Verifying the shortlisted candidates' academic qualifications.
- b) Verifying the shortlisted candidates' employment history.
- c) Soliciting the written references from the shortlisted candidates' referees.
- d) Any false statement made by an applicant in connection with his/her application for employment, may render him liable to Termination of employment, should he/she/ be employed.

### **3.5.7 Written References**

IHI may seek confidential reference in respect of candidates recommended for appointment to all positions. Such reference may be sought after the interview of candidates. Appointment to advertised positions will be done after receipt of favorable confidential report by the Institute. The recommendation letter shall be filed on the successful candidate's personal file.

### **3.5.8 Appointments**

Once the human resource department receives positive references, a letter of offer is prepared. The Letter of Offer will inform the applicant of his/ her selection. It will contain details of the post, grade and scale of pay being offered to the applicant. It will also contain contract terms and conditions of the appointment. The letter will also contain the proposed day and date of joining.

Only the Chief Executive Director can sign a Letter of Offer to IHI employees while the letter of offer to the Executive Director must be signed by the Chairperson of the Institute.

The successful candidate shall sign a letter of acceptance.

The employee shall also be required to complete a form giving personal particulars.

### **3.5.9 Employee Personal File**

The human resource department will open an employee file in the name of the new employee. The personal file is confidential and is maintained in the care of the human resource department. The employee file should contain:

- a) The employee's application letter.
- b) Certified copies of academic qualifications and any further training.
- c) Certified copies of past employment Certificates of Service.
- d) Interview scores and notes.
- e) Letters of reference from the employee's referees.
- f) Appointment Letter and all correspondence between IHI and the new employee in the recruitment process.
- g) The medical test results (if applicable).
- h) One passport size photograph.
- i) A copy of social security card and number.
- j) Emergency contact number and address.
- k) Notification of job changes, including promotions, demotions, re-assignments, acting positions together with the respective job descriptions for each post.
- l) All salary changes, including increments, allowances etc.
- m) All leave application and leave balance reports.
- n) All training records.
- o) All grievance and disciplinary information.
- p) Performance Appraisals.

Note that, the above records are updated as and when any change takes place.

### **3.5.10 New Appointments**

Every employee shall, on first appointment be required to complete a prescribed form. The particulars furnished must be true and accurate. Furnishing of false information may result in the subsequent nullification of the appointment and may lead to prosecution of the person concerned in a court of Law for a criminal offence.

The offer of appointment/appointment letter shall spell out the basic terms and conditions of employment including salary and salary scale attached to the post. This shall constitute the formal and binding offer of employment and upon acceptance by the employee a copy of the letter of offer and the contract where applicable shall be signed and returned for filing by the Institute.

The Institute may, as a condition of employment and at its expense, designate a qualified medical practitioner to do a standard examination of a candidate and certify whether the candidate is medically fit for employment. The cost of the medical examination shall be borne by the Institute.

The Institute shall endeavor to be an equal opportunity employer. There shall be no discrimination with respect to gender, race, sexual orientation, religious belief, disability, HIV/Aids, etc.

Every new employee shall be required to undergo an induction course. Before taking up appointment every new appointee shall be required to sign a declaration of confidentiality and integrity. All new appointments shall be subject to satisfactory performance during a probationary period.

### **3.5.11 Acting Appointment**

The duty posts within the Institute shall be filled through appointments by the Director. All acting appointments for the duty posts shall be approved by the Director or designate. Acting appointments shall be for a period of not less than 14 days and up to but not exceeding six months, where post falls vacant or where the incumbent is absent.

When an employee is required to act for a period more than 28 days in a duty post, he/she shall be eligible for acting allowance as described in Volume 2, Schedule 6 of this Administration Manual.

### **3.5.12 Probationary Period**

All new employees shall be appointed initially "on probation". An employee appointed on probation shall be eligible for confirmation upon satisfactory completion of the probationary period. On completion of the probationary period of three (3) months / Six months for all director levels position, the employee shall be notified in writing of his/her confirmation or otherwise.

An employee on probation shall be given targets whose successful achievement shall lead to confirmation. (A probationary assessment form to be filled and sent to HR)

If an employee is appointed immediately following a period of service as a temporary staff member or as an intern, the period of temporary service shall count as part of the probationary period, provided he/she continues to serve in the same line of work.

Two (2) months after the appointment, the Head of Unit/Project Leader or Head of Section shall provide feedback to the employee regarding performance that may adversely affect confirmation.

Three (3) months after appointment, the Head of Units/Project Leaders or Head of Section shall submit a written report on the employee's competence, progress and overall general conduct. The report shall be an analysis of the employee's strengths and weaknesses over the period under review concluding that:

- a) The appointee be confirmed, or;
- b) The probationary period be extended by a specified period, or;
- c) The appointment be terminated.

### **3.5.13 Extension or Termination of Probationary Period**

The appointing authority shall consider extension of the probation period or termination of appointment or termination of the probation only if weakness or poor performance were brought to the attention of the employee in writing during the period of probation.

The employee shall have the right to make representation within a specific period. The appointing authority shall, when making decision, take into consideration any representation made by the employee.

### 3.5.14 Notice for Termination under Probation

An employee on probation may have his/her appointment terminated without notice or terminate his/her service without notice. The employee shall however be entitled to the salary for the number of days worked.

### 3.6 Promotions

It is the policy of the Institute to:

- a) Advance all dedicated, honest and hardworking employees whenever possible by assigning them to higher positions as vacancies occur, taking into account the Scheme of Service of the Institute.
- b) Ensure that all Heads of Units/Project Leaders and Controlling Officers closely monitor the performance and development of their personnel and recommend in the annual performance appraisal reports qualified staff for promotion when suitable vacancies occur or for other forms of monetary awards.

#### 3.6.1 Effective Date of Promotion

The effective date of an employee's promotion shall be determined by the authority conveying the promotion but shall not be earlier than the *latest* of the following dates:

- a) Date upon which the vacancy occurred.
- b) The date upon which the staff became qualified for promotion.
- c) The date upon which an employee assumed the duties of the new post.

#### 3.6.2 Promotion on Trial

Promotion on trial shall normally be for a period of three (3) months on successful completion of which the employee shall be confirmed to the post.

#### 3.6.3 Reversion or Extension of Trial Period

Where the employee has failed to achieve agreed targets during the trial period, the Head of Unit/Project Leader or Controlling Officer shall recommend to the appropriate appointing authority for reversion to former post or extension of the trial period, provided in both cases the employee concerned has been given a chance to make representations in the matter. The extension of the trial period shall not exceed two (2) months.

All employees selected for promotion or appointment on trial shall be required to signify in writing their acceptance of the condition that failure to prove their capability for substantive promotion during the trial period would entail reversion to their former grades.

### 3.7 Categories of Employees

The term "Employee of the Institute" shall denote any person rendering services to the Institute for a period exceeding three continuous months under the following arrangements:

- a) Enters into contractual agreement with the Institute as an employee for a specified period or task.
- b) Works on the Institute's premises and is supervised by the Director, Branch/ Project or Unit Leader, as the case maybe.
- c) His/her remuneration is in form of regular salary or wage.

The staff of IHI is grouped in 3 categories:

- a) Senior Officers: currently in the scale of ICAS 13 and above and of ICSS 16 and above of IHI Scheme of Service.
- b) Middle Cadre Officers: currently in the scale of ICAS 7- 12 and of ICSS 12 - 15 of the IHI Scheme of Service.
- c) Junior Officers: currently in the Scale of ICAS 1 - 6 of the IHI Scheme of Service.

Independent contractors (including consultants) shall be entitled only to the benefits stipulated in their consultancy agreements.

The term **Temporary Employee** shall denote a person appointed to render services to the Institute for a period not exceeding three months at a time. A temporary employee shall claim no benefits other than salary and transport.

### **3.8 Employment/Engagement Contracts**

Appointments within the Institute will be on fixed term contracts and shall be divided into the following categories:

- a) Regular Contract: which will be sub-divided in the following
  - i) Term Contracts/tenured positions of up to 5 years, applicable for senior staff especially responsible for sciences, and at the director's level
  - ii) Normal contract of up to 3 years, mainly to cater for middle level officers including technical staff with outstanding performance, potentials for tenured positions
  - iii) Regular of up to 2 years, applicable for all junior staff, and all/other staff whose positions are determined by funding or specific projects needs
- b) Short Term Contract up to 150 days/year mainly for consultants, and/or support staff, who may not qualify for regular contracts, including those who will have reached retirement ages
- c) Casual Labour - to be determined by needs, mainly for unskilled personnel

#### **3.8.1 Regular Contract**

Regular Contracts shall be offered to persons with academic qualification and skills to carry out the mandates and supportive functions of the Institute. The duration of the contract shall be one (1) to five (5) years depending on the nature and requirement of the position or job.

#### **3.8.2 Short-Term Contracts**

Short-term contract shall be offered to junior officers who may be required to perform functions for a specific period of time and/or to fulfill clearly defined, time-limited tasks. All short-term contracts shall last between three (3) to six (6) months. Such contracts may be renewed once or upgraded to regular contracts if conditions set out in (4.2.1 above) have been fulfilled

### **3.8.3 Casual Labor**

Daily Pay or Casual Labor Employment shall be offered to junior officers or unskilled staff depending on the daily requirements of the project. Daily pay or casual labor staff shall be paid daily wages and shall have limited employment privileges.

In keeping with Tanzanian Labor Law, casual or daily pay contracts may not exceed a period of three months.

The three categories of appointment and the general conditions of service in this section may be modified by any special terms contained in the agreements, contracts or letter of appointment of an individual staff.

### **3.8.4 Internship**

An Intern is not an appointee or employee. IHI may welcome interns to work at IHI on a temporary basis. Interns shall not receive a salary but may be awarded an allowance to help defer costs associated with their engagement at IHI. An internship shall normally be for a period of 3 months and shall not exceed 12 months. Completion of internship confers no guarantee of subsequent employment by IHI.

Engagement of interns shall follow the recruitment process i.e. department or unit in need of the intern shall fill the personnel requisition form with clear tasks to be performed – the personnel requisition form shall be submitted to HR to initiate the placement process.

HR will review all internship application to see which fits for the position and will call at least three (3) candidates interns to be interviewed before given a chance, only the best intern will be given a chance to practice at IHI.

Supervisor/line manager will set clear objectives for intern that will be measure and report provided at the end of internship. Interns will be paid transport allowance of Tshs. 300,000/= only for Master's degrees, Tshs. 200,000/= for Bachelor's degrees and 150,000/= for other lower levels.

### **3.8.5 Collaborators**

A collaborator is not an employee or student of IHI, and is not entitled to IHI compensation or other benefits available to regular staff, faculty or students, including but not limited to health insurance. However, under special circumstances the following may apply:

- a) Per Diem for IHI-related travel and work may be paid to collaborators during the course of this agreement, upon approval by the respective Project Leader and Chief Operating Officer.
- b) Transport and Communication expenses incurred during project requirements may be reimbursed or paid in advance upon approval by the respective Project Leader and Chief Operating Officer.
- c) Any non-salary stipend for living expenses or supplemental research expenses approved by relevant Project Leader and Chief Operating Officer.
- d) Projects, Units or Thematic Groups wishing to make any other special payment to the Collaborator may do so by means of collaborator's fee upon approval of Chief Operating Officer, the amount paid shall not exceed IHI salary ranges for the position.

### **3.8.6 Students from Collaborating Institutions**

These are interns who are not IHI Tanzania interns but interns of the IHI partnering Institutions who are to conduct their internship in Tanzania for specific research project and are hosted at IHI.

## **3.9 Salaries**

### **3.9.1 Remuneration Policy**

It shall be the Institute's remuneration policy to offer fair salaries which are competitive and in line with the prevailing labour market and economic conditions so as to ensure that:

- a) The Institute attracts, retains and motivates competent staff.
- b) Staff professional integrity is not subjected to temptations of corruption due to inadequate wages to meet the basic needs of the employee.
- c) The salary package and monthly take home pay can be used to deter an employee from engaging in any other economic activity other than that of the Institute during working hours.

### **3.9.2 Objectives**

The Institute shall have the following objectives in its salary and wages administration: -

- a) To maintain a logical salary structure which achieves equity in the pay for jobs of similar responsibility with consistent differentials between jobs according to relative values.
- b) To ensure that salary levels match labor market levels.
- c) To relate an employee's pay with performance.

### **3.9.3 Salary Scale**

The salary scales for all employees with regular contracts shall be shown in the Schemes of Service of the Institute and in the Contract agreements of individual staff.

### **3.9.4 Payment of Salaries**

Payment of salaries for employees with regular and short-term contracts shall be made in monthly installments calculated at 1/12th on the annual rate payable in arrears at the end of each month. No compulsory deduction from basic salary shall be made without the express consent of the employee.

### **3.9.5 Salaries of Casual Employees**

Where a casual or daily pay employee is engaged by the Institute, he/she shall be paid in accordance with the prevailing labour laws governing statutory wages for junior staff. The Institute can however exercise discretion to pay higher wages according to its own salary structure.

### **3.9.6 Salaries on first Appointment**

An employee's salary on first appointment shall be determined by his/her qualifications and relevant experience. Newly appointed employees with no experience shall enter at the minimum scale in the position they have been appointed.

### **3.9.7 Salary Scheme Reviews**

An increase in salary in the salary schemes can only be proposed within the financial limitations of the Institute. Good technical and financial performance of the institution is mandatory for this consideration. The Management Committee will propose appropriate increases after a review of labour markets changes/ inflation and the financial status of the Institute.

### **3.9.8 Annual salary increment**

Annual salary increments are not automatic and will depend on the inflation, outcome of annual performance appraisal and IHI financial position

### **3.9.9 Salary Advances**

Salary advances may be paid on request from employees to meet unforeseen expenditure arising from for instance theft of an employee's property or any other emergency or compassionate cause such as death of a near relative on the following minimum conditions:

- a) The recovery period for such salary advances shall not exceed one (1) month and no further salary advance shall be granted before the existing one is fully recovered.
- b) A staff member should have worked for the Institute for at least six (6) months.
- c) Salary advance shall not exceed the amount of net take home expected during the month against which the advance is recovered.

### **3.9.10 Staff Loans**

There shall be no staff loans permissible for staff members from the Institute, staff members are encouraged to secure loans from Banks and IHI SACCOS. IHI may guarantee staff to take loans from the banks for the period of their contracts only.

The Institute may support its staff by entering into contracts with various financial institutions to enable them obtain personal loans. The Institute will channel staff salaries through the respective financial institutions so that deductions can be made.

## **3.10 Benefits**

### **3.10.1 Housing Benefit**

The Institute shall either provide accommodation to staff members (if entitled and available) or pay an amount equivalent to 15% of staff's basic salary as rent assistance. Taxation of housing benefit shall follow the prevailing tax regulations and will be paid monthly with salary

### **3.10.2 Medical Benefit**

All staff members with annual contract and legally recognized spouse and their nucleus family of up to four (4) entitled dependents shall qualify for paid medical services and/or medical insurance cover provided under the Institute's arrangements.

The Institute will look for an appropriate solution to cover medical insurance and will generally provide medical benefits in the form of insurance premium rather than payment/reimbursement of actual expenses incurred.

All projects shall be charged with monthly medical insurance for their staff. Staff may not claim reimbursement for unused medical insurance premium.

Further guidelines of medical benefit entitlements, including limitations on medical providers, insurers and medical procedures will be issued from time to time. Below are the guiding principles for the provision of medical services at IHI

- a) Out-patient service will continue under the current arrangement however, staff & family will be limited to the maximum of 1,500,000/= annually.
- b) For the treatment in the hospitals that IHI has contract with, staff must ensure they sign for service offered only and signing should be done upon completion of medication, employee must see the final bill before signing and be sure they sign for what has been offered.
- c) For the treatment outside IHI contracted hospitals/ health facilities, staff MUST submit legal receipts together with prescriptions for reimbursement.

**i) In Patient Medical Limits: In patient medical benefits will be categorized as follows:**

- Neonatal services – (Neonatal clinic and delivery) - IHI will support staff to the maximum of 2,500,000/= million Tshs Only for this service.
- Inpatient for other sickness including medical investigation, treatment and care IHI will support staff and family at a maximum of TShs. 5,000,000 per annum.

Any exceeding limit will have to be approved by the Chief Executive Director.

**ii) Optometry**

- IHI will provide a total of 200,000 Tshs per annum for prescribed lenses and frame excluding contact lenses

**iii) Dental Treatment**

- IHI will provide a maximum of Tshs. 350,000 per annum only for Dental treatment Consultation, simple extractions, difficult extractions, fillings (temporary, permanent, amalgam, composite GIC). Scaling and polishing, gum surgery, root canal treatment, pulpotomy & minor oral surgery

### **3.10.3 Joining other Health Insurances**

Employees at their own discretion may choose to join health Insurance and in doing so the total insurance fees will be paid by employee. In case of the need to join NHIF Human Resources department will only support in facilitating the joining and deductions from one's salary after they have requested in writing and signed that the total amount will come from one's salary.

Staff who will join other insurance scheme will not be the part of the IHI Medical Fund.

For employees who will prefer to use NSSF medical benefits, Human resources department will help facilitate the registration process.

### **3.10.4 Staff Transport**

Official transport shall be provided to directorate members only. Other employees shall be paid appropriate transport allowances to enable them use private or public transport (*review will be communicated from time to time*)

### **3.10.5 Pension**

The Institute is required by law of United Republic of Tanzania to submit deductions, on a monthly basis to the national social security fund (NSSF). The total amount contributed is 20% of the gross salary whereby the employer contributes 10% and the employee 10%.

On termination of contract, and subject to the provisions of the NSSF, an employee may claim contributions made to a pension fund for the entire period of his/her service.

### **3.10.6 Workmen's Compensation**

An employee who sustains injury through an accident or occupational disease in the course of duty and wishes to submit a claim for compensation from the Institute must submit himself/herself to an approved or recommended Medical Officer who will submit his findings as to the extent of the injury.

The rate of payment of compensation shall be determined in accordance with the existing labour laws and upon assessment by the Labour Officer.

### **3.10.7 Assistance upon Death of an Employee or Member of Family**

As part of the welfare programme in the workplace, the Institute shall provide support in the event of death of an employee or of a member of their family, as described below.

### **3.10.8 Death of Employee**

Transport of the body to the place of burial as decided by the family of the deceased, plus additional cash payment of Tzs 1,500,000/= to contribute for:

- a) Cost of coffin, shroud and wreath and digging the grave.
- b) Condolence purposes to assist in off-setting some other funeral expenses.
- c) Transport of personal effects and family members to the place of domicile, and transport of members of family from the burial place to place of domicile.

### **3.10.9 Death of Spouse or Child – (up to four children)**

Transport of the body to the place of burial as decided by the family of the deceased, plus additional cash payment of Tzs 800,000/=, per person, to contribute for

- i) Cost of coffin, shroud and wreath and digging the grave.
- ii) Condolence to offset other funeral expenses.
- iii) Return fare of the members of family from burial place to place of domicile.

Support for the extended family members outside the nucleus family will be administered through Maafa Fund.

### **3.10.10 Transport and Travelling**

Staff shall be entitled to transport at the expense of the institute for all official travel.

Official travel shall not include routine travel from home to work station.

All travel outside the duty station must be authorized by division/unit/project leaders. The Director shall approve all travel outside Tanzania.

An employee of the Institute shall be entitled to free transport at the expense of the Institute when travelling on:

- a) Duty.
- b) Retirement.
- c) Termination of appointment for non-disciplinary reasons.
- d) Relocation to a new work station.

### 3.10.11 Mode of Travel

Employee travelling on circumstances stipulated under subsection (a) above shall be entitled to the following modes of travel:

<b>Travel Type</b>	<b>Staff Category</b>	<b>Mode of Transport</b>
International Travel	Board Members	Business class
	Director	Business class
	Other staff	Economy class
National and regional travel	Board Members	Economy class by air or 1 <sup>st</sup> class by rail
	MC Members and Senior Staff (scale ICSS 16 and above and ICAS 13 and above)	Economy class by air or 1 <sup>st</sup> class by rail
	Middle cadre staff (ICSS 12-15)	Economy class by air or 2 <sup>nd</sup> class by rail or bus
	Junior staff ( ICAS 1 – 6)	Ordinary class by train or bus

### 3.10.12 Transport on Termination of Appointment

Upon termination of appointment, an employee and his/her family shall be entitled to transport (bus fare) from his/her duty station to place of engagement as stipulated in Section 43 (1) of the Employment and Labour Relations Act, 2004, except in the case of resignation, proved fraud or embezzlement of IHI funds, or vacation of office where the employee shall not be entitled to transport assistance whatsoever.

### 3.10.13 Transport of Personal Effects

When an employee is transferred, proceeding on retirement or upon termination of appointment, he/she shall be entitled to payment of luggage as per entitlement and as stipulated in his/her contracts. The luggage entitlement shall be calculated as follows:

*Number of Km x 1200 x Number of Kg x 1.2 (loading and unloading)*

## 3.11 Allowances

### 3.11.1 Types of Allowances Payable Within the Institute

Allowances at prescribed rates shall be paid to all officers in irrespective of their terms of their service, in certain circumstances. Actual rates will be subject to periodic revision, and categories of allowance may be amended from time to time. For further details on description

and rates of the above allowance payable within the Institute see Volume 2 of this Administration Manual.

<b>Type of Allowance</b>	<b>When Paid</b>
Subsistence Allowance	May be paid for staff on first appointment. Weekends and public holidays inclusive.
Subsistence allowance on duty travel	Paid when an employee is travelling on duty (locally or internationally). Weekends and public holidays inclusive.
Subsistence allowance on field work	Paid when an employee/non-employee is working in the field out of his/her work station if accommodation is not relevant. (If not provided use full per diem rates). Weekends and public holidays inclusive.
Transfer allowance for transfer into other districts.	Paid when an employee is transferred from one duty station to another. NOTE: DSS areas in the same region are treated as one district.
Transfer allowance for transfer within the same district.	Paid when an employee is transferred from one duty station to another (if institutional transport is not provided) NOTE: DSS areas in the same region are treated as one district.
Acting Allowance	Paid when an employee is acting on specified duty post, for a period of one month and above. Acting allowance will not be paid to employees who have acted on a position less than one month.
Leave Allowance	Paid when an employee is eligible to take an annual leave
Responsibility Allowance	Paid for staff with duty post responsibilities (Salaries to be consolidated) no payment of allowances separately.
Day out Allowance	Paid when an employee is working the whole day out of his/her official work station. Also paid to employee if is travelling out of station for more than 6 hours, to meet incidental expenses where per diem is not paid.
Extra duty allowance	Paid when an employee is assigned duties/responsibilities by the supervisor that requires him/her to work beyond the regular working hours (from 6.00 am to 8.00am and from 5.00pm to 8.00pm). Is available to staff of ICAS/ICSS 6 and below.
Night Allowance	Paid when an employee is assigned duties/responsibilities beyond his/her normal working hours at night (from 8.00 pm to 6.00 am)
Communication Allowance	All IHI staff are connected to CUG Additional regular requirements for official communication to non-IHI stakeholders will be credited directly to user numbers requirement One-off communication requirement will be approved on case-by-case basis.
Transport Allowance	Paid to staff to facilitate transport costs while on duty

Transport allowance to place of recruitment	Paid to staff when an employer fairly terminates employment/ contract of an employee
Rent Assistance Allowance	Paid to IHI employees not staying in IHI staff houses or rented houses to assist them with payment of monthly rent.

**3.11.2 Entitlement for Payment of Allowances**

For the purpose of eligibility for payment of allowances, employees shall be grouped into the following categories:

- a) Senior Staff: ICAS 13 and above and ICSS 16 and above.
- b) Middle cadre staff: ICAS 7 – 12 and ICSS 12 – 15.
- c) Junior Staff: ICAS 1 – 6 to be moved to up.

**3.12 Disciplinary Procedures**

**3.12.1 Discipline**

In order for the Institute to discharge its functions effectively, disciplined behavior on the part of all its employees is of utmost importance. It is the function of the Institute and management in general to maintain order, discipline and efficiency as well as security of property and finances of the Institute.

Employees are expected to be highly committed and accountable for actions taken and consequences arising therefrom. Unethical behavior and misconduct of any employee as stipulated in the IHI Disciplinary Code (See Volume 2, Schedule 5 for reference) shall not be tolerated by the Employer.

**3.12.2 Objectives**

- a) To provide a framework within which natural self-discipline can evolve and operate.
- b) To ensure overall uniformity within the Institute on all disciplinary matters.
- c) To enable all officers responsible for the disciplinary issues to take prompt and impartial action against employees who violate the Institute’s Code of Good Conduct (See Volume 2, Schedule 4 of this Administration Manual for the IHI Code of Good Conduct).
- d) To ensure the promotion and maintenance of acceptable standards of work ethics and conduct, and a spirit of self-discipline and hard work.
- e) To act as a catalyst in promoting efficiency and disciplined behavior.

**3.12.3 Role of Line Managers**

To ensure that any breach of discipline or code of conduct is not overlooked; failure of which the officer concerned shall be guilty of dereliction of duty and disciplinary action taken against him/her instead.

To ensure that any disciplinary action is appropriate to the offence and that all offences are properly and thoroughly investigated, before a final decision or are referred to higher authority.

### 3.12.4 Disciplinary Authority

There shall be Disciplinary Committee, which shall consist the following members:

- a) Division/unit Branch manager as Chairperson.
- b) 2 Project Leader(s) Member.
- c) Administrative/HR Officer Secretary.
- d) Project Administrator/Accountant Member.

However disciplinary committee may be adjusted from time to time depending on the case and who is being called for the hearing.

The functions of the Disciplinary Authority will be:

- a) Discuss and make decision on all disciplinary matters relating to all the employees whose initial salary is between salary scales of ICAS 1 – 6.
- b) Recommend further disciplinary actions to the Institute's Disciplinary Committee which shall be composed of one MC member, one administrator, two project leaders, and IRB secretary, on regards to Middle and Senior Staff.

### 3.12.5 Disciplinary Actions

Under this Administration Manual, offences and appropriate penalties are detailed in the IHI Disciplinary Code (See Volume 2, Schedule 5 for reference). Disciplinary actions shall take the following forms:

- a) **Corrective Oral Warnings:** Oral warnings shall be given as a way of correcting isolated minor offences. A record shall be made and a note placed in the employee's personal file.
- b) **Written warnings:** Where an employee commits a breach of the Code of Conduct of this Administration Manual or any other unsatisfactory conduct, he/she shall be issued with a clear written warning pointing out the offence committed and the direct consequences that would follow if the employee repeated the offence or failed to make genuine improvement in his/her work habits or performance of duty.

### 3.12.6 Instituting Charges for Serious Offence

Before instituting any charges, a project leader, unit leader or supervisor shall conduct an investigation to ascertain whether there are grounds for instituting such charges.

Whenever an employee commits a serious breach of IHI Code of Conduct and any other operating instructions, the Supervisor shall prepare a written statement and shall refer the matter to the HR Manager who shall serve the employee a charge letter spelling out the nature of the offence or misconduct committed and demand the employee to offer his/her defense as to why disciplinary action should not be taken against him/her. The letter shall set a period within which to answer the charges before disciplinary action is taken (See Volume 4, Schedule H4 for Charge Sheet format).

An employee may be allowed to appear and present defense to the disciplinary authority if he/she so wishes, provided that the intention is expressed in writing on submission of such defense.

Upon receipt of the employee's defense or explanations, the Supervisor or the HR Manager shall weigh the defense or explanations given and decide whether to proceed with the proposed punishment, or reduce the punishment, drop the charges or forward the appropriate comments and recommendations and the employee's defense together with the reactions of the Union Branch or labour officer to the appropriate Disciplinary authority.

A Trade Union official shall be entitled to represent a trade union representative or an employee at a hearing or if the employee is not a member of union may ask a fellow employee to accompany him/her at the hearing.

Where employment is terminated, the employee shall be given the reason for termination and reminded of any rights to refer to dispute concerning the fairness of the termination under the collective agreement or to the Commission for Mediation and Arbitration under the Act.

### **3.12.7 Procedure in Criminal Disciplinary Offences**

Where an employee is alleged to have committed a disciplinary offence and the act or omission constituting such offence also constitutes a criminal offence under any written law, and proceedings for the criminal offence are instituted against him/her and completed in a court of law, the following procedure shall be followed: -

When an employee is acquitted of the criminal charge no proceedings for the imposition of the disciplinary penalties shall be instituted against him for the same offence against which he has been acquitted in court.

When an employee is convicted of a criminal offence, he/she shall be deemed to have been found guilty under the provisions of these regulations, and of a disciplinary offence based upon the same charges of which he/she was convicted and shall automatically be terminated. An employer shall formally inform such employee of this termination in writing.

An employee who is charged with criminal offence may be suspended on full pay from the exercise of the powers and functions of his/her office pending consideration and determination of the case against him/her.

### **3.12.8 Conclusion of Criminal Proceedings**

For the purpose of this section, criminal proceedings shall be deemed to have been concluded:

- a) When there has been no appeal against the conviction or acquittal, upon the expiry of the time allowed for such appeal by or under any written law.
- b) When there has been an appeal against the conviction or acquittal, upon the expiry of the time allowed by or under any written law for any further appeal.
- c) When there has been an appeal or a further appeal against any conviction or acquittal, the judgment of the appellate tribunal shall be taken into consideration in determining whether the employee has been convicted or acquitted.

### **3.12.9 Appeal Mechanism**

When any punishment is imposed upon an employee by the disciplinary authority such employee may appeal against such decision to the Commission of Mediation and Arbitration (CMA).

When an employee desires to appeal under sub-section (i) above, he/she shall within ten days of the receipt of the decision, give notice in writing to employer of his/her intention to appeal and within ten days of such receipt, submit his/her petition of appeal to CMA.

### **3.12.10 Interdiction/Suspension and Termination**

If in any case it is considered that it is in the interest of the Institute that an employee ceases forthwith to exercise the powers and functions of his/her employment such employee may be suspended from exercising the powers and functions of his/her office while his/her case is being investigated or processed.

Suspension or interdiction shall be imposed only where the offence alleged to have been committed by the employee is serious and likely to lead to termination of employment if proved thereafter.

When an employee is suspended or interdicted under this section he/she shall be informed briefly of the reasons for such suspension or interdiction and the conditions of his/her suspension or interdiction.

Where an employee is suspended in accordance with this section he/she shall be entitled to receive full salary.

In case where the conduct of the employee is likely to tarnish the image of the Institute or to bring it into disrepute, the employee's services shall be terminated after following the fair procedures and with payment of terminal benefits upon serving the employee with three months' notice or payment of one month's salary in lieu of notice.

There is no summary dismissal of employment under the Employment and Labour Relations Act, 2004. Therefore, Termination of employment shall not be applied under this Administration Manual.

### **3.12.11 Punishment**

The following penalties may be imposed upon an employee as a result of disciplinary proceedings instituted against him:

- a) Termination of employment otherwise than by dismissal where the employee is entitled to terminal benefits.
- b) Reduction in rank: that is removal to another grade with immediate reduction in salary.
- c) Reduction in salary, by one or more increments.
- d) Reprimand.
- e) Fine not exceeding one day's pay.
- f) Fine of amount of any loss caused to the Institute or the value of any property of the Institute destroyed or damaged by the employee.
- g) Delay of promotion.

## **3.13 Performance Management**

### **3.13.1 Performance Appraisal**

It is the Institute's policy that all its employees are appraised annually on their performance against set objectives, standards and job requirements as prescribed in the job descriptions.

Additionally, Mid-year Review of Performance targets may be conducted for staff and the staff shall be informed of their level of performance in the period concerned.

### **3.13.2 Purpose and Importance of Performance Appraisal**

Performance appraisal reports will enable the Institute to assess the employee's suitability for advancement, retention in the service as well as monitoring the employee's competence and efficiency, and providing constructive feedback on performance at work. The supervisor should have a discussion with the staff member before completing the performance evaluation report. The staff member must sign the report and be given a copy thereof.

Appraisal reports shall be a basis for annual increments and also shall serve as a basis for identifying training needs and professional development opportunities.

A staff member who is dissatisfied with supervisor's appraisal of his/her performance shall be at liberty of refraining from signing the Annual Performance Appraisal Report and to make representation in writing through appropriate channels to the Director.

The Institute shall appraise its staff using process and outcome indicators. For further details refer to the relevant policy in Volume 3.

## **3.14 Leave**

### **3.14.1 Entitlement**

All regular contract employees shall be entitled to an annual leave of twenty-working days / 28 calendar days. Such leave shall be exclusive of any week-ends and public holidays that may fall within the period of leave. Employees shall be required to request for their leave within 6 to 12 months of first appointment or from the last month of the leave taken. An employee with less than six (6) months service shall not be entitled to leave.

When an employee's contract lasts less than a year, annual leave will be pro-rated along with annual leave entitlements. Leave travel expenses paid to employees shall be equivalent to one (1) month's basic salary regardless of the place of recruitment, spouse and children

Due to exigencies of service, employees may take their annual leave in piece meal provided that all 20 days are taken within the same financial year.

### **3.14.2 Leave Roster Maintenance**

To avoid interruption of the Institute's smooth operations, there shall be an orderly and systematic release of employees to proceed on annual leave.

Each Project Leader, Head of Units and Sections shall maintain a leave roster giving an orderly schedule of all employees leave commencement for a particular year so as to avoid situations whereby many employees of similar work categories would wish to proceed on leave concurrently during the same period.

The master leave roster shall be maintained by the Human Resource Manager.

### **3.14.3 Applications and Approval of Leave**

Leave applications for all carders shall be approved by the line Managers and Human Resources for recording purposes. Employee going on leave should notify the rest of the staff that they are on leave.

#### **3.14.4 Accumulation and Commutation of Leave for Cash**

Leave earned during the year must be taken during the same financial year. An employee who, for his/her own reasons and without an approval from the Director, fail to apply or proceed on leave as scheduled on the leave roster, such leave shall be forfeited.

Accumulation of leave of any kind is strictly prohibited and can only be approved by the Director after being satisfied that there were exigencies of service that militate such accumulation.

#### **3.14.5 Recall from Leave**

On account of exigencies of the service, an employee can be recalled from leave at any time and in such a case the balance of his/her leave shall be carried forward into the following year.

#### **3.14.6 Sick Leave**

A staff member who is incapacitated from performing his/her duties by illness or injury shall be granted sick leave under the following terms and conditions:

All sick leaves of more than five (5) days shall be approved by the immediate supervisor on recommendation of the recognized physician.

An employee has a right to three months (63 days) fully paid continuous leave. For the subsequent three months, after sick leave, the employer is required to pay half the employees usual wages. After six months continuous absence from duty on account of illness an employee may be terminated on medical grounds. Staff on probation or short-term contract shall be entitled to unpaid sick leave of not more than three months.

Any absence from duty on grounds of illness shall be supported by a medical certificate from a duly qualified medical practitioner to the effect that the staff member is unable to perform his/her duties and stating the probable duration of absence.

#### **3.14.7 Maternity/Paternity Leave**

All female employees on regular contracts shall be granted maternity leave of 84 days with full pay, and 100 days if a female employee gives birth to more than one child, once in every three years. The commencement of the maternity leave shall be anytime from four weeks before expected date of confinement or an earlier date on recommendation of a medical practitioner. For more details regarding to maternity leave, refer to the Employment and Labour Relations Act, 2004.

*Female employees on probation period shall not be eligible for maternity leave with pay but are entitled to six weeks' leave and/or unpaid leave.*

Where an employee is breast-feeding a child, the employer shall allow the employee to feed the child during working hours up to maximum of two hours a day for the period of six (6) months after maternity leave.

Paid paternity leave not exceeding three (3) working days may be granted to a male staff (legal father of the child) once every 36 months cycle. These days shall be taken within seven (7) days of birth of the child.

**3.14.8 Compassionate Leave**

A maximum of four (4) day's compassionate leave with pay may be granted to employees on regular contract in the event of sickness or death of the employee's immediate family i.e. spouse, own child, parents, grandparents, grandchildren including the spouse's parents.

**3.14.9 Special Leave**

Special leave with full, partial or without pay may be granted to the employee for advanced study (see Training Policy) or research in the interest of the Institute or for other exceptional or urgent reasons. This concession shall also apply to employees of any category selected by an authority other than the Institute to attend conferences, seminars or any other special activities relevant to their duties and of interest to the Institute.

**3.14.10 Employment Whilst on Leave**

No employee is permitted to take up other employment whilst on leave.

**3.14.11 Leave Without Pay**

Leave without pay may be granted under the following circumstances:

- a) When an employee is undergoing training/education within or outside the country, which is not in the interest of IHI or sponsored by the Institute.
- b) When an employee is not entitled to annual leave or wishes to extend his/her period of leave beyond his leave entitlement, or is not entitled to compassionate leave but requests for such leave to attend to emergency domestic problems or personal activities.

**3.15 Retirement****3.15.1 Voluntary Retirement**

An employee may retire voluntarily upon attaining 55 years of age or at such other age as may be prescribed in the Institute's Administration Manual.

**3.15.2 Compulsory Retirement**

An employee shall be required to retire compulsorily upon attaining 60 years of age or at such other age as may be prescribed in this Manual. Voluntary retirement will be at 55 years or earlier as may be proposed and approved

**3.15.3 Extension of Retiring Age**

The Institute may extend the period of services of retired employee if it considers that by doing so, it will promote interest of the Institute. However, this will only be done when it is considered that recruitment of replacement may not be possible or the individual is required to accomplish a specific task that cannot be transferred to the new officer.

**3.15.4 Notice of Retirement**

Except in the case of retirement on medical grounds, an employee or the employer as the case may be, shall be required to serve upon the employer or employee an advance notice of at least six months.

**3.16 Termination of Contract****3.16.1 Termination of Contract for Other Grounds than Disciplinary Issues**

An employee may terminate his/her contract at any time, by giving one month’s notice in writing or by paying one month’s salary in lieu of the notice.

**3.16.2 Termination of Contract Caused by Unforeseen Reasons**

For serious reasons, the Institute may give notice of termination of contract with immediate effect. The following are considered to be serious reasons in this respect:

- a) Cessation of funds from present major sources.
- b) Political and/or security condition that renders further activities of the Institute impossible.
- c) Benefits on Termination of Contract Caused by Unforeseen Reasons.

In such cases, the following terminal benefits shall be paid:

- a) Basic salary for the remaining period from the date of termination until the end of the work contract.
- b) Pension contribution of an employer from the date of termination until the end of the work contract.

**3.17 Certificate of Service**

Under normal circumstances an employee leaving the services of the Institute shall, upon his own request be issued with a Certificate of Service upon termination of his/her appointment indicating the duration of service and the last post held and the reasons for leaving the service of the Institute (See Volume 4, Schedule H5 of this Administration Manual for reference).

**3.18 Repatriation Costs**

Following termination/end of contract or retirement, IHI shall pay repatriation costs for employees, family and household effects, except livestock to minimal place of engagement or the place where the Institute recruited the employee. Repatriation costs shall be paid using the following formula:

$TZS\ 1200/km \times \text{number of tones} \times \text{number of tonnage entitlement} \times 1.2 \text{ loading/unloading}$

*Categories of Staff and Tonnage entitlement*

	<b>Senior staff</b>	<b>Middle staff</b>	<b>Junior staff</b>
<b>Tons</b>	3.5	3.0	1.5

This is applicable for repatriation within Tanzania only. Non-Tanzanians originating in the East African region will be treated on case by case as it may be required.

**3.19 Personnel Records**

The Human Resource Manager shall maintain personal and confidential records of all employees, which shall contain the following particulars of each employee:

- a) All documents produced in the course of recruitment.
- b) Contracts and/or letters of appointment.

- c) Performance appraisals, completed in accordance with the requirements as specified from time to time by the Management.
- d) Family composition form.
- e) Academic Certificates.
- f) All other records, documents and correspondence relating to the employee.

The Institute shall grant authorized government official(s), the Court or the relevant employee(s) and the immediate supervisor(s), on a need-to-know basis, access to the employee's record(s), provided that access to any employee's medical record shall not be granted except with the consent of the employee concerned, or as otherwise required by law of the Republic of Tanzania.

Changes in marital status, nationality, birth of children or death of member of the family shall be reported to the employer when they occur.

### **3.19.1 Purpose of Personal Files**

It is necessary to maintain an efficient personnel record system in order to obtain at any given moment, statistics and information necessary for human resources, administration and other related matters.

In order for the Institute to meet its objectives, a personnel information system needs to hold large amounts of accurate and up-to-date information which is relevant and readily retrievable.

Full and accurate particulars and records of services of all employees shall be maintained in the Human Resource Unit and each file shall be labeled with appropriate name and reference number.

### **3.19.2 Safety of Personal, Subject and Confidential Files**

To ensure safety and security of all files, the Institute shall take the following precautionary measures:

- a) All files shall be kept in file cabinets which shall be locked at all times.
- b) There shall be limited access to personnel and confidential files to an authorized staff other than the Director, COO, Branch managers, Head of Units and Projects and Administrative and Human Resource Officers.
- c) Employees may not, without permission, have access to official papers relating to themselves including handling their own personal files.
- d) Unauthorized access, copy, removal or tampering with personnel files – including their own personnel file – is strictly prohibited and shall be regarded as a disciplinary offence.
- e) Personnel and Subject files shall not be moved out the Institute's premises without written permission.
- f) Individual will have access of their files in the HRIS.

### **3.20 Non-staff Transport Refund**

Persons invited by IHI for meeting will be refunded transport cost as follows:

- a) Refund of return Bus/Air/train / ferry boat tickets on production of one-way ticket to the meeting venue.
- b) For those allowed (on invitation) to use using private vehicles should be refunded cost of fuel at a rate of 6km/litre for distance from domicile to meeting venue times two. The refund will depend on prevailing EWURA pump price per litre at place of domicile.

## **4. Finance & Accounts**

### **4.1 General Policies**

The purpose of the accounting system is to ensure that all significant actions and transactions are supported by proper documents, properly classified, correctly coded, authorized as per the relevant approved level of authorities and correctly posted into the subsidiary ledger, registers and general ledger.

### **4.2 Internal Control Policy**

Internal control policy involves all the systems and procedures established to assist the Management in achieving its objectives in an orderly and efficient manner so as to safeguard the assets of the organization and ensure the accuracy and completeness of the accounting records and timely preparation of reliable financial information.

The internal control system comprises of two components:

- a) Administration controls, and
- b) Accounting controls.

#### **4.2.1 Administration Controls**

These are concerned with the achievement of objectives of the organization and the implementation of the policies as laid down by the management. They are primarily concerned with the promotion of operational efficiency and adherence to prescribed managerial policies.

They look into the provision of a suitable structure, delegation of authority and job description, channels of communication and responsibilities. Administration controls are related to operational audits and compliance audits.

#### **4.2.2 Accounting Controls**

These aim to achieve accountability in the financial matters and in doing so; they cover the recording of transactions, establishing responsibilities for maintaining financial records including those for assets. Accounting controls are principally concerned with safeguarding assets and providing assurance that the financial statements and the underlying records are reliable.

To ensure effective control, specific procedures are applied to cash and cheques, stocks including work in progress, purchases and creditors, investments, fixed assets, grants, capital expenditure, debt and equity capital. One of the major accounting controls is the segregation of duties where one cannot be allowed to complete the whole transaction on his/her own.

### **4.3 Financial Management**

Financial management entails planning for the purpose of exercising financial discipline and controls. It is necessary to forecast the income and expenditure; thus, budget is required both quantitatively and financially for short and long term. Budget acts as a tool of control when compared with actual performance.

### **4.4 Financial Records**

Financial records include all documents and books used in preparation of financial statements. These include various journals e.g. Cash receipt, ledgers (both General and Subsidiary) and

the sources of information for these journal records such as bills, invoices and written agreements. Financial records should be kept in safe custody for a reasonable number of years, as required by the applicable law, from the date of last entry before being disposed of or destroyed.

#### **4.5 Information Security**

Information security deals with the protection of the information and information systems against unauthorized access, use, disclosure, modification and destruction. Controls for providing information security can be physical, technical or administrative.

Physical controls monitor and control the environment of place of work and computing facilities. These controls also monitor and control access to and from such facilities.

Technical controls use software and data to monitor and control access to information and computing system, e.g. use of passwords.

Administrative controls consist of approved written policies, procedures, standards and guidelines. Information security system should ensure that confidentiality, accuracy and availability of the information when it is needed.

#### **4.6 Accounting Codes**

Codes are used in the accounting system for classifying and putting information of a similar nature into one account. The account codes form the basis of primary input in making postings in the ledgers.

The code consists of two main series as follows:

- a) Account Codes and
- b) Cost Centre Codes.

The codes have been arranged so that analysis provided within each part can be extended or reduced at any time as the system develops.

##### **4.6.1 Account Codes**

*<see Volume 2, Schedule 9>*

An accounts code under Volume 2, Schedule 9 denotes the logical accounts groups and subgroups.

##### **4.6.2 Cost Centre Codes**

Cost Centre Codes identify the unit or project for which expenditures were made or income received. The cost centre code represents the major units and projects run at Ifakara Health Institute. Each expenditure and each income must be allocated to a specific cost centre.

The use of cost centre codes allows for identification of expenditure with units/projects and the production of accounting and statistical reports per unit/project to assist management in controlling and planning/ budgeting of cost for existing and new units/projects.

Cost Centre Codes are as per Volume 2, Schedule 10.

The accounts and cost centre codes are applied in conjunction with each other to all source documents and journal vouchers.

It is the responsibility of the Chief Operating Officer (COO) to ensure that only authorized codes are used and that any expansion or deletion of codes is authorized by him/her prior to implementation.

When a new project is introduced, the Project Leader is supposed to request the grants and contracts office, in writing, for a COST CENTRE CODE to be used by his/her project. For this purpose, the Project Leader should complete Demand for Cost Centre Form appearing under Volume 4, Schedule F10.

#### **4.7 Bank Accounts**

For a Bank Account to be opened a specific resolution to that effect should be passed by the Ifakara Health Institute Management Committee (MC). In that resolution, the names of the signatories to operate the account will also be mentioned.

The resolution together with the relevant Bank's account opening forms, dully signed by the appointed signatories, will be submitted to the bank for account opening.

The bank accounts are used for:

- a) Receiving funds from Donors, or receiving funds transferred from other bank accounts under IHI.
- b) Receiving funds from Income Generating Units like Transport and Rest House;
- c) Making payments.
- d) Transferring funds to other bank accounts under IHI.

For a bank account to be closed, a specific resolution to that effect should be passed by the Ifakara Health Institute Management Committee (MC).

In most cases the accounts are closed if they were operated for a specific project that has now been completed/closed or if the MC considers that account is no longer required.

#### **4.8 Bank Payments**

All payments to third parties should be made by cheque, wire transfer or electronically, exception should have authorization from COO.

All payments, being cash or bank payment, shall be supported by a claim in form primary document due for payment such as request form, bills or invoices. Depending on what is being paid for, the bills/invoices can be supported with work order, Pro-Forma Invoice(s), Local/Foreign Purchase Order, Goods Received Notes and Delivery Note. Before payments are authorized the rates and terms shall be verified with LPO, Performa invoices, agreement etc and thereafter the verification of the arithmetical accuracy.

Payment requests are made by Project/ Unit Leaders or designates. These requests have to be checked by the Project /management Accountant or AO (at branch level) who will then

send the request to the COO/Branch manager who on satisfaction will recommend the same and approve/submit it to the Director/Branch manager for payment approval, depending on the amount limit.

It is the responsibility of the Project/Management accountants to ensure that funds are available, both in budget and cash terms, and that all payment requests have been attached with the necessary supporting documents, properly coded (with the right account and cost centre codes) and accurately compiled.

The approved payment requests will be sent to the Treasury/Branch accountant for payment processing. The Treasury/Branch Accountant will check if the project/institution that has requested for payment has funds in their account.

The treasury section will prepare Cheque Payment Vouchers (with the correct account and cost centre codes) together with the cheque. When the cheque has been written, all the documents (including the payment voucher) will be stamped "PAID" and the necessary details on the stamp will be completed by another person who is independent from the one who has written the cheque and/or has prepared the payment voucher.

All cheques written together with supporting payment vouchers and other relevant documents are then presented to the cheque signatories through the Treasury/Branch accountant for checking in the order of COO/designate for recommendation/approval and then Director/Branch manager for authority, if applicable.

The signed cheques are returned to the treasury section/Branch accountant for dispatch to the Payees. Cheques dispatched will be recorded in the Dispatch Register kept in the Treasury/Branch Accountant's Section. The person collecting the cheque will have to produce his/her identity card and therefore sign both the Payment Voucher and the Register.

The payment vouchers together with all the relevant documents will be filed in the payment voucher file in numerical order of the cheques issued. The files kept will be per each bank.

The details on the "PAID" Stamp are:

- a) Cheque No.
- b) Bank Account No.
- c) Name of the Officer
- d) Signature of the Officer.
- e) Date.

All cheques kept by the Treasury Section should be crossed - "Account Payee only and not Negotiable". However, where specifically authorized by the Chief Operating Officer, the crossed cheques can be opened.

All cheques written together with supporting payment vouchers and other relevant documents are then presented to the cheque signatories through the Treasury/Branch accountant for checking in the order of COO/designate for recommendation and then Director /Branch manager for authority, depending on amount limit.

The signed cheques are returned to the treasury section/Branch accountant for dispatch to the Payees. Cheques dispatched will be recorded in the Dispatch Register kept in the Treasury/Branch accountant’s Section. The person collecting the cheque will have to produce his/her identity card and therefore sign both the Payment Voucher and the Register.

The payment vouchers together with all the relevant documents will be filed in the payment voucher file in numerical order of the cheques issued. The files kept will be per each bank.

After making the postings into the system, the files will be kept under the custody of Treasury accounting unit where the movement of documents from these files will be recorded in the Documents Movement Register also kept by the Treasury Accounting Unit.

**4.8.1 Stale Cheques**

All cheques that have not been presented to the bank six months after being issued will become stale and will not be honoured by the bank.

Therefore all cheques that have become stale should be removed from the Bank Reconciliations and credited to account where the Cheques issued. When the Claimants come back within the following six months, fresh cheques should be issued debiting the Stale Cheques Account. Otherwise all cheques that have been in the Stale Cheques Account for more than six months should be credited to the account where the original transaction was debited.

**4.8.2 Dishonoured Cheques**

Dishonoured Cheques will be collected from the bank by staff from the Bank Issues and Reconciliation Section - in case of DSM Office based bank accounts or Cashier – in case of branch bank accounts. DSM Office dishonoured cheques will be handed over to the Treasury Accountant and the ones at branches will be handed over to the Branch Accountant.

Dishonoured cheques should be debited, along with the related bank charges, to the debtors’ /drawers’ account. The entry should be passed by the Treasury/Branch Accountant using the Journal Voucher.

Dishonoured cheques should be returned to the drawer accompanied with a covering letter and the drawer asked to replace the dishonoured cheque with a bankers’ cheque.

Any dishonoured cheque should not be part of the reconciling items in the Bank Statement/Ledger Reconciliation.

**4.8.3 Cheque Signatories**

There will be two groups of signatories for both the DSM Office and at the Branch level. The groups are as follows:

	<b>Group A</b>	<b>Group B</b>
Dar Office	MC members	COO
	Senior Research Scientists	Finance Manager/Senior accountant
Branch	Branch Manager	Branch Accountant
	Senior Research Scientist	

Normally, all cheques at DSM Office must be signed by the MC member and COO/senior accountant. Only in the absence of them, either both or one of them, a combination of other signatories can be used.

Cheque signatories should not sign a blank cheque under any circumstances.

Cheque books at DSM Office should be kept under the custody of the treasury senior accountant. At the branch, the cheque books should be kept under the custodian of the branch accountant.

#### **4.9 Bank Reconciliation**

For control purposes the bank transactions should be reconciled regularly with books of accounts.

Bank Statement versus Ledger report from the Sage ERP 300 system should be done monthly. At DSM Office these reconciliations will be done by the management accountant and at the branch level by the branch accountant.

The monthly reconciliations should be ready by 10<sup>th</sup> day of each following month and should be sent to the Finance Manager for review and approval.

All reconciling items should be identified and actions taken to clear them in the same or following month, whenever possible.

#### **4.10 Petty Cash Fund**

Petty cash fund should be used for cash payment of small items where issuance of cheques is inappropriate

Cash payment per transaction will not exceed TZS 150,000 or USD 500 when claim is in US Dollars.

Petty Cash Float levels are indicated in Volume 2, Schedule 11.

Cheques are written in the name of the Cashier to replenish the cash float to the agreed authorized petty cash levels. The cashier then makes payments from the petty cash on the strength of properly authorized cash/petty cash payment vouchers. The payee will sign the cash/petty cash payment voucher to acknowledge receipt of the money. The cashier will then stamp all the documents with a "Paid" stamp and file the paid vouchers.

All payments shall be approved by Project Leader, Branch Leaders, Director or any person designated so by the Director. For further details refer to procurement approving authority level in Volume 2, Schedule 22.

#### **4.11 Cash Receipt**

The cashier is the only person who is mandated to receive cash on behalf of the Institute. The Cashier should issue receipts for all money received. Receipts are issued from the ERP system. Where manual issuance of receipt is necessary, the original receipt should be given to the depositor, first copy filed by the Cashier and the second copy left in the receipt book. Copies

of receipts kept in the Cashier's file should be filed together with the relevant pay-in slips to evidence banking of the money received.

All money received shall be banked intact in the Institute's bank accounts. The banking should be done on the same day, whenever possible, or on the following working day. The Cashier should record the receipts issued into the Receipts Book in the order of the serial numbers.

In case of the cancelled or spoiled receipts, both the original and first copy of such receipts shall be kept in the Cashier's receipts file and second copy left in the receipt book.

For direct lodgements into the bank, being funds from the donors or from other sources/transfers, the cashier will raise receipts on the strength of the relevant bank Credit Advice and bank statements. A copy of the Credit Advice/bank statement should be attached to the relevant receipt issued.

The receipts issued will be filed in the file kept by the Cashier in a numerical order/serial number.

Electronic fiscal device receipts will be issued for all receipts resulting from service delivery to the public clients. Such services are offered by several units; that may include rest house, transport, laboratory, conference facilities, training and OPD services.

## **4.12 Imprest and Per Diem**

### **4.12.1 Imprests**

Imprest is granted to individual staff for specific purposes other than travelling on business. The Imprest paid will be debited to the staff receiving it that will be responsible to account for the same. The Cashier should not be debited for imprest given to other staff.

The Staff requesting for Imprest will have to complete an Application for Imprest Form as given under Volume4, Schedule F7. The Form should be properly completed and get the right approvals before the payment can be made.

The maximum amount for imprest per request is TZS one million or USD equivalent

Imprest amount taken should be accounted for within 30 calendar days after the purpose for which the Imprest was issued has been fulfilled. If the activity is postponed or rescheduled for more than five working days the staff should deposit back the money to IHI within 24 hours and re-apply when the activity is resumed. If postponement happens during the activity then staff should retire the imprest and reapply when the activity will resume.

No fresh Imprest should be given to Staff if the old one has not been accounted for. Project/unit leader who will approve imprest while there is outstanding imprest against the imprest applicant, the line manager of the approving officer will be informed for disciplinary consideration against the officer and applicant.

Such Imprests shall be accounted for by completing the Imprest Retirement Form dully supported by the relevant payment vouchers and/or receipts. Imprest Retirement Form is given under Volume 4, Schedule F8. Where the staff given the Imprest did not spend the whole

amount, the Imprest Retirement Form, in this case, should also be supported by a receipt and copy of bank paying in slip from the Cashier for refund of the balance unspent.

The Imprest Retirement Form should be prepared by the Staff accounting for the Imprest, approved by the Project Leader/Head of Department, checked by the Imprest/Branch Accountant; and approved by senior accountant/Branch accountant.

Retirement documents include the following:

- a) Imprest taken against operational activities should have their retirements supported by activity reports.
- b) Imprest taken against meetings and or trainings should have their retirements supported by the DAILY attendance registers dully signed by the participants on daily basis during all the days of the meeting/training.
- c) Imprest taken for purchase of goods and services should be supported by receipts and stores GRN.

Non-compliance to the above requirements for imprest retirements will attract the following:

- a) Any imprest amount not accounted for after 30 (thirty) days after finishing the activity should be recovered in full from the imprest holder's following month salary.
- b) Any imprest retirement submitted 60 (sixty) days after the end of the activity should be considered as "time-barred claim" and no refund, either in cash or in form of reducing the outstanding imprest amount, should be made to the imprest holder.
- c) Imprest retirement for "time-barred claim" should be treated as follows:
  - i) Where the retirement is against a closed project and the expenses now retired were included in the financial report sent to the donor, the imprest retirement should be processed and the "refund" treated as institute's other revenues;
  - ii) Where the retirement is against a closed project and the expenses now retired were NOT included in the financial report sent to the donor, the imprest retirement should NOT be processed and instead should be stamped "CANCELLED" and filed;
  - iii) Where the retirement is against a running project, the imprest retirement should be processed and the "refund" treated as institute's other revenues and;
  - iv) Where the retirement is against a Core unit, the imprest retirement should NOT be processed and instead should be stamped "CANCELLED" and filed.

NB: In addition to deductions against "time barred" claims, relevant accountant and Project/unit leader will be held responsible and disciplinary action shall be taken for any loss caused to the institute.

Any balance of unspent Imprest outstanding for more than one month after completion of the imprest purpose will be deducted from the employee's salary. Imprest Accountant will at the end of each month inform, in writing, the Human Resources Manager, with a copy to COO, of the Staff who have outstanding imprest for more than one month.

The HRM will then arrange for deduction from the employees' salaries and any other dues to ensure that the outstanding is fully recovered within the following month salary

**4.12.2 Per Diem**

Per diem is granted to an individual staff that is going on business trip outside the duty station, and is payable by taking subsistence allowance on duty travel per night multiplied by number of nights he/she will be on business trip. For the day you return to your duty station no subsistence allowance will be paid. There are specific per diem rates applied according to the position of the Staff and the place where the staff will be going.

The Staff requesting for Per diem will have to complete an Application for Imprest/Per diem Form as given under Volume 4, Schedule F9. The Form should be properly completed and get the right approvals before the payment can be made.

As per diem are treated as advances, staff who requested for per diem will be required to account for the same. The per diem cost will be debited to the individual staff account and will be directly charged to the expenses account upon retirement.

Evidence of occurrence of travel expenses will need to be provided. Travelling staffs will therefore be required to do the following:

- a) In addition to trip report, evidence of participating in the event for each day claimed will need to be produced. Examples of such evidences include: attendance registers for a staff and/or other participants, boarding passes for air travels, etc.
- b) **For international travels**, produce receipts for portion of per diem that is meant for accommodation. For current IHI per diem rates, 70% is allocated for accommodation as per the detailed computation in the table below.

<b>IHI Per diem Rates (in USD) - Abroad</b>			
<b>Staff Cadre</b>	<b>Per diem Amount</b>	<b>Maximum Lodging Rate (70%)</b>	<b>Maximum M&amp;IE rate (30%)</b>
Junior Staff	250	175	75
Middle Staff	300	210	90
Senior Staff	400	280	120

M&IE stands for meals and incidentals expenses.

Staff will be required to retire the lodging with the receipts, whereby any unspent amount will be returnable

Staff attending meeting or any official duties outside Tanzania, will have a per diem advance split between accommodation and meals and incidental allowance; which requires staff to produce receipts for the portion of per diem that is required for accommodation. Where feasible, accommodation booking will be done by IHI administrative staff and paid for directly by IHI, meaning that IHI booking bureau will also coordinate hotel booking for staff travelling outside Tanzania.

Therefore; all IHI staffs travelling outside Tanzania, will be expected to produce receipts of their accommodation expenses upon their return from their trips. First priority will be to have that accommodation booked and paid for directly by IHI. Essentially, in addition to ticket booking, staff will provide details of their travel so that hotel booking can be done for them. Travelling staff are allowed to choose their own hotel and pay for themselves, but ensure they produce receipts.

In rare circumstances, when attending partner specific event, it may be necessary that IHI staff must stay in a hotel that is charging higher than IHI per diem rates; in that situation preference will be on obtaining an approval before travel of that higher payment. Meanwhile, a staff will be paid the meals and incidental according to the IHI prescribed rate.

It is the responsibility of all IHI staff to ensure that no per diem is claimed for the same nights more than once. In case it is found out that staff has claimed per diem for the same nights/dates more than once the following actions may be taken:

- a) Warning letter may be given and the amount over-claimed will be recovered in full from his/her following salary.
- b) If this happens again, the staff may face stern disciplinary action according to IHI regulations.

#### **4.13 Request of Funds from Head Office**

Funds can be requested from head office to branches for spending on either core or project activities.

Request for funds shall be made in writing by the branch accountant to the COO. The request should be supported with utilization report from the previous fund transferred and projected cash flow for the period under review.

#### **4.14 Transfer of Funds from Dar es Salaam Office to Other Branches**

Transfer of Funds from DSM Office to other Branches shall be made by TISS or direct deposit and Treasury Accountant shall inform in writing the Branch Accountant the amount transferred, when transferred and for what purpose.

#### **4.15 Payroll**

It is the responsibility of the payroll accountant to prepare monthly payroll. However, it is the responsibility of the Human Resources Manager (HRM) to keep proper records of employees and updating the payroll accountant for all changes relating to remuneration.

Changes in remuneration include salary increases; leave allowances, bonuses and details for new, terminated and retired employees. These changes should be communicated to payroll accountant in writing with a copy of that communication to the COO and grants and contracts office.

Gross amount is the sum of basic salary plus any allowance/payment made to employee and included in the payroll.

Advances should be approved in line with IHI authority levels. Such advances shall be recovered in the same month in which the advance has been given.

Loans are not allowed. However, IHI will facilitate the loan arrangement with the relevant financial institution where possible.

Recoveries of both advances and loans should be communicated to payroll accountant by the HRM in writing with a copy of that communication to the COO.

The Payroll accountant will prepare payroll using the payroll accounting package. The payroll accountant should ensure that he/she has entered into the system all the inputs received for action for that particular month's payroll before printing the reports.

The payroll accountant will print all the relevant reports from the package and send them to the HRM for checking and then (after checking) to the COO/designate for approval.

#### **4.15.1 Recovery of 15% Overhead on Payroll**

IHI will be paying the salaries for employees under projects. Therefore, IHI will charge each project with the payroll cost together with 15% charge on this cost to cover for human resources.

Staff/employees) management and administration costs incurred on:

- a) Payroll preparation, accounting (payroll system license and maintenance) and disbursement of monthly payrolls.
- b) Making payments to staff through cash and banks.
- c) Preparation and remittance of statutory returns for PAYE, Pensions, workers compensation fund (WCF), etc.
- d) Follow up and transaction charges-bank.
- e) Stationeries including Pay-in/Salary slips and other personnel documentations,
- f) Maintenance of staff records-personal files.
- g) General employees' management including recruitments, promotions, performance management and termination.

The Approved invoices will be sent to Treasury Accountant by the Revenue Accountant for cheque writing.

The payroll cost per project together with 15% charge will be covered under the monthly payroll journals and posted accordingly into the Sage ERP 300 Systems.

#### **4.16 Income from Service Units**

The institute maintains numerous service units to cater for the diverse project needs. The institute will charge specific rates for various categories of services that it offers. The chargeable rates will cover the full cost incurred plus margins. This will ensure full recovery of project costs, plus a small net income for the sustainability of the institute. Essentially, the income from service units is net of costs incurred.

IHI will enter agreements with different sponsors and clients for the provision of products and services.

IHI revenue bureau would be billing for products and services to projects and clients according to the regularly updated official IHI price list or billable rates. The price list/billable rates will be approved by the management committee. The billing to projects will be in accordance with existing agreements with different projects and the services provided.

IHI management accounting office would be tracking the cost and efficiency of the production and provision of services as internal quality assurance activity.

The Institute has the following service units whose costs will be managed to ensure no loss is incurred. One of the priorities is to ensure full cost recovery by the projects:

#### **4.16.1 Estate Unit (Rest House & Residential Houses)**

Rest House generates net income through the provision of accommodation and catering services. Residential houses generate income through the monthly house rents. These services are provided to both employees and our collaborators.

#### **4.16.2 Transport Unit**

Transport unit generates net income through hire of vehicles to the projects and other related organizations. The garage also provides services to vehicles belonging to IHI, projects and may also provide services to outside organizations and charge them accordingly.

#### **4.16.3 Data Management Unit**

Data management unit charges the projects for services rendered in compiling and processing data on behalf of the Project.

#### **4.16.4 Laboratory Unit**

The laboratory unit charges the projects for whatever services are commissioned by the projects or the public.

#### **4.16.5 ICT Services Unit**

The ICT unit provides and ensures that all necessary ICT services like internet and all networks are functioning.

#### **4.16.6 Maintenance Unit**

Generates net income through provision of garage services to vehicles belonging to IHI, projects and related organizations and charges them accordingly.

#### **4.16.7 Printing and Stationery Unit**

For all the stationeries and printing jobs provided to the projects, the printing and stationery unit charges the projects for such services.

#### **4.16.8 Training Centre**

The goal is to conduct, at cost, various research-based courses that include post-doctoral positions, doctoral supervision, master's degree, and short-term, executive-based courses.

#### **4.16.9 Kingani Medical Clinic**

Bagamoyo Diagnostics and Clinical Care (BDC) project is designed for diagnosis and clinical care primarily for IHI staff and their relatives, but also for the wider Bagamoyo community members seeking for medical care. The fees chargeable will help sustain the clinic by creating a reliable revenue base that shall create a revenue base for paying salaries, utilities and medical supplies.

#### **4.17 Consultancy**

All scientific research consultancies are routed through the grants and contracts office in research division. Refer Volume 2 Schedule 3 in this Administration Manual for further details on application.

##### **4.17.1 Consultancy Fees Management**

Where a staff of IHI provides a consultancy work on behalf of the Institute, the staff will be entitled to part of the fees received. The amount of the fees payable to the staff will be equal to the Gross Consultancy fees received less:

- a) Salary equivalent to number of days spent on the consultancy work.
- b) Other direct costs incurred in accomplishing the deliverables.
- c) 25% of the remaining fee after deducting salary equivalent and direct costs, which goes to the institute.

However, the balance payable to the staff (i.e. after deducting salary equivalent and 25% of the balance which goes to the Institute) will be subject to tax as per the applicable Income Tax regulations.

#### **4.18 Protection of Electronic Accounting Records**

Computers are vulnerable to hard drive crashes, virus, cyber-attacks, theft and natural disasters, which can cause data loss or corruption. Thus, it is important to set up a disaster recovery plan.

The disaster recovery plan involves, among other things, proper arrangements for handling and recovering data in case of event of any disaster. If the system fails, it should be brought back into working condition as soon as possible and the lost data should be recovered.

All this requires good plans for both protecting the equipment and recovering the data in case of disaster. To avoid virus attacks, all computers should be installed with anti-virus software. The ICT department is responsible for ensuring that all computers and servers have anti-virus software that is up-to-date at all times.

Back-ups are the only way to restart a computer activity after an incident has damaged data.

##### **4.18.1 Which Data to Back-up**

We need to protect the data and technical environments (from operating system, programs to parameter settings) of the: Institution resource planning, SAGE ERP 300 and other application software.

Utilities, namely:

- a) Data on personal workstations i.e. Laptops and Desktops;
- b) The shared data stocked by servers' office automation.

Frequency of back-up and who is responsible for data back-ups are shown in ICT Volume 2, Schedule 13.

#### **4.18.2 Ensuring the Back-up is Performed Well**

It is completely useless if at the time of a disaster it is impossible to restore the damaged data simply because the backup media expected to have the lost data does not have that data.

It is therefore important to ensure that back-up has been performed well. The ICT Manager should ensure that the back-up system, on softwares, make a system-generated detailed report evidencing completeness of the back-up process.

Disaster simulation will be carried out twice per year.

#### **4.18.3 Where to Keep Back-up Medias and Archives**

The ICT unit is responsible to backup and store data (see ICT guidelines). The Accounting Systems and Payroll software back-up HDD should be archived as follows:

- a) Daily – ICT Department.
- b) Monthly – Offsite.

All back-up disks should clearly specify the contents in there and the backup date. They should be properly labeled with those details and kept in safe.

#### **4.19 Fixed Assets**

Fixed assets comprise of furniture, fixtures, equipment, software, and leasehold improvements. Acquisition of fixed assets will be as per Procurement Procedures. A Fixed Assets Register should be maintained for all assets acquired. The Register will be maintained by the designated accountant.

The Register will, among other things, give the following details:

- a) Asset Name.
- b) Asset Type.
- c) Asset Identification Number.
- d) Asset Group.
- e) Asset Owner – Institution/Project.
- f) Asset location.
- g) Acquisition Date.
- h) Supplier.
- i) Value of the asset (Original cost plus all associated costs incurred in putting the asset into use).
- j) Depreciation rate.
- k) Month the depreciation started being charged and expected useful life.

Depreciation on fixed assets is calculated on the straight-line basis at the annual rates estimated to write off the asset over their expected useful life. Only the fixed assets owned by the Institution will be depreciated.

However, for control purposes, the Fixed Assets Register should also have details for all assets in use and owned by the Projects. The following are the annual depreciation rates used for each group of assets:

- |                           |        |
|---------------------------|--------|
| a) Buildings              | 5%     |
| b) Equipment              | 20%    |
| c) Furniture and Fittings | 12.5%  |
| d) Vehicles               | 25%    |
| e) Computers              | 33.33% |
| f) Plant and Machinery    | 10%    |

Like with acquisition of fixed assets, disposal of fixed assets (be in the way of writing off or selling) will be as per Procurement Procedures. However, once the fixed asset has been disposed off, the Fixed Assets Register should be updated accordingly.

#### **4.19.1 Acquisition and Capitalization**

Fixed assets purchased by the Institute shall be capitalized and posted into the fixed assets register at cost. The costs capitalized shall depend on the type of asset and method of acquisition i.e. procured and constructed or transferred from projects to the Institute:

- a) Institutional assets are bought and owned by the Institute. Project assets are bought and owned by projects. At the end of the project the ownership of project assets shall be transferred to the Institute subject to the provisions of the contract with the donor.
- b) Except for fixed assets acquired from projects, only new assets shall be acquired by IHI.
- c) All fixed assets shall be properly registered in IHI's fixed assets registers – one for institutional fixed assets and another, on memorandum basis, for project fixed assets
- d) IHI will recognize an item as a fixed asset in the financial statements if it meets the following basic criteria:
  - i) The cost/value can be measured reliably.
  - ii) The inflow of economic benefits to IHI will last more than one year.
  - iii) The cost/value is equal or more than Tanzanian Shillings One Million (Tzs. 1,000,000/=) or USA Dollar Five Hundred (USD 500).
- e) IHI shall maintain a fixed assets accounting system to provide control and accountability over capital assets, and to gather and keep information needed for the preparation of Financial Reports in conformity with International Public Sector Accounting Standards (IPSASs).
- f) All movable fixed assets shall be physically verified at least once every year.

#### **4.19.2 Revaluation of Fixed Assets**

- a) Revaluation of fixed assets will be carried out by an expert whenever it is felt necessary to bring into the books the fair market value of fixed assets.
- b) In case of land and buildings, revaluation is desirable as their value generally increases over time, and may be carried out every 5 years.
- c) For other assets revaluation may not be desirable except for project assets at the date of transfer to the Institute. Revaluation may also be necessary when IHI wants to sell one of its assets, in order to get a fair market price in preparation for sales negotiations.

#### **4.19.3 Impairment or Downward Revision**

Impairment (downward revision) will be necessary when the useful life of the asset for some reason becomes shorter or its future revenues become uncertain. Motor vehicles are prone to accidents and furniture and equipment may get damaged or become obsolete. It is therefore necessary for IHI to inspect its assets every year end to determine their condition and assess whether impairment is necessary.

#### **4.19.4 Depreciation and Amortization**

- a) Depreciation will be charged annually on all institutional fixed assets at the applicable rates during the useful life of the assets.
- b) Depreciation will not be charged on capital work in progress.
- c) Full depreciation will be charged during the year of purchase but depreciation will not be charged during the year of disposal.
- d) Capital grants will be amortized over the useful life of the asset for which they relate. The amount of amortization will be equal to the depreciation charge on the asset.

#### **4.19.5 Verification of Fixed Assets**

All movable fixed assets shall be verified at least once annually. The verification team shall include an external or internal auditor. The exercise will involve the following tasks:

- a) To verify existence of each asset in its location.
- b) To verify condition of each asset.
- c) To compare each asset physically located in each unit or project facility with the records contained in the fixed assets register and determine variance.
- d) Identify possible reasons for variance.
- e) Carry out reconciliation of the difference between physical count and fixed assets register.

The results of the verification exercise shall be the basis of decisions to:

- a) Revalue the assets.
- b) Write off lost assets.
- c) Dispose assets not required.
- d) Amend the FAR for location, condition, value of assets etc.

**4.20 Expenditure**

Purchase Orders, contracts or agreements must be in writing, signed by authorized persons. Verbal orders or contracts are prohibited and any person who makes a verbal order on behalf of IHI will be personally responsible for all costs arising from the transaction.

**4.20.1 Payment of Allowances and Certain Expenses**

The following documents shall be attached to support Payments of allowances and certain expenses:

No.	Type of payment	Supporting documents to be attached include:
1.	Subsistence allowance on duty travel	(i) Copy of invitation letter or joining instructions - from the organizing institution - for attending meetings, seminars, workshops or training approved by unit/project leader (ii) Copy of duly approved vehicle request form of the vehicle user in case of drivers' claims
2.	Subsistence allowance on field work	Summary of field activities to be carried out, approved by unit/project leader
3.	Transfer allowance	Copy letter of transfer stating new duty station, names of persons entitled and amount for each person authorized by HR Management
4.	Acting allowance	Copy of letter to act in the specified duty post indicating the period the officer has been acting in that post signed by the CED/Designate
5.	Leave allowance	Copy of letter or form of approval for leave indicating amount of leave allowance granted, signed by HR Management
6.	Outfit allowance for foreign travel	(i) Copy of invitation letter or joining instructions - from the organizing institution - for attending meetings, seminars, workshops or training approved by unit/project leader (ii) Request for the allowance authorized by HR Management (iii) CED/Designate's approval for travel
7.	Overtime/extra duty allowance	(i) Request duly filled and signed by claimant (ii) Timesheet duly filled and signed by unit/project leader
9	On call allowance	(i) Request duly filled and signed by claimant (ii) Timesheet duly filled and signed by unit/project leader
8.	Communication allowance on top of CUG	(i) Request form duly filled and signed by claimant (ii) Copy of letter/memo to authorize payment of the allowance signed by CED/COO
9.	Transport to place of recruitment	(i) Letter of termination of employment indicating entitlement for repatriation allowance (ii) Copy of the expired contract or letter of employment (indicating place of recruitment)

No.	Type of payment	Supporting documents to be attached include:
10.	(iii) Severance allowance	(iv) HRM's memo to request payment to the named person (v) Copy of the contract of employment
11.	(vi) Special duty allowance	(vii) HRM's memo to request payment on the basis of approved pre-determined rates with the list of eligible staff OR (viii) Request form duly filled and signed by claimant indicating amount and month for which the allowance relates
12.	(ix) Fees for registration and participation in professional seminars, workshops, and conferences	(x) Original receipt acknowledging payment (xi) Certificate of attendance
13.	(xii) Cost of travel tickets	(xiii) Original receipt or used ticket to acknowledge payment (xiv) In addition to (i), the boarding pass for air travel
14.	(xv) Collaborator	(xvi) Collaborator agreement

## 4.21 Financial Statements and Year End Audit

### 4.21.1 Appointment of Auditors

External Auditors shall be appointed by the Board of Governors in a one to three-year engagement term. A one-year engagement is renewable in a maximum of two 3-year terms. The audit firm to be appointed should be among the best top four in the United Republic of Tanzania.

As usual, the auditors shall audit the Financial Statements and Accounts of the Institute as per terms of engagement letter. Tender procedures will be followed in getting bids from the Audit firms.

### 4.21.2 Preparation and Submission of Financial Statements for Year-end Audit

Financial Statements shall be prepared in accordance to the requirements of the International Public Sector Accounting Standards (IPSAS).

The Financial Statements shall be compiled and sent to the Auditors for auditing within three (3) months after closure of the financial year.

The draft Financial Statements should be reviewed by the COO. Then the COO should submit the draft to the Management Committee for review and approval before sending the same to Auditors.

The Audited Financial Statements shall be submitted to the Board of Trustees for deliberation after being reviewed and recommended by finance, audit and risk committee (FARC).

## **5.0 Procurement**

### **5.1 Introduction**

IHI's Procurement Management Unit (PMU) main objective is the acquisition of Goods, Works and Services; of Right Quality, at Right Time, in Right Quantity, at Right Price and from Right Source.

The IHI's PMU has to ensure successful implementation of the aforementioned main objective through: effective cooperation between user units, adherence to Procurement Ethical Codes of Conducts, and intensively trained staff.

The IHI's Procurement Policy and Procedures are designed to ensure effective, efficient, and economic procurement processes, within the guidelines of good practices.

Procurement Standard Processing Time for non-tendering procurement methods has been established for continuous measurement of the PMU, Suppliers, Contractors and Service Providers.

Projects Donors' Procurement Conditions: Unless otherwise these procedures conflict with the donors' procurement procedures, the requirements of such individual project agreement will prevail, but in all other aspects, the procurement processes shall be governed by these procedures, and the local procurement laws.

Schedules for Procurement Procedural Forms (PPF), Procurement Standard Processing Time, Procurement Methods Selection Limits (PMSL), Approving Authority Levels (AAL) and Composition of Procurement Committee (PC) have been processed as daily working tools. The PPFs will be updated or developed by the head of PMU and approved by the MC.

### **5.2 Inventory Control Systems (ICS)**

Items have been classified with their appropriate ICS into the following three Categories as an initial guideline for reducing inventory through cost effective procurement:

- a) Capital Items.
- b) Stock or Recurrent Items.
- c) Non-stock items or direct-issue items.

#### **5.2.1 Capital Items**

These include Plant and Equipment, Motor Vehicles, Bicycles, Office Furniture and Fittings, Office Equipment, Buildings and the like. Just-In-Time (JIT) is the appropriate ICS to be applied for procurement of this category of items.

#### **5.2.2 Stock or Recurrent Items**

These include Spare Parts for Office Equipment, Plant Equipment, Motor Vehicles, Motor Cycle, and Bicycles, Fuel and Lubricants, Oils, Stationary, Cleaning Materials and Detergents, and the like. JIT, Materials Requirements Planning (MRP) and Economic Order Quantity (EOQ) are appropriate ICSs for this category of items.

### **5.2.3 Non-stock Items or Direct-issue Procured Items**

These include Household Consumables like sugar, tea, coffee, milk, small miscellaneous items and the like. The Time-based ICS is an appropriate ICS to be applied to this category of items.

### **5.2.4 Different Groups of Items**

Groups of items which shall be used as group item names, and group item codes, especially when user-units are processing for their demands, and during the codification of items for cataloguing and programming for automation are found in Volume 2, Schedule 23.

## **5.3 Procurement Budgeting & Planning**

### **5.3.1 Procurement Budgeting**

For procurement related budget, the PMU, Projects and Finance Unit will cooperate to compile an Annual Procurement Budget by using departmental estimates, past records, projections and market prices in liaison with other stakeholders.

The budgeting session and approval period shall be specified in advance by the Finance Unit.

### **5.3.2 Procurement Planning**

Procurement Planning shall be done for the aim of speeding acquisition of goods and services getting value for money and providing standard measures. Annual procurement plan is part of the budget.

The procurement plan will be reviewed and updated on a quarterly basis.

Responsibilities of the internal procurement stakeholders (the Director, Tender Committee (TC), Procurement Management Unit (PMU), and User Units) are defined in Volume2, Schedule 17 and Volume2, Schedule 18.

## **5.4 Methods of Procurement**

Generally, during the procurement of goods, works or services, or disposal by tender, the institute shall apply the following procurement methods prescribed below, and the successful suppliers, contractors, service providers or asset buyers by tender shall be the substantially responsive and of the lowest evaluated cost, in any case of procurement or the highest evaluated value in case of disposal by tender:

### **5.4.1 Tendering**

International Competitive Tendering: In International Competitive Tendering or otherwise known as International Competitive Bidding (ICB), the institute shall invite suppliers, contractors, service providers or asset buyers regardless of their nationality, by means of tender notice that shall be advertised nationally and internationally to submit priced tenders for goods, works or service or purchase of institute unserviceable assets.

National Competitive Tendering (NCT): In NCT or otherwise known as National Competitive Bidding (NCB), the institute shall invite suppliers, contractors, service providers or asset buyers regardless of their nationality, by means of tender notice that shall be advertised only in the United Republic of Tanzania to submit priced tenders for goods, works or service or purchase of Institute assets; if the total value of demand is within the procurement methods selection limits Volume 2, Schedule 21 or for approved emergency requirements.

Restricted Tendering (RT): The institute may restrict the issue of tender documents to a limited number of specified suppliers, contractors, or service providers; if the total value of demand is within the procurement methods selection limits Volume 2, Schedule 21 or for approved emergency requirements.

#### **5.4.2 Competitive Quotation (CQ)**

CQ is one of procurement methods based on comparing price quotations obtained from several suppliers, works or service providers to ensure competitive prices, and is an appropriate method for procuring readily available off-the shelf goods, or services; and if the total value of demand is within the procurement methods selection limits Volume 2, Schedule 21 or for approved emergency requirements,

The CQ can be National or International as for tendering procurement method mentioned above.

However, the approved list of suppliers and service providers which will frequently be invited through quotations will be developed by pre-qualification (i.e., screen for short listing).

#### **5.4.3 Single Source**

Single-source procurement for goods, works or services will be engaged when:

- a) The goods, works or services are available only from a particular supplier, contractor or service provider, a particular supplier, contractor or service provider has exclusive right.
- b) There is an urgent need for goods, works or services.
- c) Additional goods, goods or services of the same type as those procured under an existing contract are required.
- d) The estimated value of the goods, works or services do not exceed the limit prescribed in the Procurement Method Selection Limit Volume 2, Schedule 21.
- e) The item is procured from overseas by a travelling staff member or collaborator.

#### **5.4.4 Minor Value**

The institute may procure goods, services or works directly from a supplier, service provider or contractor when:

- a) No advantage to the institute is likely to be obtained by seeking for the quotations or using other procurement methods.
- b) Contract for the provision of such goods, works or services may be Local Purchase Order.
- c) The value does not exceed the limit of minor value prescribed on the Procurement Method Selection Limit schedule Volume 2, Schedule 21.

#### **5.4.5 Individual Consultant Selection**

This is a Procurement Method for individual consultant selection only, which will be used when the individual consultant is required to provide consultancy services and the value does not exceed the limit of Individual Consultant Selection prescribed on the Procurement Method Selection Limit Volume 2, Schedule 21.

### **5.5 Procurement User Guidelines (PUG)**

Generally, users of these procedures will also be required to refer the schedules of Composition of Procurement Committee (PC), Procurement Procedural Forms (PPF), Procurement Standard

Processing Time (PSPT), Procurement Methods Selection Limits (PMSL) and Approving Levels (AAL).

When demands for goods, works or services arise, the user-units will process and get the demand request approved using the Purchase Requisition (PR) form. The approved PR which will be the initial procurement procedural form (except for large capital investments whereby the Capital Asset Acquisition Form will be the initial PPF) will be delivered electronically or by hardcopy to the Procurement Management Unit (PMU) for procurement processes as per procurement procedures.

The PMU on receipts of the approved PR from the user-units, the decision to issue from store (if available from store), make, buy or lease will be made. If decision is to buy, the procurement processes will be started as understated.

**5.6 Procurement Processes**

The procurement processes will start from economic justification (for large capital investments only), demand requests, selecting procurement methods, selecting procurement techniques, evaluation of tenders or quotations, processing agreements, approving receipts and invoice certification for payments to suppliers, contractors and service providers. Generally, the procurement processes will be as per summarized table:

Economic Justification	Demand Requests from the user-units	Procurement Methods	Procurement Techniques	Evaluation of tenders or Purchase Orders	Agreement	Receipts Approving	Certification for Payments
Capital Asset Acquisition (CAA) Form	Purchase Requisition (PR) form	Tendering	Open or selective Tendering	Evaluation Report	Contract/ Purchase Order	Related Engineers/ Inspection Team/Store Officer	PR copy, Original PO, Contract copy, Certificate of Completion (CC), Job Card(JC), Internal Delivery Note(IDN), Delivery Note(DN), AWB, BL, Goods Received Note(GRN) and Invoice.
		Competitive Quotation (CQ)	3 minimum Quotations	Competitive Quotation Comparison (CQC)	Purchase Order	Inspection Team/Store Officer	
		Single Source	Negotiation	None	Purchase Order	Inspection Team/Store Officer	
		Minor Value	Negotiation	None	Purchase Order/PR	Inspection Team/Store Officer/User units	
		Individual Consultant Selection	Open or selective Tendering	Evaluation Report	Contract/ Purchase Order	Related Engineers/ Inspection Team.	

To measure the efficiency of procurement processes, procurement standard processing times were defined. For non-tendering procurement methods refer to Volume 2, Schedule 19. For procurement standard processing time for PMU refer to Volume 2, Schedule 20.

### **5.6.1 Economic Justification**

For a non-health related capital asset investment of more than or equal to TZS. 150,000,000/= (or equivalent), the economic justification shall be made using the Capital Asset Acquisition (CAA) form and will be approved as per Procurement Approving Authority Levels (PAAL) in Volume 2, Schedule 22 and thereafter will be delivered to the PMU for procurement processes.

### **5.6.2 Demand Requests from User Units**

All user-units' demands will be requested through the PR form approved accordingly as per PAAL and will be delivered to the PMU for the procurement processes. The PMU will provide guidelines for pricing the PR forms before approval.

### **5.6.3 Selection of Procurement Methods and their Procurement Techniques**

The PMU will acknowledge receipt of approved PRs and immediately decision on procurement methods and techniques will be made as follow:-

#### **5.6.4 Tendering**

On this tendering Procurement Method, open or selective tendering will be used as a procurement technique.

#### **5.6.5 Competitive Quotation (CQ)**

On this procurement method, a 3 minimum quotation procurement technique will be used. The maximum time for waiting for proforma invoices from when requested is 4 working days, after which the received quotes will be the ones considered. In case of international procurement (importation) one quote will suffice.

#### **5.6.6 Both Single and Minor Value**

On these procurement methods, Negotiation will be used as procurement technique.

#### **5.6.7 Individual Consultant Selection**

On this tendering Procurement Method, open or selective tendering will be used as a procurement technique.

### **5.7 Evaluation of Tenders and Quotations**

#### **5.7.1 Evaluation Report**

Evaluation Report for substantially responsive, lowest-cost / best-value suppliers, contractors and service providers will be prepared by the evaluation committee which will be appointed as per these procedures, approved by the tender committee and authorized by the Director of the institute for contract or purchase order preparation by the Head of PMU.

#### **5.7.2 Competitive Quotation Comparison (CQC)**

CQC for substantially responsive suppliers and service providers with lowest cost for Competitive Quotation Procurement Method will be prepared and approved by Project Leader/Director for Purchase Order preparation and thereafter approved as per approving authority levels under these procurement procedures prior to its award.

#### **5.7.3 Non-Evaluation Required**

Single source and Minor Value procurement methods will not require any type of evaluation for suppliers, contractors or service providers for purchase orders preparation by the Head of

PMU thereafter approval by the approving authority levels under these procurement procedures prior to its award.

### **5.8 Local Purchase Orders (LPOs)**

Unless special circumstances prevail, which will be documented, the following are the Terms and conditions:

- a) This LPO is valid for 30 (thirty) days only from the date of issue and should be considered as CANCELLED after the expiry of that period. Goods supplied after such LPO expiry date will not be accepted;
- b) Goods supplied should be delivered to IHI Offices only during official working days between 0800 and 1600 hours;
- c) Goods supplied partially will strictly not be accepted by IHI; If you cannot supply our order in full, RETURN the ORIGINAL LPO to IHI and; provide a list of the items and quantities that you can supply;
- d) Payment will not be made for goods/services supplied against LPO that has not been signed by all signatories;
- e) Payment will be made only when goods/services supplied have been supported with, among other documents, original LPO, invoice and delivery note duly signed by IHI Staff who received the goods/services provided and;
- f) Invoices and Delivery Notes should be given to Stores Office of IHI Branch where this LPO has originated.

NB: IHI LPOs are valid for 30 (thirty) days from the date of issue. Therefore no LPO should be issued against a supplier whose PFIs or Quotes terms of supply indicate a delivery period of more than thirty days. For example, if the PFI indicates delivery period of between 4 (four) to 6 (six) weeks, then no LPO should be issued as the Supplier may deliver even on the fifth week which will mean more than thirty days

### **5.9 Receipts Approval**

Approval for receipts of goods, works or service will be done as follows:

#### **5.9.1 Goods, Works or Services Procured under Tendering Procurement Methods**

Related Engineers, Inspection Team, will inspect and approve receipts of procured goods, works by using Certificate of Completion (CC) or Job Card for works or Services and Internal Delivery Note (IDN) for goods under contract or purchase order agreements.

#### **5.9.2 Goods or Services Procured under Competitive Quotation or Single Source Procurement Method**

Inspection team will inspect and approve receipts of procured goods or services by using CC or Job Card for services and IDN for goods under Purchase Order agreement.

### **5.9.3 Goods, Works, or Services Procured under Minor Value Procurement Methods**

Inspection team will inspect and approve receipts of procured goods, minor works or services by using Certificate of Completion (CC) or Job Card for minor works or Services and Delivery Note (DN) for goods under contract, purchase order or PR agreements.

### **5.10 Certification for Payments**

Certification for payments shall be made by related Engineers, Inspection Team, or User-units by using Certificate of completion (CC), PR copy, Original PO, Contract copy, Airway Bill (AWB), Carriers Consignment Note (CCN) Bill of Lading (BL), Job Card (JC), Internal Delivery Note (IDN) or Delivery Note (DN), Goods Received Note (GRN) and Invoice.

### **5.11 Payments**

All payments will be made after receipt of goods and services dully supported with tax invoice, GRN, original LPOs/FPOs and delivery notes.

**No advance payment will be issued except with express permission from the COO.**

### **5.12 Process Improvement Notes with New ERP System**

#### **5.12.1 Introduction**

IHI started using a new ERP system effectively from 1st July 2016. With the new system, procurement and stores management processes became integrated to the conventional accounting modules of the system. In addition, the approval process, through the system electronic workflow, became automated as well.

In an attempt to enhance control environment, it was envisaged that centralization of procurement process could be a reality, given the availability of this electronic connectivity.

More than six months post ERP implementation, and after subsequent process review that was adopted; it has showed that the current established mechanism has become unnecessarily overwhelming to PMU unit in Dar, and hence a need for some changes.

#### **5.12.2 Details of the changes**

- a) Decentralization of procurement of branch items to be made at the respective branches. All items up to the maximum of shillings three million (3 million) per single item/transaction shall be initiated, reviewed and approved by branch management. The limit of 3 million does not refer to the aggregate value of several transactions. This implies: at Ifakara and Bagamoyo; the requisition from procurement officer, then go to core/project accountant and end up at unit/project leader. The order shall be prepared by branch procurement officer, reviewed and recommended for approval by the branch accountant and approved by the respective branch manager.

For Dar es Salaam based supplies, branch management shall work with facilitation of Dar procurement unit.

Petty cash is authorized to pay for procured items with an amount not exceeding Tzs 150,000, and these items do not need to go through the purchase workflow.

- b) Delegation of PR and LPO approvals from COO (chief finance and systems officer) to senior and branch accountants, as well as from CED to COO as follows:
- i) All LPO approvers, except branch accountants (senior accountants, branch managers, COO and CED shall cease to electronically approve the purchase requisitions (PR). Their PR review and approval shall be exercised when approving the LPO physically.
  - ii) In Dar office, all LPOs up to the maximum of Shillings Three Million (Tzs 3 million) will go from procurement manager, senior accountant and the COO.
  - iii) All LPOs above Shillings Three Million (Tzs 3 million) shall follow the current mechanism; from procurement manager, to COO and CED for approval

- c) Delegation of a number of items to administration. Such items shall include: air-ticketing processing, utility, rest house, catering, facility maintenance, etc.

All maintenance related requests shall be channeled through branch administration, through a maintenance requests form attached. The motor vehicle and cycle related requests will go via the fleet management unit, while ICT related via the ICT unit.

- d) Workflow review to allow for: 1. PRs from management/project accountants directly to Unit/Project leaders, to eliminate the need for LPO approvers to also do PR electronic approvals, 2. Electronic workflow delegation whenever an approver travels, or not in a position to make an immediate approval (system has been reconfigured to allow for this)
- e) Price controls
- i) There shall be quarterly market surveys to establish standard price list for frequently procured items and if need be the maximum allowable variation;
  - ii) A new procurement email address (procurement@ihi.or.tz) has been created to be used for all official communications from PMU to vendors, and vice versa), especially requests and submissions of quotations to/from vendors
- f) Purchase of laptops and other electronic equipment: on a case-by-case, it is allowed for overseas purchase of laptops and other electronic gadgets via online platforms, such as Amazon, etc., as well as IHI individuals travelling abroad
- g) Establish pay and pick, or on delivery mechanism for urgent items, and/or those with enormous price difference between cash and credit purchase.
- This mechanism shall be exercised where there are material price differentials between credit and cash purchase.
- h) Procurement from authorized super dealers: All electronic and electrical equipment and appliances shall be sourced directly from the super dealers. Examples of such items include, but not limited to, air conditions, TV sets, computers, etc. This will ensure better quality and price for items procured.

- i) LPO validity time has been shortened to within 10 working days from the previous 30 calendar days.
- j) Accountability and timeline of delivery of requested goods or services. PMU staffs (Dar, Ifakara and Bagamoyo) are the focal points for follow up of all ordered goods and services via PMU. Branch administration colleagues remain focal points for items that have been delegated to them.

A period of 21 calendar days (three weeks), as a maximum, is provided for locally sourced items to be delivered. Whereas, foreign sourced goods are expected to be delivered within one month of being requested.

After goods have been received in the stores, dispatch, by store management unit, to the users is expected to take not more than 2 days.

- k) Quality of procured items: technical experts shall be involved during requisition, for correct specifications, and when goods/service is received. ICT shall be involved for ICT equipment, laboratory technologist for laboratory reagents, etc.
- l) Monthly supervision monitoring by procurement manager. As decentralization and delegation brings with it a new set of risks related to compliance, a professional eye would be required on retrospective basis. A procurement manager shall make random reviews on a regular basis.

## 6. Information & Communication Technologies (ICT)

### 6.1 General Responsibilities

ICT is a corporate unit of IHI. Its responsibility is to ensure the use of appropriate and relevant ICT tools to promote efficiency and effectiveness in the operations of IHI group wide. The Unit services also include provision of technical advice on ICT related items (Hardware, Software, Services, and Training), replacement of equipment, electronic communication, website management, data security, disaster planning, maintenance, support and helpdesk.

### 6.2 Specific Responsibilities

The ICT Unit has the following responsibilities:

- a) To plan and oversee the development of ICT infrastructure and ICT personnel in the Institute.
- b) To co-ordinate the acquisition, installation and use of computer hardware and software in the Institute.
- c) To ensure that all ICT resources and services are reliable and available in good quality to IHI staff.
- d) To follow up the maintenance of hardware and other support services in the Network.
- e) To gather new information and new ICT technology and select and advise the management on equipment and applications to enhance ICT services.
- f) To define ICT standards and establish long/medium term ICT strategic and operational plans to guide the management in investment in reliable ICT infrastructure and solutions.
- g) To assist the Printing and Stationary Unit on electronic monitoring of printing and photocopying for identification of charges and ultimately internal billing.
- h) To lease ICT equipment and charge services such as internet, repairs and maintenance of computers and other accessories to the project and other Units.
- i) To provide professional end-user support through its Helpdesk service.

The unit is headed by a Senior ICT expert and assisted by ICT Coordinators in all the main branches of IHI.

Further details and ICT regulations are summarized in Volume 2 Schedule 13.

## 7. Services (Research Skill Centres)

IHI has well developed research skills centers which can be used by projects for various services to accelerate their research activities.

### 7.1 Data Management

The Institute has data management units established to cater for data management requirements across the projects. The units are equipped with basic and advanced hardware and software to ensure high quality processing of data.

The services provided include data entry, cleaning, software design and implementation, range consistence checks and validation, questionnaire design and end user training.

### 7.2 Data Analysis Centre

The work on consolidating the IHI datasets that are being generated from different activities is done by the data analysis cluster. The plan is also to make these data sets publicly available. The introduction of tablet PC data collection tools and improvement of our data centralization and analysis capabilities will transform the output of the Institute.

HDSS legacy data will be made available in searchable format on the web. The amount of data that is made available to the public will be increased every year after performance checks on the database systems used and some training of the end users.

The most important aspect of the work is synthesis function which is performed by members of the Data Analysis Centre (DAC). The DAC will assist projects within IHI to synthesize information generated institution wide (beyond the primary objectives of specific projects) on a regular basis.

The DAC will also assist the MOHSW to synthesize and perform secondary analysis on national data sets. This will include service-based statistics (such as data from Reproductive and Child Health) as well as national survey data (such as the Tanzania HIV and Malaria Indicator Survey).

Analysis will also be carried out on "input" data using administrative data systems (budgets, personnel). In addition, IHI will offer a data analysis service to provide commissioned data tabulation, trend analysis and statistical analysis of such data.

The analysis group can also develop models for analysis of spatial data and the use of satellite imagery to identify disease foci and predict areas where epidemics can occur such as spatial assessment of mortality impact of insecticide treated nets and the use of satellite data to identify malaria breeding sites. The use of this technology can expanded to address issues of the impact of climate change on disease occurrence. Currently the data analysis center is centralized in Dar es Salaam site.

### 7.3 Health Demographic Surveillance System

Demographic Surveillance Systems, now known as Health and Demographic Surveillance Systems (HDSS) have capacity of producing routinely, basic demographic indicators and

selected health indicators including morbidity, coverage of interventions etc. However, its capacity is beyond monitoring basic demographic and health indicators.

Among many potential uses of the HDSS, are evaluation of health initiatives or interventions. Both Ifakara and Rufiji HDSSs have successfully been used as a platform to evaluate several health initiatives, including ITNs, ACTs, IMCI etc.

Project surveys are nested to the HDSS rounds and as much as possible conducted by the HDSS field team. The intention here is to minimize the number of household visitations and thus the number of contacts with the respondents.

Surveys conducted by the HDSS staff cuts down the project costs quite significantly because the team is based in the field and thus do not need to be paid per-diems or transported daily from Ifakara. HDSS field staff comprises a set of interviewers and supervisors who are well-trained and possess good interview and social skills.

Since 2015, IHI has put on sleep the Health Demographic Surveillance System sites, in Ifakara, and Rufiji. The platform will be reviewed to match with the latest technology and innovation.

#### **7.4 Sentinel Panel of Districts**

The Sentinel Panel of Districts (SPD) is a research platform comprising of over twenty districts of Mainland Tanzania, selected to provide national estimates of various health and demographic indicators. The sampling frame consisted of all regions of Mainland Tanzania stratified into seven zones.

The SPD is comprised of two arms, i.e. the population (Sample Vital Registration with Verbal Autopsy) and the facility based arm (FBIS). The population-based arm provides population level estimates on all-cause mortality, cause-specific mortality and socio-demographic indicator such as household socio-economic status, education level and coverage of interventions. For the FBIS we implement the District Health Information System (DHIS) in all the selected districts.

The panel also is complimented by periodic community surveys to obtain population-based indicators, including demographic, poverty, and health seeking behavior, access and satisfaction. The panels are ideal for implementing health facility and community-based survey modules.

The Sentinel panel of districts therefore can be used by projects for rapid response enquires into implementation status and effectiveness of specific policy initiatives including health system reforms.

The sentinel panel districts research platform has been put on sleep until further developments.

#### **7.5 Resource Centre**

The Resource Centre (RC) provides an independent, knowledgeable and respected commentary on public policy performance in the health sector to inform and stimulate national debate and increase accountability. It has made strong progress to a point where health sector information for use by health planners and managers, donors, media, researchers and consultants can be obtained.

The RC maintains and administers a web-site, e-bulletin and has built collection of literature that can be accessed through a digital library. The work of the RC complements IHI's research outputs with equal emphasis on research dissemination and translation of research evidence for policy. It will continue to work with national and international media to project information about IHI, its work and achievements. This has been manifested in a growing number of "media mentions" in the national print, radio and television media in Tanzania as well as growing international coverage.

The RC provides services to researchers enabling them, if they choose, to channel any consultancy projects they propose to undertake by using the services the research scientists/consultants may benefit from IHI's professional indemnity and liability insurance policies.

The RC also provides standard agreements, assists with the costing and pricing of the consultancy contracts and manages the contractual negotiation process, invoicing, debt collection, and income distribution also form part of the service offered enabling the researchers to concentrate on carrying out the consultancy work.

Several consultancy projects are managed by the RC from the wide variety of subject areas which include, Health Economics, Biomedical, Social Science, Health Systems, HR Research, Monitoring and Evaluation, Implementation Science, Environmental Science, Clinical Trials, Advice on Study Design, Data Management, choice and application of Statistical Methods, Data Analysis and Interpretation of Results, and assistance with Statistical Software and Programming.

## **7.6 Laboratory**

The laboratory unit of Ifakara Health Institute (IHI) was established specifically to support laboratory-based research activities, training and diagnostic services according to the IHI strategic plan. This unit has two modern laboratories, one located in Ifakara and the other in Bagamoyo. The IHI laboratories are equipped with basic and advanced equipment that allow both conventional and state-of-the art analyses.

Our laboratories provide all laboratory-based technical support to the research projects. Likewise, the unit provides training and supervision to local and international students during their field practical on laboratory techniques. Similarly, the unit hosts training and supervision to laboratory technicians and to visiting scientists.

Furthermore, as a courtesy to the surrounding communities' long and strong trust to the institute, the unit provides quality and timely diagnostic services to both out-and-in patients at the modest price. Finally, this unit is involved in some consultancy services.

In both laboratories biosafety level 2 cabinets have been installed to allow safe conduct and handling of all biological materials that are considered to be potentially bio-hazardous. In addition, the construction of a level 3 laboratory is in progress at Bagamoyo Branch, which will enable handling of highly pathogenic organisms.

The unit offers a diverse range of techniques/assays as described under guideline for service costs. Therefore, in order to operationalize its functions the unit has been subdivided in



sections including molecular biology, immunology, parasitology, microbiology, diagnostic histology, haematology and chemistry.

The Institute's labs are ISO 15189 Accredited as meeting international standards and also GCP and GCLP compliant to ensure quality service to customers.

## 8. Training and Capacity Building

### 8.1 Introduction

The institutional training activities have been developed further with the appointment of an institutional training coordinator. Full-time training will be carried out in partnership with the newly established Nelson-Mandela African Institute for Science and Technology. The affiliation of IHI to NM-AIST will expand the training component of the institute and increase the potential for obtaining resources from the Government of Tanzania in future.

The training courses will focus on Master's in Epidemiology and Infectious disease and Master's in Public Health. These courses are in collaboration with the SwissTPH/University of Basel, Mailman School of Public Health/Columbia University and University of California, San Francisco. Short courses on technical malaria control and management skills training for malaria control programme are carried out at central and district levels.

Improvement of the research and training platforms is ongoing in Bagamoyo. Further research platforms will be constructed in Ifakara and Rufiji. More information on training is available in the training policy of the Institute.

### 8.2 Training Strategy

In order for the Institute to effectively discharge its functions, it will be necessary to have a cadre of highly skilled and appropriately trained workforce and to up-date their training in the various categories of skills involving the Institute's duties and obligations as enshrined in the IHI Strategic plan.

In training and retraining of staff, the Institute shall be guided by the philosophy of "training by objective". Training shall be planned to meet the strategic goals of the Institute. To qualify for training an employee shall be required to have worked for at least two years in a full time position with the Institute.

Employees on temporary terms of service shall not be provided with training at the expense of the Institute or be sent on fellowships offered to the Institute.

### 8.3 Objectives of Training

Internal and external training shall form an integral part of staff development within the Institute. The training objectives shall be as follows:

- a) To improve the efficiency and effectiveness of employees with a view to enhancing job performance.
- b) To provide the necessary knowledge and skills to new employees who might be recruited by the Institute without the required skills or professional training or employees appointed or promoted to higher positions so as to enable them attain the required level of competency in their jobs.
- c) To prepare the professional cadres to adapt to the rapid changes in technology and management practices.

- d) To provide scope for personal advancement to employees who demonstrate potential qualities for career development.

#### **8.4 Responsibility for Training**

It is the responsibility of every head of Unit, section and project leader to continuously offer on-the-job training to their subordinates and identify suitable training for them.

Individual requests for training shall be considered if processed and duly recommended by their controlling officers and Heads of the Units/Project Leaders. The Management shall identify suitable training institutions and training programmes tenable within or outside the country.

#### **8.5 Part-time Training**

- a) The Institute may assist in special cases when an employee is pursuing part-time or correspondence courses, which are relevant to their duties.
- b) The procedure to be followed shall be for the employee to submit his/her application for relevant part-time or correspondence studies to the recognized Institute through the Heads of units/sections or project leaders.

#### **8.6 Payment of Salaries and Fringe Benefits**

Employees sponsored by the Institute or any other organization with the approval of the Institute shall receive in addition to stipend or other allowances applicable, a proportion of their salaries depending on the status of their training, the amount of stipend being paid, and the duration of exemplary service the employee has served the Institute.

#### **8.7 Terms and conditions applicable to attendance to courses**

##### **8.7.1 Costs to be incurred**

Where an employee is admitted to a course of postgraduate education and his application was supported or recommended by the Institute, he/she may be sponsored by the Institute to attend the course. The Institute may incur all or part of the following:

- a) Course fees.
- b) Registration and Admission.
- c) Examination fees.
- d) Residential, including all board and lodging fees excluding laundry charges.
- e) Transportation to and from the place of the course.

##### **8.7.2 Leave without pay to Pursue Postgraduate Studies**

An employee attending a course of higher education for a Master's degree or higher course, relevant to his/her duties, who is not sponsored by the Institute may be granted leave without pay for the entire duration of the course.

An employee sponsored by the Institute may be granted leave with pay following condition stipulated by the Institute.

**8.8 Registration with Professional Boards or Institutions**

The Institute shall pay for its professional staff registration and annual fees for three Professional Boards recognized by the Institute.

**8.9 Staff development committee and its functions**

There shall be Staff development committee within the Institute to administer the day-to-day training functions.

The Staff Development committee shall consists of the following members:

- a) Training Manager - Chairperson
- b) The Training Coordinator - Secretary
- c) HR Manager - Member
- d) Two (2) Senior Scientists - Member
- e) Services Unit Manager - Member

**8.9.1 Functions of the SDC**

The Staff Development Committee shall have the following functions:

- a) Prepare and monitoring the implementation of Institute's Human Resources Development Scheme
- b) Nominate candidates from amongst employees identified or recommended for training by head of Units, Sections, Sites and Project Leaders
- c) Conduct jobs Evaluation and grading
- d) Provide recommendation to MC on Institutional investment

## **9. Operations Support Services**

### **9.1 Introduction**

The institute provides various services to projects, collaborators and other related organizations to best serve research projects. The aim is to provide services with good quality and in time. Every service unit has a clearly defined service portfolio. The cost of each service is defined in the list of services costs in Volume 2 schedule 1. The following units are providing services to projects and other institutional units:

### **9.2 Transport**

The Institute has a considerable fleet of vehicles able to provide transport services for people and goods to projects and institutional units. The whole fleet is maintained and in good condition to ensure safety and comfort to all users. Transport services are available in all our branches stations and Head Office

#### **9.2.1 Fleet Management**

The Transport Manager shall be the overall in-charge of vehicle management within the Institute and shall perform the following specific responsibilities:

- a) Ensuring that control is exercised over the use of all vehicles.
- b) Controlling the proper implementation of fleet management of projects and institutional vehicles.

#### **9.2.2 Procedure to Get Transport Services**

- a) Applicant has to fill and sign a vehicle request form which can be obtained from the reception (Volume 4 Schedule A1).
- b) The form has to be approved by the Unit/Project leader/Administrator.
- c) Administrator shall authorize the use of the Institute's motor vehicles or motor cycles by signing the request form.
- d) Vehicles travelling outside the work station must have prior approval from the Administration Manager/ Branch or Station Leader.
- e) The security guards shall verify the departure of the vehicles by signing on the request form.

#### **9.2.3 Rules of Vehicle Usage**

- a) All responsible persons shall make sure that these rules are adhered to and that non-adherence is reported to the relevant authority.
- b) Work trips have to be planned during working hours Monday through Friday, 08.00 to 17.00.
- c) On Saturdays, Sundays and public holidays, it is not allowed to use the Institute vehicles without prior approval of the Branch/Station Leader/TM.
- d) Time for departure on long trips for institutional car is from 06am up to 10am, and the limit for institutional car to be on the road is 7pm (see car guidelines).

- e) The Institute's vehicles shall be hired at a rate as shown in the list of services costs of the Institute.
- f) Private use of the Institute's motor vehicles is strictly prohibited.
- g) Drivers and passengers boarding Institute's vehicles shall have their seat belts fastened before start of the journey. It is the responsibility of the driver to remind all passengers to buckle their seat belt before setting off. Failure to observe this rule shall mean breach of the Institute's highway-code and disciplinary actions may be taken against non-compliant.
- h) Institute's vehicle shall not be parked in unofficial areas such as bars, night clubs.
- i) Only assigned drivers are allowed to drive Institute's vehicles, except in emergency situations.
- j) Self-drive for both project and institution vehicle shall be approved by the CED/Designate.
- k) Drivers are advised to follow traffic highway code and traffic laws, any fine which the drive will be charged which is not related to the mechanical problems and or tax related shall be paid by the driver him/herself.
- l) Smoking in Institute's vehicles is strictly forbidden.
- m) All trips shall be registered in the vehicle log book indicating, Date of the trip, time of the trip (Departure and Return), journey (From/To), Km reading (Start/End) and signature of the user of the car and Unit / Project.
- n) All trips shall be registered by the driver whereas information has to be entered in the log book such as, Date, Litres of fuel /oil, Km reading at filling, Filling station receipt number / cash sale number.
- o) At the end of the month the following shall be consolidated into the report:
  - i) Km reading at the beginning of the month.
  - ii) Km reading at the end of the month.
  - iii) Fuel filled in Litres according to the log book.
  - iv) Fuel filled according to accounts records.
- p) In case of an accident, TM has to be informed immediately.

#### **9.2.4 Vehicle Maintenance Service**

IHI has two well-equipped workshops located in Ifakara and Bagamoyo which offer maintenance services for motor vehicles and motorcycles. For safety purposes, and to guarantee service quality, all Institutional and project vehicles and motorcycles shall be repaired at the IHI Workshops. Exceptions need prior approval by CO.

#### **9.2.5 Vehicle Repair Process**

- a) Drivers are required to fill repair request form before sending the vehicles to the workshop.

- b) The vehicle request form approved by either of the following people; Transport Officer / Transport Manager / Project leader and Project accountant before submitting this form to Transport Unit to raise the PR in the ERP system initiating approval of the service and spare parts from the store.
- c) The job card is prepared at the Garage by Head Mechanic after work, this form indicates all services done to the vehicle and spare parts used in that service. The driver has the right to sign or not to sign the form when collecting the car witnessing or disagreeing of what is written in the job.
- d) The Maintenance Unit will raise the invoice as per signed job card accompanied by Vehicle repair and Maintenance form approved by relevant authorities.

### **9.2.6 Vehicle Routine Service**

All institute vehicles are required to wear a service card which indicates date of last service and the next service date. The drivers are required to adhere to the subsequent service dates after covering the required kilometers which normally range from 3000kms to 5000kms depending on recommendations from the manufacturer and type of filter and lubricants used for the preceding service.

### **9.2.7 Fuel Management**

The institute purchases fuel for its fleet from specific suppliers identified after following Procurement Procedures as per Admin Manual. Sourcing of Fuel from Suppliers is either through pre-paid or cash payment. Pre-paid arrangements is for fuel service companies where payment is settled by the Institute before receiving the service while cash arrangement is the normal fuel purchase during field work where identified fuel supplier does not exist.

### **9.2.8 Fuel Card Management**

Fuel card system is a system where in controlling fuel usage in Institute where fuel purchase is done using fuel cards. This is the pre-paid arrangement where suppliers recharge the fuel cards depending after the payment being settled by the Institute, a specific amount paid to the supplier is being reloaded to fuel cards where drivers use the card on refueling cars upon demand. For more information on Fuel card management, Performance, security and controls please refer fuel card Guideline.

### **9.3 Printing & Stationeries (P&S)**

The P&S unit provides printing services and stationeries supplies for projects and institutional units. The aim is to provide services in good quality and timely and to ensure that stationery goods including computer accessories are available in stock.

Other services provided by the printing and stationery unit include binding and arrangements for conference rooms. The P&S units are available in all branches.

All staff members are required to exercise strict discipline in the use of stationery. In this regard, waste prints shall where possible be reserved for use as draft papers if they contain no classified information.

A staff member who negligently misuses papers and thus causing unnecessary loss to the Institute may be required to pay the cost of replacement.

Bulk computer printing is discouraged and shall be reduced to minimum. The use of other cheap means for the production of IHI forms such as photocopy and duplicating shall be encouraged.

The utmost economy shall be exercised in the ordering and use of official stationery. All orders shall be authorized by a responsible supervisor/Project leader. Use of Office stationery for private correspondences is not allowed.

#### **9.4 Telephone**

The Institute provides corporate group-wide mobile services for all staff.

Landline telephone services are intended to facilitate communication between the Institute branches and sites and its clients. All staff members are therefore required to ensure that only necessary official telephone calls are made on the Institute's account. Secretaries and telephone operators are required to maintain proper record of outgoing telephone calls and produce list of private calls at the end of every month for settlement by officers concerned.

#### **9.5 Stores Management**

An effective and efficient stores records and storage system should be capable of providing the correct information on the institute's management and other stakeholders on the:

- a) Type of stores held.
- b) Quantity and Values of stores held.
- c) Economic Quantities or scientific value of each item to be held in store or Archive.

##### **9.5.1 Objective of Store Function**

- a) The objective of this SOP is to ensure scientific and efficient management of receipts, storage and issues of materials keeping in view the economics, security of stock as well as safety requirements.
- b) To define the Organization's policy and scope for managing a Storehouse.
- c) To establish a procedure to facilitate speedy handling and accounting of receipts, storage and issue of materials.

##### **9.5.2 Store-keeper Responsibilities**

The major responsibilities of storekeepers are listed below:

- a) Identification of all materials stored (codification).
- b) Receipt of incoming materials.
- c) Inspection of all receipts from suppliers.
- d) Storage and Preservation.
- e) Materials Handling.
- f) Issue of materials to users within the organization.
- g) Maintenance of Stock Records.
- h) Stores Accounting.
- i) Inventory control.
- j) Stock-Taking.
- k) Submission of stores reports.

### **9.5.3 Stock Records**

All the store records have been automated, all entries are passing through the system sage ERP 300, and reports such as delivery (GRN), return or rejection, consumption will be retrieved from the mentioned system.

### **9.5.4 Stock Arrangements**

The stock level shall be kept to the minimum; most of the items in the store shall be the most transit items direct procured for use, waiting to be issued to the end user or on transit to branches in case of Dar es Salaam store. Very few items will be kept in the form of stock; therefore, codification of Stock Location Address (SLAI) shall be performed in the Store where systematic arrangements of Storage documents and locations are done. The head of Store which is located in all branches, with the relevant head of Unit shall perform codification for SLAI of stores.

### **9.5.5 Receipts of Goods and Reporting**

In order to achieve the aforementioned Stores Records and Storage system, during receipts of goods, the Store Section shall follow the following Regulations:

- a) Receive goods accompanied with Delivery Notes (DN) copy of local purchase order (LPO) , EFD receipts and Tax Invoice (TI).
- b) Compare quantities and specifications of goods on DN with that of respective Purchase Orders (PO) copies in hand and sample (if any).
- c) Inform the Technical Personnel for inspection of technical related goods which subjects to inspection by Technical Personnel or User unit. The technical inspection shall be done immediately after receipts of goods. Sign the DN and checklist for performance monitoring of supplies (INSPECTION FORM) as an acknowledgement for receipts of Goods from the suppliers.
- d) Create GRN after inspection of respective goods, and notify the respective person/department upon the receipt of their goods.
- e) Rejections should be handled promptly and with good judgment. The responsibility for return of rejected materials lies with the Store Keeper and the Inspecting persons. When material rejection occurs, immediate action must be taken to return, replace the rejected goods. Return note and credit note will be raised in the system sage ERP 300 to return the goods to the vendors/suppliers in which the reason for rejection will be clearly stipulated.

### **9.5.6 Storage of Goods**

All institute goods shall be stored in a Store, or archive managed by the institute itself. The Store Section shall then undertake the following:

- a) Stock all stores to their appropriate store or Archive or stock yard.
- b) Keep all valuable, sensitive and attractive stock items in safety, secure and strong locations.
- c) The storekeeper should make sure that the oldest stock has to be issued first.

**9.5.7 Stores Issuing and Reporting**

Item usage requisition will be raised through SAGE ERP (norming) by the respective administrator, personnel and approved by the unit/project leader. After the completion of the all approval goods will be issued as per their needs.

**9.5.8 Pack and Dispatch**

After issuing and/or order receiving, items shall be packed appropriately and dispatched through transportation companies, Institute motor vehicle, or couriers (for small parcels) using material transfer note to the end-users by who will sign and return a copy.

**9.5.9 Store Write-off and Disposal**

No any Unserviceable Assets shall be written and disposed-off without Procurement Committee (PC) and MC approval. The administration manager shall be responsible for arranging the disposal as per following regulations:

- a) Receive Unserviceable Items by using MRN.
- b) List unserviceable assets in the list of stores awaiting Board of Survey (BOS) Inspection Sheet.
- c) Invite PC for deliberating the unserviceable assets.
- d) PC will seek authorization from the Director.
- e) Advertise for disposal (internally or externally, by auction or tender).
- f) Dispose and prepare disposal reports to the Finance Department.
- g) Adjust stock record cards and fixed assets register.

**9.5.10 Stock Taking**

Stock taking exercise will be conducted on monthly basis so as to enable better control of inventories.

- a) Physical stock verification is carried out by way of counting, any discrepancies found are record immediately reconciled.
- b) Any loss of stores shall immediately be reported to the chief operating officer (COO) and store personnel will explain clearly the root cause of the loss, loss statement will be prepared and submitted to COO, after the approval of the loss report, write off should be done and store records adjusted accordingly.
- c) If COO and the loss investigation team is satisfied beyond reasonable doubt that the loss has been primarily caused by negligence of stores personnel (such as over issue, or issuance without proper documentation), arrangement for deduction of stores personnel alary will be done to compensate the loss. In addition to compensation for the loss other disciplinary actions will be taken against the personnel as per institution's regulations.

**9.5.11 Safety of Stores**

The term "Safety" encompasses the safety of the materials, facilities used, and the safety of

the personnel working in a Storehouse.

#### **9.5.12 Accidents**

One of the important responsibilities of the stores personnel is to prevent accidents. It is important therefore, that all precautions are taken to avoid accidents. By ensuring that all Wires, unwanted ropes, steel rods or empty cartons are not kept carelessly on walkways.

#### **9.5.13 Fire Prevention**

It is necessary to take every precaution against fire and ensure that all fire regulations are strictly observed by all the staff. Fire extinguishers should be installed to all IHI stores and should be checked regularly. Stores personnel should be trained in firefighting and specific responsibilities given to specific *people so that there is no confusion when a fire occurs.*

#### **9.5.14 Security of Stores**

- a) Security in all Stores should be properly planned and organized. Doors should be strong and provided with good Multi-Lock padlocks and windows should be provided with iron grill.
- b) Custody of keys: All keys of storehouse and stockyards should be numbered and store personnel will be held responsible for them. During off-duty hours these keys are to be kept by stores personnel. Duplicate keys will be handled and kept by COO. In case when a key is lost, full enquiry should be done and padlocks should be changed.
- c) Entry into Store Premises: No one except the authorized staff should be allowed access into the stores. Staff coming to receive materials issued from the Stores should not have access to the storage area.
- d) Housekeeping: Head of stores should make sure that stores are kept neat all the time.

## 10. Estates Management

The Estate Unit is responsible in maintaining all IHI buildings, experimental huts and gadgets and to ensure that they are in good condition. In addition, the Estate unit offers hospitality services, residential house services and provides construction services and office space.

### 10.1 Residential Houses

IHI currently has 17 residential houses in Ifakara which can be hired by staff and project employees. In addition, the Estate unit may rent private houses to accommodate staff when necessary. Further details can be found in the list of service costs Volume 2 schedule 1.

### 10.2 Rest Houses

The rest house is located in Ifakara and has more than 7 rooms and a swimming pool to accommodate consultants, staff, official and non-official guests of the Institute.

The Rest House has a restaurant to serve staff, guests and students from international courses carried out at TTCIH. For services and prices refer to Volume 2, Schedule 1.

### 10.3 Office Accommodation

#### 10.3.1 Ifakara Branch

Ifakara branch is the registered IHI head office located between Tanzania Training Centre for International Health (TTCIH) and St Francis District Designated Hospital (SFDDH). It includes offices, laboratory and clinical facilities, Data Management Unit, workshop for vehicles and hospitality services.

#### 10.3.2 Dar es Salaam Office

The Dar es Salaam Office is located Off Old Bagamoyo Road, Plot 463, Kiko Avenue, Mikocheni area in Kinondoni Municipality. The Office harbours administrative and project offices.

#### 10.3.3 Bagamoyo Branch

The Branch is located within the Bagamoyo District Hospital premises. It includes offices, laboratory and clinical facilities. Further construction works are going on to enlarge the research infrastructure and to establish central archive, Data Management, and Workshop in Kingani area.

#### 10.3.4 Rufiji Station

The Station is located in the Folk Development College (FDC) buildings. Twenty-four acres of land near Lake Umwe has been acquired for further development of the Rufiji Station.

### 10.4 Other Facilities

#### 10.4.1 Namwawala House

The house is located 35 Km west of Ifakara in Namwawala village. The house was constructed to cater for field experiments and to accommodate field staff.

#### 10.4.2 Screen House

The screen houses are experimental buildings located in different sites in Ifakara.

## 11. Asset Management

### 11.1 Fixed Assets

Asset Management is used in this manual as a synonym for fixed assets management. Institutional assets are bought and owned by IHI. Project Assets are bought and owned by the Projects. At the end of the Project, the ownership of the fixed assets is transferred from Projects to IHI. All fixed assets shall be properly registered in IHI's fixed asset register. An institution-wide physical verification of all fixed assets will be done after every one year, supervised by finance/ administration or by a registered and licensed Fixed Assets Consultant.

IHI Fixed Assets have been specifically grouped into ten (10) Asset Categories as listed hereunder:

- a) Office furniture & fittings.
- b) Office equipment.
- c) Computers, printers & UPS.
- d) Laboratory equipment.
- e) Motor vehicles and cycles.
- f) IT infrastructure.
- g) Office premises.
- h) Residential houses/rest houses.
- i) Generators.
- j) Scientific equipment.

### 11.2 Intellectual Property (IP)

In the pursuit to its mission over the years, IHI has seen new creations, innovations and discoveries that require legal protection. In order for Research and Development institutions like IHI to encourage and protect innovations, formalized agreements are needed on the ownership and allocation of benefits accruing from commercialization.

In the development of the IP, IHI recognizes that collaboration initiatives may bring IHI's research scientists to work together with researchers, industry or indigenous communities. In this open and collaborative spirit, IHI developed and approved Intellectual Property Policy for the Institute which will cover all issues relating to Intellectual property includes the following provisions:

- a) Commercialization of any Innovations.
- b) Ownership of any Innovation from Research.
- c) Administration of the Innovations.
- d) Recording and maintenance of the Institute's Intellectual Property portfolio.
- e) Disclosure and Material Transfer agreement.



- f) Profit sharing and distribution of the Revenue.
- g) License.

The IHI Intellectual Property Policy as per Volume 3 attached in this Admin Manual shall govern all Intellectual Property related issues with any other Governmental Legislation.

## 12. Project Administration, Management and Compliance

Project management is the discipline of planning, organizing, and managing resources so as to effectively complete specific project goals and objectives. Projects fail because of poor planning and unclear requirements that cause a chain reaction of poor productivity. Regardless of size, good projects benefit from careful planning and active management.

The following are types of projects that IHI maintains:

- a) Research Projects.
- b) Institutional Projects.
- c) Service Projects.
- d) Consultancy Projects.
- e) Student Projects.

### 12.1 Project Pre-award Processes

Project pre-award processes are organized in order to obtain external financial resources for the work the institute is doing. It includes development of an idea, finding appropriate funding sources to support the idea, developing a proposal (making the case to the potential funding agency to fund your idea), and ensuring approval and support of the proposal.

Grants and contracts management unit is tasked with supporting and facilitating the institute in developing and managing all the projects that are identified and signed with partners.

In order to ensure that the institute engages in quality projects, grants and contracts management unit shall be involved in all projects that are signed and committed by the institute.

Grants and contracts management guideline that is currently being developed shall detail all processes and requirements for ensuring quality grants are signed and managed by the institute.

In some projects, IHI will sub-grant some of its projects to third parties, who are normally project implementers. One important area of the recruitment of partners involves the due diligence partner assessment, whose detailed guidelines are summarized in schedule 24 of volume II.

### 12.2 Project Kick Off Meeting

Before commencement of the project there should be a kickoff meeting that will briefly inform members and all internal stakeholders on the project objectives and discuss critical implementation issues articulated in the signed contract. The meeting will be attended by the following members:

- a) PI/PL.
- b) TGL.

- c) Grants officer.
- d) Project admin/accountant, and other support team.
- e) MC members.
- f) Other stakeholders.

### **12.3 Principal Investigator (PI)/Project Leaders (PL)**

Project Investigator/leader is the one who leads the research project from initiation to implementation to closure and takes final responsibility of the integrity of the project, including creating clear and attainable project objectives, fulfilling project requirements, and managing cost, time, scope and deliverables.

If the PI is not a resident, he/she or IHI will appoint a resident Project Leader, who is usually a senior scientist. In the event that resident PI/PL has limited time to oversee the project, including managing other projects, will appoint co-PL and this has to be communicated to the grants and contracts management office for documentation.

If the PI is not a resident and a resident co-PI is listed on the protocol, automatically becomes the PI.

### **12.4 Responsibilities of the PI/PL and Project Accountant**

Primary responsibility of implementation of the project rests with the PI/PL. Other responsibilities include:

- a) Oversight of implementation of project activities in accordance with signed agreements, ethical requirements and other relevant legislations.
- b) Oversight of the project including internal procedure.
- c) Review financial statements, timely reporting to sponsor, IRB, Management and scientific committee.
- d) Providing metadata and facilitate centralization of data.
- e) Share with grants and contracts office, activity plans, updates on accomplishment of activities and milestones and any other relevant information.

Primary responsibilities of the project accountant include:

- a) Gain an understanding of relevant approach for contracts arrangement (reimbursed per delivery) vs grants arrangement (reimbursement on cost).
- b) Identify key implementation risks of each project and related mitigation measures.
- c) Keep track of all project expenditures and ensure they are in line with approved budget and forecast.
- d) Ensure alignment between spending, time, activities and milestones.
- e) Confirm timely submission of financial and technical reports.
- f) Enforce adherence to finance and other guidelines and regulations of IHI and funding partners.

**NB: Loss resulting from negligence from both PI/PL/P Accountants shall result into disciplinary measures to both parties.**

### **12.5 Project Monitoring and Evaluation (M&E)**

M&E involves systematic data collection of the program's inputs, outputs, outcomes and impact.

The M&E is crucial if project goals and objectives are to be achieved and expenditure of resources is to be justified. At IHI this is done through submission of technical and financial reports to Scientific Committee meetings. If required some selected members from the project will be invited.

### **12.6 Project Financial Plans**

Early in the project development and planning phase, the PL will need to define the overall budget for the project implementation ranging from project life plan, down to an annual/quarterly operation plan.

The annual operating plan is of the greatest significance to the Institute, as it will determine exact requirements for cash flow, resources, etc. It is the responsibility of the PI/PL to monitor budgetary out-turns and manage project resources according to budget.

Project financial plan will include financial expenses, developed during project budget development and expenditure will follow accounts codes as stipulated in Volume 2 Schedule 9.

The project accountant will support the PL in planning and administering the budget, to ensure budget, activities and accomplishment of milestones remain in harmony. The project accountant will support, coordinate and confirm timely reporting of expenditures, activities and milestones.

### **12.7 Authorization Procedures**

The allocation of a project in the Institutes financial plan will follow authorization procedure within the Institutes management structure. All expenditures must be authorized by the Project Leader.

All project leaders must control approved project budgets to ensure they are administered by them in accordance with simple policies and conditions of the donor funding approval. All procurement approval by the project leaders must be in line with budget and related budget components.

### **12.8 Procurement and Budgeting**

Effective control over and accountability for all funds, equipment and other project assets shall adequately safeguard all such assets and assure they are used solely for authorized project purposes. These standards of respecting the project budgets are furnished to ensure that such materials and services are obtained in an efficient and effective manner, and in compliance with the provisions of applicable donor and IHI orders.

Where appropriate, an analysis should be made of lease and purchase alternatives to determine which would be the most economical and practical procurement for the successful

completion of the project activities. Procurement of second-hand equipment is not allowed except in exceptional circumstances.

### **12.9 Project Audits**

A project audit offers an opportunity to uncover issues, concerns and challenges encountered during the project lifecycle. When a project audit is conducted it informs the PI, sponsor and the project team an interim view of what has gone well, as well as what needs to be improved to successfully complete the project. It is generally recommended that an outside facilitator is to conduct the project audit. Institution Review Board (IRB) audits projects in relation to ethical issues.

### **12.10 Project Close-Out Procedures**

The last major phase of a project's life cycle is the close-out. Closing a project should be a fairly routine process.

The key elements to project close-out are:

- a) Compiling and validating final project financial and technical reports.
- b) Submission of the final project financial and technical reports.
- c) Accepting the project's products indicated by PI sign-off.
- d) Disbursing the resources—staff, facilities, and automated systems.
- e) Conducting a lesson learned session.
- f) Completing and archiving project records.
- g) Recognizing outstanding achievement.
- h) Giving feedback to scientific and/or local community.
- i) Celebrating the achievements.

The first step of the close-out process is the user's acceptance of the system. This acceptance should be formal, meaning that user sign-offs should be obtained.

Before project closure the PL must make sure that all the financial transactions are complete and up to date. Detailed project closeout processes are found in the grant management policy and guidelines.

### **12.11 Documenting Lessons Learned**

This means that challenges encountered by the project team are openly presented. Problem identification on completed projects provides a method to discuss the issue in hopes of eliminating its occurrence in future research endeavors. It is important, however, that the problem discussions do not merely point a finger away from the project team. Responsibility and ownership for problem areas are critical to developing useful recommendations for future processes.

Since problems or sensitive issues may be discussed in the final evaluation report and lessons learned, it is helpful to have all contributing parties review the materials prior to formally submitting the document. It is useful to have the reviews in an interactive forum where all

parties can discuss their recommendations for improvement. The PI can then present a complete view of the project.

### **12.12 Record Retention and Disposal**

Research records must be kept to:

- a) Demonstrate good research practice and strengthen the reliability of research evidence.
- b) Safeguard researchers and IHI from allegations of research misconduct.
- c) Protect intellectual property rights.
- d) Demonstrate compliance with the IHI IRB Ethics Clearance, National Ethics Clearance, TFDA guidelines, or other relevant legislation and good clinical practice.
- e) Demonstrate effective practices and procedures (including financial management) to internal and external auditors and external sponsors.

The following records should be kept:

- a) Records of participant consent (where required).
- b) Records of procedures followed and results obtained, including interim results (e.g. permits, clearances, protocol documents, risk assessments) and detailed analysis.
- c) Data generated in the course of research (e.g. transcripts, diaries, audio tapes, photographs, emails etc.).
- d) Records relating to the administration and financial management of the project (e.g. grant applications, purchase and sales invoices, orders, delivery notes, petty cash vouchers and supporting accounting records).

In summary, any information which is held in a Project Master File and which would be required in order to reconstruct the project.

Responsibility for the accuracy, completeness and security of research evidence during the project should lie with the PI. Extra care should be taken to ensure the security of research material containing personal data.

### **12.13 Physical Security of Records**

Paper records and data should be stored in a locked facility when not under the direct supervision of a member of the research team including, but not limited to:

- a) Questionnaires.
- b) Notes and other paper files.
- c) Audio and videotapes.
- d) Photographs and negatives.
- e) Removable media such as CDs, zip and flash drives.

**12.14 Electronic Records**

Access to data stored on a computer should be controlled by passwords and, where appropriate, access to individual files/databases should also be password protected. Passwords should be known only to authorize individuals and changed at regular intervals. PCs should not be left unattended with an active, password-protected program still running.

Research data should be backed up regularly. A project shared drive should be set up where access is limited to authorized individuals and the ICT helpdesk should be contacted to ensure that this is backed up. A backed-up copy of the similar data must be kept away from the original source.

**12.15 Retention and Disposal**

A standard form should be used to indicate:

- a) Types of research data being stored e.g. completed questionnaires, paper copies of databases, audio/video, computer images, databases.
- b) The location of all research data (including multiple copies of the same file, e.g. on home computers, back-up devices, CDs and flash disks).
- c) The date each file was initiated.
- d) The date each file was destroyed.

The PI is responsible for the maintenance of the retention and disposal record. Information stored should be subject to regular review to verify there is a continuing need for it.

Personal data must be disposed of securely. Printed material should be shredded either within IHI premises or by using air burners at a specified location for the purpose. This must be supervised by the PI.

Tapes and discs should be destroyed using the air burners system as above. Computers must be completely cleared of data before use for other purposes. Any breaches of security must be reported to the Compliance Manager.

**12.16 Storage at Project Completion**

The PI must make plans for the appropriate storage when the research project is finished. The research project's records should be stored in a secure environment that enables continued appropriate access to the required records regardless of their format or medium.

Archive boxes should be used for the long-term storage of all essential documentation. Each box should have a label on the outside which contains the following information:

- a) Agreement/Contract Number (if known).
- b) Study/Project Title.
- c) Name of PI.
- d) Date of archiving and length of time the documentation should be kept.
- e) The total number of boxes for the study (e.g. Box 1 of 7).

A record of the content and whereabouts of all research study related archived boxes should be kept that access can be gained readily if necessary. The PI should maintain an electronic and paper version of the forms for their own records.

### **12.17 Record of Destruction**

The destruction of all paperwork after the expiry of the time limit should be recorded and signed by a person with the appropriate authority. This record must be retained centrally within each IHI site in a secure place for 7 years.

### **12.18 Storage Time**

In the absence of separate stipulation from the sponsor, data for non-clinical research projects should be kept for a period of no less than 5 years or at least 2 years post-publication (as appropriate) to allow for further analysis and review, and aid any future queries or disputes regarding intellectual property, research conduct or the actual results of the research.

Research data obtained from clinical research projects (including clinical trials) or relating to public health should be kept for a minimum of 15 years. In instances of doubt as to how long data must be retained, the grants and contracts office should be consulted. Wherever possible, it is best practice to anonymize the data by removing any identifying information from it.

Project personnel may be required to contribute towards institutional development. Such activities may include; participation in scientific forums, team, thematic meetings, Mentorship and capacity development etc.

### **12.19 Thematic/Department Groups**

Each project is aligned to a department or thematic group. The purpose of the department/thematic groups is to coordinate all projects within the group effectively to realize synergies.

The thematic groups within the Institute are:

- a) Environmental Health and Ecological Sciences
  - i) Entomology.
  - ii) Immunology.
  - iii) Molecular Biology.
- b) Intervention Research
  - i) Clinical Trials.
  - ii) Clinical Surveillance.
  - iii) Effectiveness Evaluation.
- c) Health Systems and Impact Evaluation
  - i) Health services research.
  - ii) Health systems interventions.
  - iii) Policy Translation and Delivery.

