

Zanzibar AIDS Commission, Human Resource Management Policies

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June, 2009

5 key words: Human Resources, Policy, Management, Recruitment, Appointment, Selection

This report was made possible through support provided by the US Agency for International Development, under the terms of Cooperative Agreement Number GPO-A-00-05-00024-00. The opinions expressed herein are those of the author(s) and do not necessarily reflect the views of the US Agency for International Development.

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REVOLUTIONARY GOVERNMENT OF ZANZIBAR

ZANZIBAR AIDS COMMISSION

HUMAN RESOURCE MANAGEMNT POLICIES

2009

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PART I - PRELIMINARY

1. Short title and commencement

This policy shall be cited and referred to as the Zanzibar AIDS Commission Human Resource Management Policy (2009) and shall come into operation on the date it will be approved by the Commission.

2. Application

This policy shall apply to all employees of the Commission and shall be read in conjunction with other policies, circulars and instructions issued by the Revolutionary Government of Zanzibar and, or from the Commission itself.

3. Interpretation

In this policy, unless the context otherwise requires;

Act	Act means Zanzibar AIDS Commencement Commission Act 2002
AIDS	“AIDS” means acquired immune deficiency syndrome caused by HIV infection and included AIDS related complex
Commission	Commission means the Committee of the Commission referred to in subsection (1) of section 12 of the Act
Executive Director	Means the Executive Director of the Commission appointed under subsection (1) of section 21 of the Act
HIV	Means human immune-deficiency virus
Minister	Minister means the Minister of State in the Chief Minister’s office or any other Ministry to whom the President may from time to time assign the administration of this Act.
President	President means the President of Zanzibar and Chairman of the Revolutionary Council
Principal Secretary	Means the Principal Secretary of the Ministry responsible for the Commission
Staff/Employee	Means an employee of the Commission who is on contract or permanent and pensionable terms
Institution	Means an institution of learning which is recognized by the Education Accreditation Council in respect of professional qualifications, either in

Zanzibar or Tanzania Mainland.

Identification of Training needs	Deliberate action or process undertaken by the Commission to identify existing or anticipated shortfalls or problems in performance of which training is considered the most appropriate solution.
Long Course	Means a course that exceeds six months.
Management	Means the Executive Director and any other person he may decided to include in his advisory management committee.
Salary Increment	Means all additional amounts in salary within a grade granted annually to employees on satisfactory performance.
Short Course	Means a course or training that does not exceed six months.
Sponsor	A person or organization which agrees to meet training costs of the Commission's employee.
Staff Training and Development Policy	Means rules and guidelines governing staff training matters in the Commission.
Trainee	A member of staff of the Commission or any other student sponsored by the Commission who is on training.
Training	Means any activity which helps to change the working behavior of employees by assisting them acquire knowledge, skills, techniques and attitudes they need in order to be able to make required contributions to the achievement of the Commission's immediate and long term goals.
Training Budget	Means funds allocated by the Commission to cater for training expenses every financial year.
Training Committee	Means a body of Senior Officials and staff representatives from within the Commission to whom the powers of deciding on training matters are delegated.
Training Loans	Interest free loans disbursed to employees of the Commission wishing to pursue certain courses of study which are not fully funded by the Commission.
Training Plan	Short and longer term Commission's training forecast.
Seminar	Means a meeting for discussion or training.
Conference	Means a large official meeting, usually, lasting for a few days, at which people with the same work or interests come together to discuss their views.
Workshop	A period of discussion and practical work on a particular subject in which a group of people share their knowledge and experience.

Exit Interview

Interview conducted with employees who leave the organisations for one reason or another.

He

“He” is used to express the gender of the sentence and is used when referring to a generic individual.

Duty station

An official location of work of which an employee has been assigned to report and his day to day activities will be planned and programmed from there.

PART II – Zanzibar AIDS Commission

4. Establishment

Zanzibar AIDS Commission is a legal corporate body that was established by the Act No. 3 of 2002 of the Revolutionary Government of Zanzibar by the House of Representatives. The Commission is a legal corporate body with the capacity to sue and to be sued. The main purpose of the Commission is to coordinate all efforts and activities under the National Multi-Sectoral HIV/AIDS response aimed at making the citizens of Zanzibar free from HIV/AIDS.

5. Governance

Section 5(1) stipulates that Zanzibar AIDS Commission shall be governed by “the Commission” of whose membership is as follows:

- a) A Chairperson who will be appointed by the President
- b) Principal Secretary, Ministry of Health and Social Welfare
- c) Principal Secretary, Ministry of Education and Vocational Training
- d) One representative from the media (electronic, newspaper, radio) appointed by the Minister
- e) Executive Secretary of Zanzibar Chamber of Commerce, Industry and Agriculture
- f) Principal Secretary, Ministry of Labour, Youth, Women and Children Development
- g) Principal Secretary, Ministry of State (PO) Regional Administration and Special Departments.
- h) Not less than two not more than three other members appointed by the Minister to represent the interests of the Youth, Religious groups and Advocacy Organisations) that protects the interests of persons infected with HIV virus.
- i) Executive Director of ZAC

6. Management and Administration

According to section 2 of the Act, day to day management of the Zanzibar AIDS Commission is vested with the Zanzibar AIDS Control Programme which will function in full capacity as the Secretariat of the Commission. According to section 21 (1), this secretariat will be headed by the Executive Director who will be appointed by the President. Subject to the control of the Commission, the Executive Director shall;

- a) Exercise such of the Commission’s functions as other members with the approval of the Minister;
- b) Be responsible for the efficient management of the activities, funds and the property of the Commission; and
- c) Exercise general authority over the conduct and discipline of the Commission staff.

7. Vision

To be strategic in the efficient coordination of National multi-sectoral response to free Zanzibaris from the threat of HIV and AIDS and support all infected and affected by HIV and AIDS.¹

8. Mission

To lead, advocate, coordinate, monitor and evaluate the National Response against HIV and AIDS through ensuring availability of resources and guidelines, strengthened capacity for implementing partners and creating conducive environment for sustainable prevention of new infections, care and support for those infected and affected by the epidemic in Zanzibar.

9. Short history of the commission

In response to the pandemic of HIV/AIDS, the Revolutionary Government of Zanzibar made a decision to form the Zanzibar Aids Commission. The House of Representatives established Zanzibar AIDS Commission (ZAC) through Act No. 3 of 2002. As per the Act, the Commission is a corporate body capable of suing and being sued in its corporate name and subject to the Act, the commission is capable of doing anything the bodies corporate may do by law. According to the Act the Functions and Power of the Commission are listed as follows:

- a) To ensure the development of the strategies and policies in combating HIV and AIDS;
- b) To control and ameliorate the effects of the HIV/AIDS epidemic and to promote and coordinate the applications of such strategies and policies;
- c) To mobilize and manage resources, whether financial or otherwise in support to a national response to HIV/AIDS
- d) To enhance the capacity of the various sectors of the community to respond to the HIV/AIDS epidemic and to coordinate their responses;
- e) To encourage the provision of the facilities to treat and care for persons infected with HIV/AIDS and their dependants;
- f) To monitor and evaluate the effectiveness of the strategies and policies referred to in paragraphs (a) and generally, the national response to HIV and AIDS;
- g) To disseminate and encourage the dissemination of information on all aspects of HIV/AIDS;
- h) To submit regular reports to the minister, on the Zanzibar AIDS Commission concerning the HIV/AIDS;
- i) To submit regular reports to the Minister, on the Zanzibar AIDS Commission concerning the HIV/AIDS epidemic and;
- j) To exercise any other functions that may be conferred on the Commission by this Act or any other enactment

¹ Vision and Mission of ZAC are still in being developed and refined hence these should be considered as Draft

PART III – HUMAN RESOURCE MANAGEMENT

10. Recruitment and Selection

10.1. Policy Statement

Getting the right person in the right post at the right time will be fundamental to ZAC success. During the recruitment of staff, candidate should be considered on the basis of their knowledge, skills and abilities (i.e. their competences) in relation to the post that is available. It is important that during the recruitment process all those involved in the recruitment of posts have a clear understanding of what is required during the recruitment process in order to ensure that the Commission obtains the best person for the posts available. Below is the Policy pronouncement of the Commission regarding Recruitment and Selection process.

- (i) The Commission is committed to equal opportunities employment policy but will ensure that any post that falls vacant is competitively filled taking into account the knowledge, skills and attributes needed for the position.
- (ii) Notwithstanding and without prejudice to the above proviso, preference shall be given to Zanzibaris.
- (iii) Recruitment and hiring should only be made in accordance with the existing approved organisation structure and establishment of the Commission.
- (iv) The Commission shall aim at recruiting and maintaining the best candidates in its workforce.
- (v) The Commission may recruit employees by using several methods including advertisement, executive selection and direct application for employment.

10.2. Employment Requisition

Whenever any vacancy needs to be filled through any of the recruitment methods, an Employment Requisition Form in Appendix 1 must be filled and approved by the appropriate Appointing Authority as defined in Section 10.8 This should be done in extensive consultation with the Civil Service Department. A current job description for the vacancy need to be filled and must be attached to the Employment Requisition Form as a basis for recruitment of any new staff. The following should also be observed;

- a) The jobs advertisement should be placed in the most widely read English and Kiswahili papers in circulation in Zanzibar, Pemba and Tanzania Mainland to ensure maximum number of applicants for the position.
- b) Whenever possible, at least five candidates may be short-listed for each advertised position.
- c) If the vacancy is for an existing post, the relevant Team Leader should ensure that the post has been reviewed with the previous post holder during the Exit Interview. The following questions should be considered;
 - (i) Are any parts of the job no longer required?

- (ii) Are other people also undertaking similar work and/or could they be allocated this work?
- (iii) Is the workload likely to change over the next year?
- (iv) Have the required competences (i.e. knowledge, skills and abilities) changed and should the post be re-evaluated?
- (v) Is the post appropriately graded and remunerated for its levels of responsibility?
- (vi) Are funds still available to cover the recruitment and salary costs of this post? If not, they must be guaranteed before any action is taken!!
- (vii) Is there space within the office for the new member of staff??
- (viii) Will extra equipment be required?

10.3. Employment applications and short-listing

To ensure that all candidates who applied are treated equally during the Selection Process, it is very important that ALL candidates are selected against the same objective criteria. The criteria should be taken from the competences in the Job Description and should be agreed with all Selection Panel Members who will be involved in the short listing and interview process. In doing so the following must be observed;

- (i) The appointing authority based on the jobs specifications will recommend the criteria for short listing of the candidates. The criteria will ensure that the short listed applicants match the job specification, have the required knowledge and skills and can demonstrate the competencies that are linked to the position.
- (ii) All applications that have met the submission deadline should be screened to ensure they meet the advertisement requirements.
- (iii) Short listed applications for advertised positions must be acknowledged within fourteen days after the deadline for submission.

10.4. Referees

- (i) All short listed applicants may not be allowed to turn up for the interview before the Commission gets satisfactory references from their referees as well as confidential information from their previous employers and school or training institutions.
- (ii) Where the positions are very senior and/or very sensitive, the Commission may seek special screening services from reputable screening or vetting organisations.
- (iii) The Commission reserve the right to contact any other person or organisation or agency other than the one mentioned by the candidate if by doing so it believes credible information about the candidate may be obtained to assist in the process of selection.

10.5. Interviewing process and appointment

The Selection Criteria should be both explained properly to the candidates during interviews and get properly documented. Recording the individual assessments throughout the selection process enables the Commission to demonstrate that a fair and unbiased selection of the candidate has taken place, if required. This will be critical if the appointment is challenged on the basis of discrimination

or bias. For this reason all documentation concerning selection processes should be kept by the Administration and Human Resource Division for 6 months in case such claims are made.

10.5.1 Interviewing panels

- (i) Any interview for employment in the Commission must be conducted by an interview panel whose composition will depend on the level of the post being filled.
- (ii) Interviews for Head of Division will be conducted by a panel composed of the Commissioners and the Executive Director. The panel will be chaired by one of the Commissioners to be appointed by the panel.
- (iii) Interviews for Principal Officers will be conducted by a panel comprising the Executive Director, Heads of Divisions, and where necessary a consultant who is a specialist in a field relevant to the post being filled.
- (iv) Interviews for all other positions below Principal Officers will be conducted by a panel appointed by the Executive Director and must be headed by the Head of Division – Finance, Administration and Human Resources Development.
- (v) The Secretary to the panel should be a representative of the Finance, Administration and Human Resources department for all types of panels.
- (vi) All appointment letters, terms, and conditions of service for all employees in all categories will be approved and signed by the relevant Appointing Authority as per section 10.8

10.6. Medical report

- (i) All candidates who qualify for employment shall not be allowed to take up their posts until they have been declared medically fit by a Medical Practitioner approved by the Commission. For this purpose the Request for Medical Examination and Clearance Form (See Appendix 2) shall be completed.
- (ii) Letters of Engagement shall only be issued to successful applicants after satisfactory medical reports have been filled.

10.7. Date of first appointment

- (i) The date of first appointment of a newly appointed employee shall be the date he assumes duty at the Commission.
- (ii) For employees working on renewal contracts the date of appointment shall be the date he reports for duty after expiry of the first contract.

10.8. Appointing authorities

- (a) In accordance with the Zanzibar AIDS Commission Act, No 3 of 2002, the President of Zanzibar is the Appointing Authority of the members constituting the Commission.
- (b) In accordance with the Zanzibar AIDS Commission Act, No 3 of 2002, the President of Zanzibar is the Appointing Authority of the Executive Director.
- (c) The Executive Director and the Commissioners shall be the appointing authority for all Heads of Divisions.
- (d) The Secretariat of the Commission shall be the appointing authority of all other staff of the Commission.

- (e) The powers vested in the appointing authorities shall include among others;
- a. The power to make appointment
 - b. The power to confirm the appointment of an employee appointed on probation
 - c. The power to extend the probation period of an employee
 - d. The power to terminate the services of an employee under the provision of these regulations

10.9. Transfer in from other ministries or government departments

All transferred employees from other government ministries or departments will adopt ZAC terms and condition of employment as they find them upon arrival. In the event one is transferred to another ministry or department, ZAC will have no influence on the forward terms and condition of such employee.

11. Selection process

11.1. Policy statement

To ensure that all candidates for appointments are treated equally during the Selection Process it is very important that ALL candidates are selected against the same objective criteria. The Commission endeavors to ensure that all candidates will be subjected to the same assessment criteria and that the process is as objective as possible.

11.2. Selection techniques

There are a number of components that can be combined in designing an effective selection process. Assessments made by the Selection Panel during each component should be combined to produce an overall total assessment. The most suitable candidate for the post can then be discussed in the light of the test results and general performance during the selection process. These different components may include:

- Tests (both written and computer)
- Group Discussion Exercises
- Candidate Presentations to the Panel
- Interviews

Deciding which components to use will depend upon the level of competences that ZAC wishes to measure. It is recommended that all these components are used during the selection of posts within the Commission that require high level strategic management competences. In order to achieve a successful outcome for the selection process, arrangements must be made well in advance and both, panel members and the candidates must be made aware of what is expected of them. The representative from the Finance, Administration and Human Resource responsible for administering the Selection process should work closely with the Recruiting Manager/Team to:

- Arrange or prepare any tests based on the competences that are to be tested

- Ensure that tests or exercises directly relate to the level of skills and experience required to fill the post
- Make sure that tests and group exercises are free of any bias which may favour or disadvantage any particular groups

The Administration and Human Resource Officer should then provide the candidates with the following information:

- ✓ Date, time and place of the selection process
- ✓ Structure of the selection process
- ✓ Information about anything to be prepared and/or read by the candidates in advance
- ✓ Notification of whether they have any disability which will require special facilities.
- ✓ Notification of any travel or accommodation needs relating to the interview.

Shortly before the Selection process the Administration and Human Resource Officer should:

- ✓ Give Selection Panel members sufficient notice of when they are required, what they are required to do and the timings;
- ✓ Agree who will be the Chairperson during the selection process in case the Chairman of the Commission or the Executive Director or the respective head of Division is not there;
- ✓ Confirm the assessment criteria for each component and make sure all panel members have access to the information and understand them;
- ✓ Consider the questions for interview that the Panel members may be asking to check out the candidate's knowledge, skills and abilities. The Panel members' questions should explore all the criteria being assessed;
- ✓ Ensure that the administration process for the selection process is systematic and sound;
- ✓ Confirm that the location to be used is suitable and agree layout of the rooms etc.,
- ✓ Decide how and when candidates will be notified of the outcome of the selection process

12. Probation and induction

12.1. Policy Statement

All appointments to posts at the Commission are, in the first instance, for a probationary period. This should be specified in the letter of appointment. It should normally be up to 12 months, depending upon the type of position. Discretion is left to the Executive Director and Management to decide the length of the probation depending on the candidate and circumstances. Where a staff member is internally appointed, a probationary period is not given unless the new post is substantially different from their previous post. In addition, where an existing member of staff, whose post ceases to exist as a result of re-organisation or restructuring, is redeployed into a new post, that member of staff will be given a trial period in the new post which should be specified in the letter of appointment. This trial period should be up to 3 months.

All staff, whether recruited externally or having been appointed internally should undertake an induction period at the beginning of their appointment. This is a structured program to allow the staff member to learn the duties of the post whilst "on the job" and to enable him to learn about ZAC and the Division in which he will work. For all staff the probationary and induction periods

will run concurrently. The Head of the Administration and Human Resource Division together with the respective Division Manager should design an induction program outlining what is expected of the post holder and covering salient issues in the whole organisation. A time table should be drawn and the probationer should meet relevant people in each Division and Department and sign against the time table that he has fulfilled all the induction requirements before the end. The inducing officers should also countersign. Among others the new staff on induction should be handed the following documents:

1. The Act establishing the Zanzibar AIDS Commission
2. Position Job Description
3. The contract of employment where applicable
4. The terms and condition of employment
5. The Vision and Mission of ZAC
6. The Strategic Plan of ZAC
7. All the relevant manuals of ZAC as appropriate. For example HRM policy, Financial Management Manuals etc.

12.2. Length of the probationary period

The length of a probationary period will usually depend on the grade of staff and length of contract but would not normally exceed twelve months. Decisions as to the length of the contract and the probation period will be made by the relevant appointing authority.

12.3. Satisfactory completion

Written confirmation of appointment will be given to the staff member by their appointing authorities on the satisfactory completion of the specified probationary or trial period.

12.4. Failure to complete Probationary period

If, at the end of the probationary period, the member of staff has not met required expectations and employment cannot be confirmed, that staff member may be given a further probationary period of 3 months to enable the member of staff to raise their levels of competence. At the start of the extension period a written agreement between the member of staff and the relevant team leader will clearly outline the improvements in performance that are required. These improvements should be related to the unsatisfactory performance during the probationary period. If the extension period is completed without improvements in performance, employment will be terminated. Where an existing member of staff is redeployed as an alternative to redundancy, a trial period will be agreed with a clear deadline. Training and mentoring support will be provided. If the person is not confirmed in the new post at the end of the trial period, the trial period may be extended for up to 3 months. However if performance does not match the requirements of the post, then employment will be terminated. Employees transferred from other Ministries or Government departments or Agencies will not be subject to probation.

13. Learning and Development

13.1. Policy Statement

With the rapid changes in products, market and technology, staff training and development is an ongoing process through which staffs constantly learn new skills to cope with these new changes. The Commission, therefore, as a matter of policy will provide whenever possible adequate resources and facilities to enable its employees obtain the requisite knowledge, skills and attitudes needed to perform their duties effectively and to develop them so as to provide for supervisory and management succession.

The Commission believes that in order to attain the envisioned state of affairs, it depends on its professional staffs who are its principle asset. The Commission therefore recognizes that staff training/development is basic in building the capacity of staff by equipping them with current knowledge, appropriate skills and attitude for present and future needs of the organization. However, training is regarded by the Commission not only as an end in itself, but as a means for improving the quality and effectiveness of staff performance and its cost will be justified only if it results in higher productivity and efficiency.

13.2. Types of Training:

The type of training to be provided will depend on the training needs of the Commission and will be based on an approved training plan. Unless where it has been directed otherwise, training in this context will mean: -

- Long term courses,
- Short courses,
- Workshops/Seminar/Conferences,
- Review courses,
- Evening courses,
- Distant learning,
- Part time courses,
- On the job training,
- Professional/technical training.
- Induction courses,
- In-service/refresher courses,
- Practical training,
- Study visits/tours/attachments,
- Supervisory courses,
- Management training
- Training for Board members.

The courses may be conducted within or outside the Commission only that such training should aim at improving work performance and employees competence.

13.3. Needs identification

- a) In order to have training programmes which are relevant to the needs of the Commission, a Training Needs Assessment will be conducted in each year to determine gaps existing within individual staff. For individual staff, performance appraisal to be conducted quarterly or semi – annually will provide a standard benchmark for identifying performance gaps/problems which training is considered the most appropriate solution.
- b) Heads of Divisions/Departments and Sections through staff performance appraisal, shall identify training needs for their subordinates and shall be required to specify as clearly as possible, what skills and knowledge are to be learnt, what attitudes need to be developed and what trainees are expected to do after the completion of their training.
- c) The above should feed into the preparation of a comprehensive training program of the Commission.

14. Remuneration and Benefits

14.1. Policy Statement

The skills and behaviors of The Commission staff and stakeholders will be at the heart of The Commission success. The Commission will therefore need to make a serious investment in its people and consider issues of retention and improving productivity. The Commission is an equal opportunities Institution which shall endeavor to have a competitive and attractive compensation scheme in order to attract, recruit, motivate and retain highly qualified professional staff.

14.2. Pay and remuneration

All members of staff will be remunerated according to the job position they hold and the nature of the work they perform. This contribution will be measured according to complexity of the job position and the “added value” that job position brings to the delivery of high quality services within the Commission. In designing remuneration scales, due recognition and compliance will be given to the Zanzibar Civil Service Scheme of Service and all other directives of the Revolutionary Government of Zanzibar. All the Commission staff will participate in the Social Security regime as stipulated in the laws and regulations ratified by the Revolutionary Government of Zanzibar.

14.3. Advance of salaries

Any advance of salary is subject to a detailed written request and must be accompanied by relevant supporting documents, if possible. Any advances will be repaid within 12 months of them being granted. Monthly payroll deductions should not exceed one third of the member of staff's salary. The employee who was advanced with the loan will agree to immediately repay the outstanding loan to the Commission in the case of termination, dismissal or resignation of services of that member of staff. For all applications of Salary Advance, an official request must be submitted to the Executive Director through the respective Heads of Division and the head of Finance and Administration. The form for Salary Advance application is contained in Appendix 3.

14.4. Statutory remunerations

14.4.1 Monthly salaries

Monthly salaries, to be paid monthly shall be the only statutory payment of an employee at the Commission. All other remunerations shall be at the discretion of the employer of which various policies and pronouncements regarding specific remunerations shall be issued from time to time. Whenever there are changes in the payroll, employees shall be informed promptly in writing. An employee proceeding on leave may on application be paid his salary in advance.

14.4.2 Salary Review

- (i) The Commission may review the salaries of the Zanzibar AIDS Commission staff on a yearly basis, depending on the financial situation, performance appraisal and approval of the Revolutionary Government of Zanzibar, the salaries may be adjusted upwards.
- (ii) The prevailing contracts shall be reviewed to take into account of the salary changes

14.5. Incentive remunerations

The following incentive allowances may be paid to staff of ZAC upon discretion of the Commission.

- (a) Travelling Allowance
- (b) Kilo-meter Allowance
- (c) Entertainment Allowance
- (d) Acting Allowance
- (e) Housing Allowance
- (f) Medical Allowance
- (g) Overtime allowance
- (h) Funeral Allowance
- (i) Honoraria/Incidental payment
- (j) Telephone Allowance

14.6. Other benefits and remunerations

14.6.1 Loan guarantees and advances

Advances in cases of Extreme Financial Hardship amounting to a maximum of two months gross salaries may be given to an employee in cases of proven unforeseen extreme financial hardships not caused by the employee's negligence. The amount advanced shall be recovered within six months. The form to be used when requesting salary advance is attached as Appendix 3.

14.6.2 Loans/Advances Recovery Responsibility

- (i) Recovery responsibility lies with the Finance Section of the Commission who shall ensure that all loans and advances are recovered on the dates the installments are due.
- (ii) Installments to be recovered shall start immediately following the month of the advance.

14.7. Medical benefit

Given the financial position of the Commission and the approval from the Chief Minister's Office, the Commission shall provide medical benefits for all staff of the Commission. The Commission will decide which medical insurance scheme to join and the selection criteria will depend on the cost involved and efficient services to be offered by the medical insurance company. The process of selecting the company will be based on competitive bid.

14.8. Overtime

Staff should be prepared to be available for duty, as required. The very nature of the Commissions' work means that there will be 'peak' periods when the staff will be exceptionally busy. It is accepted that when these busy times or crises occur, key staff may be required to contribute a considerable amount of extra time beyond normal office hours. As explained above, for some categories of staff like drivers, messengers, watchmen, secretaries' etc. hours of work might become irregular, hence working after normal office hours might become necessary. Where this is applicable, these staff should be compensated for the extra normal hours as per the labour laws of Zanzibar.

14.9. Use of Commission vehicles/transport

The Commission will arrange from home to office transport for Commission staff. Heads of Division level will be provided with Commission vehicles that are fully maintained by the organisation. Fuel will be allocated according to the extent of the travelling the officer has to do whilst on duty. Vehicles travelling out of town have to be provided with a reasonable accountable advance in case of mechanical problems. The officer in charge of the trip is responsible for the car while on duty. Only the Executive Director will be entitled to a full time driver. There will be a skeleton number of drivers in the pool for staff use during office hours within Zanzibar town and out of town travel.

14.10. Per Diem

Any employees of the Commission travelling and sleeping out of station for duty will be entitled to a per diem as per standing government regulations. The allowance will be used for accommodation, subsistence and reasonable communication costs. The Finance and Administration Division will provide up to date information on these allowances.

14.11. HIV/AIDS prevention policy for staff and their families

The Commission, being an Institution whose major aim is to fight HIV/AIDS and its impact on society, must have in place an HIV/AIDS policy at its work place.

The objectives of HIV/AIDS prevention policy for staff and their families are:

- (i) To create awareness amongst staff on HIV/AIDS prevention and control measures.
- (ii) To provide counseling services to the Commission staff.

Staff Suffering from HIV Related Diseases. The Commission shall support staff and their families who fall victims to HIV infections. Such support may include supply of Anti Retroviral, Hospitalization but the actual assistance package shall depend on prevailing circumstances and the financial condition of the Commission.

15. Performance management

15.1. Policy statement

The Commission Performance Management System aims to assist all employees understand their roles and responsibilities and how their performance contributes towards the achievement of ZAC organizational objectives and goals. All heads of division at the Commission are responsible for agreeing to individual and team objectives with their staff and confirming performance indicators for a 12 month period. These objectives will be directly related to the organization's strategic objectives and performance indicators. The line manager's role is to provide inputs during the 12 months to ensure that the staff member performs successfully. All information related to the Performance Management System should be agreed and recorded by both the head of division and the employee.

15.2. The performance appraisal process

At the end of probation period and each contract year (for those on contracts) all members of staff shall be required to complete their personal appraisal forms. For permanent staff they will be required to be appraised every six months according to the Open Performance Review and Appraisal System. The purpose of the annual performance appraisal is to provide the Commission's management and staff with information that is important for objective evaluation of the performance of each staff member. The performance appraisal system seeks also to evaluate the contribution of each staff member to the Commission based on the key responsibility areas provided in the job description and the individual performance objectives as outlined in some specific contracts. The performance appraisal system shall also be used as a basis for renewing one's contract. It can also be used to determine promotion and even termination in some cases.

15.3. Performance appraisal meetings

At the beginning of every financial or contract year, which ever comes earlier, a meeting shall be scheduled between each staff member and his/her supervisor. The objective of the meeting will be to discuss the staff member's performance in the coming year. At the end of the meeting the staff member and her supervisor are expected to agree on:

- Overall rating of performance
- Development requirements for the staff member
- Performance objectives

- Prerequisite for achieving the objectives

15.4. Sequence of activities for Performance appraisal

- (i) The performance review process shall be coordinated by the Head of Division - Finance, Administration and Human Resource and submitted to the Executive Director for decision.
- (ii) The Head of Division - Finance, Administration and Human Resource shall set timetable for staff evaluation reviews and will ensure fairness across the Commission.
- (iii) The head of division - Finance, Administration and Human Resource will also communicate with all staff informing them of the events in the performance appraisal process and requesting them to participate in the process.
- (iv) The head of division - Finance, Administration and Human Resource shall be responsible for the timely distribution and collection of the appraisal forms (OPRAS) to be used for the appraisal process.
- (v) At the end of the evaluation process, the overall results should be communicated to the staff.
- (vi) Each supervisor shall be responsible for evaluating the performance of staff members under his/her supervision.
- (vii) All evaluation forms shall be signed by the staff member, the Head of Division and the observer from the Human Resource and Administration section.
- (viii) The evaluation performance results shall be used for the purpose of :
 - a) Renewing or terminating contracts for all staff
 - b) Bonus awards for performance, based on the overall objectives of the Commission.
 - c) Training of staff in areas where skill gaps have been identified

Any grievances arising from the use of the appraisal system should, in the first instance, be referred to the Head of Division Finance and Administration before being forwarded to the Executive Director.

15.5. Work outside Zanzibar AIDS Commission

- (i) No employee of the Commission may undertake formal employment or accept any paid work during working hours without the written permission of the respective Appointing Authority. All outside engagements must be brought to the attention of the Executive Director of the Commission.
- (ii) Generally, there will be no objection to members of staff to hold honorary posts as office bearers of religions bodies, charitable institutions etc. as long as those activities do not cause conflict in the normal operations of the Commission. Special assignments offered by ZAC itself by utilizing special skills of some staff is accepted provided there is full disclosure and the engagement is properly documented.
- (iii) Employees shall be required to devote their time fully to the service of the Commission.

16. Employee Records, classification and custody

16.1. Policy statement

Staff files both open and classified (confidential) are the property of the Commission for the keeping of staff records and information. The custody of staff files therefore, shall be the sole responsibility of the Commission. The fact that the files bear personal names of individual staff of the Commission and are called “personal” does not provide an opportunity to the respective staff to have an automatic accessibility to them. No staff shall under any circumstances be allowed to see or handle his confidential file during course of being employed by the Commission. In the event of non-observance or contravention of this provision by any staff, appropriate disciplinary action shall be taken against the respective staff.

17. Leave Holidays and absences

17.1. Policy statement

The Commission encourages all staff to take their leave entitlement fully every year. Staff travelling on leave will be paid travelling on leave allowance based on actual costs of travel to place of domicile. This allowance will be paid every second year to enable staff and spouse and up to four children to travel to their place of domicile. The whole policy of annual leave shall be governed by the provisions of Employment Act No 11 of 2005.

17.2. Annual leave

- (i) All the Commission employees shall once in every calendar year, be entitled to a holiday with full pay at the expense of the Commission at the rate of seven days in respect of each period of continuous four month's service; to be taken at such time during such calendar year as may be agreed between the parties. Applications for leave must be made using the leave form that is attached as Appendix 4 and forwarded to the relevant Head of Division for authorization. Following authorization, the form must be sent to the Head of Division – Administration, Finance and Human Resource for monitoring and record keeping.
- (ii) Where an application for leave has not been approved, the staff member will be advised of the reasons and offered alternative dates on which to proceed on leave. It is the responsibility of the Heads of Divisions to schedule leave for staff in their respective areas on a forward planning basis.
- (iii) Leave earned during the year shall be taken during that year and shall not be accumulated without prior approval of the Head of Division Finance and Administration. In exceptional circumstances, staff may be allowed to carry over leave to the next year up to a maximum of 28 days. In such cases, the Head of Division Finance and Administration shall approve the carry over.

- (iv) When an employee leaves the Commission, outstanding leave may be cashed up to a maximum of 28 days carried forward from the previous years and pro-rated entitlements from the current financial year. The payment is subject to approval of the Head of Division Finance and Administration.

17.3. Statutory leave

The number of statutory leave days for the Commission staff is based on the official calendar of public holidays in the country.

17.4. Recall from leave

Any employee who is on leave may on exceptional cases, if the exigencies of service so require, be recalled to work at any time before the completion of his leave. The remaining leave days will be allowed to be carried over to the next year if they cannot be completed after the employee has finished the task he has been recalled to undertake.

17.5. Temporary emergency leave

All employee of the Commission shall be entitled to a temporary emergency leave with full pay in the following circumstances:

- a) In case of the death of a father, mother, son or daughter for a period of three days
- b) In case of the death of a spouse for a period of three days
- c) In case of the death of a sister, brother or half sister or half brother, for a period of one day
- d) In case of a death of a father or mother – in law for a period of one day.

17.6. Sick leave

Any employee, who has contracted a disease not arising out of, and in the cause of employment, shall be entitled to sick leave as follows:

- a) Temporary leave on full pay for a period not exceeding two months
- b) If the medical board certifies that employee is still in capable or work, after the expiration of the first two months, the employer shall grant the employee another sick leave for a period not exceeding three months other than the first two months on half pay.
- c) If the leave referred to in paragraph (b) above expires and the medical board certifies that the sick employee is still incapable of work, the employer may terminate the contract of service on medical grounds.

If a medical board certifies that an employee has contracted a disease or sustained personal injury arising out of, and in the cause of employment, the employer shall grant such employee sick leave as follows:

- a) Sick leave on full pay for a period not exceeding six months;
- b) If upon expiry of six months the medical board certifies that a sick employee is still incapable of work the employers shall grand such employee another sick leave for a period not exceeding three months on half pay;
- c) If the leave mentioned above expires and the medical board certifies that the sick employee is still in capable of work, the employer may terminated the contract of service on medical grounds.

- d) All employees who have been in service for a period of six months of continuous service shall be entitled to sick leave.

17.7. Maternity leave

- a) A female staff member of the Commission is entitled to a maternity leave of three months at full pay. Such maternity leave shall be granted within a span of three years and this leave shall be exclusive of the annual leave. If the employee bears a second child within three years, then a three months leave may be taken without pay. In the event of miscarriage or death of an infant baby during maternity leave, the said leave may be terminated after six weeks from the date of delivery or miscarriage.
- b) In the event of an employee whose maternity leave is terminated by reasons of death of an infant baby, falls pregnant before completing three years from the date of her first confinement the employee shall be entitled to leave as stated above.
- c) In the event an employee delivers multiple births the leave period shall be increased to one hundred days
- d) Maternity leave shall commence not earlier than 5 weeks before the date of delivery unless a medical officer advises otherwise.
- e) In all other situations or cases not covered by this policy, proviso 70 of the Employment Act No 11 of 2005 shall apply.
- f) Breastfeeding staff will be eligible for two hours a day “breastfeed time” provided their assigned duties are completed.

17.8. Absences

- (i) An employee shall not be late for work without reasonable cause. Breach of this regulation shall constitute misconduct for each of the first four (in total) breaches and the fifth breach shall constitute a gross misconduct.
- (ii) An employee shall not absent himself from the premises of the Commission during working hours without the knowledge and authority of his immediate superior. Breach of this regulation shall constitute misconduct for each of the first four breaches and the fifth breach shall constitute a gross misconduct.
- (iii) An employee shall not absent himself from work without leave or reasonable cause. Breach of this regulation shall constitute misconduct for each of the first three breaches and the fourth breach shall constitute a gross misconduct.
- (iv) In case of absence because of illness or any other acceptable reason an employee shall ensure that his superior is informed of as soon as possible and a doctor’s certificate stating the reason for incapacity or proof of the reasons for absence must be delivered to the Commission. Breach of this regulation shall constitute misconduct for each of the first four breaches and the fifth breach shall constitute a gross misconduct.

18. Exits from employment

18.1. Policy statement

The Commission appreciates the fact that at some point employees may choose to leave the organisation for one reason or another. For whatever reason of departure from the Commission, all staff members leaving the Commission should have an Exit Interview with the Executive Director or an appropriate appointing authority. The purpose of these interviews should be to seek feedback from the departing staff member about the strengths and weaknesses of the Commission. This will provide valuable information for the organisation that should be used to improve the working environment for remaining staff.

18.2. Exit by termination on disciplinary grounds

Termination of an employment contract of a staff of the Commission on disciplinary grounds could be on one or a combination of the following grounds.

- (i) Inability to perform satisfactorily as required by one's job description.
- (ii) Failure to co-operate with other staff of the Commission
- (iii) Failure to uphold the policies and procedures that the Commission has established.
- (iv) Neglects or willfully fails to abide by the Commission's code of conduct
- (v) Insubordination
- (vi) Incurably late for work.
- (vii) Fails to complete his/her tasks in more than two occasions without any justifiable reason.
- (viii) Neglects his duties in such a way, that he endangers the safety of other persons or the Commission's instructions relating to work.

No exit interview will be required for this kind of termination

18.3. Exit by termination on medical grounds

- (i) When the Appointing Authority is of the opinion that an employee is incapable or unsatisfactorily discharging the functions of his office, by reason of any infirmity of his mind or body, the Appointing Authority, may if the employee so requests, call upon such an employee to present himself before a Medical Board approved by the Commission with a view to ascertaining whether or not such an employee is incapable as aforesaid.
- (ii) After the employee has been examined by the Medical Board, the report and recommendations thereof shall be submitted to the immediate Appointing Authority for deciding whether the employee should be retired on medical grounds or not. The relevant Appointing Authority shall finally submit its recommendations to the Commission for final decision.

18.4. Other types of exits and terminations

The appointment of a staff of the Commission may be terminated by the Appointing Authority upon approval of the Commission (save for the Executive Director who is appointed by the President) through a three months notice or a one month salary in lieu of notice. Termination may be done based on any of the following grounds:-

- (i) The Commission has the right to terminate the services of an employee during the probation period for reasons of incompetence, unprofessional conduct or poor and unsatisfactory work performance. No exit interview will be required for this kind of termination.
- (ii) At any time during the contract period, the Appointing Authority supported by objective appraisals may recommend termination of the contract, if the staff member is performing consistently below the agreed level of performance. No exit interview will be required for this kind of termination.
- (iii) The services of any staff serving on any terms may be terminated according to the terms and conditions specified in the appropriate contract.
- (iv) If the Commission finds out that an employee knowingly gave false information to enable him to secure employment with the Commission, it shall forthwith terminate his service. No exit interview will be required for this kind of termination.
- (v) The provisions of the Zanzibar Security of Employment Act, Employment Act No 11 of 2005, and Worker's Compensation Act shall apply to all employees who fall within their ambit.
- (vi) When the services of an employee of the Commission are terminated he may be issued with a certificate of service provided he has completed at least a six months period with the Commission.

18.5. Summary dismissal

- (i) Summary dismissal is where the termination of service of an employee is without any notice or payments. No exit interview will be required for this kind of termination.
- (ii) Before effecting summary dismissal of an employee, the Appointing Authority must ascertain that the provisions of the Zanzibar Labour Laws, which would either be the Security of Employment Act or the Employment Act, are fully complied with.
- (iii) The Commission reserves the right to undertake all necessary legal measures for cases involving theft, fraud misappropriation or dishonesty.
- (iv) Summary dismissal may be applied in the following situations
 - a. An employee absents oneself from the place of work for three days or more without permission.

- b. Illegal dealings with the stakeholders of the Commission or fellow staff, such as soliciting for favors as well as other dealings, which create conflicts of interest.
- c. Theft, fraud or misappropriation of properties as provided for by the Financial Regulations of the Revolutionary Government of Zanzibar and of the Commission.
- d. Fails or neglects to carry out her duties in such a manner that he endangers himself or others or property of the Commission or fails to abide by any instructions relating to safety or otherwise.
- e. Is convicted by any Court of Law for any criminal act unless such employee successfully appeals against such conviction.
- f. Does an act, which the Commission has forbidden for reasons of safety or liabilities to the Commission.
- g. Discloses or conveys without due authority any information of confidential nature to the prejudice of the Commission.
- h. Commits any act, which is against the interest of the Commission.
- i. Deliberately, misuses the Commission's funds or property for personal gains contrary to the financial regulations.

18.6. Appeals and Grievance procedure

18.6.1 Appeal and Grievances

- (i) An employee of the Commission, just like any other civil servant of the Zanzibar Revolutionary Government who has been subjected to a disciplinary decision, has the right to appeal against that decision.
- (ii) The machinery of Appeal and Grievances shall follow the laid down procedure as outlined by the Civil Service Commission Act of 1986.

18.7. Resignation

- (i) An employee may terminate his contract at any time.
- (ii) An employee terminating his employment with the Commission voluntarily shall be required to provide the Commission with a three months notice or a one month salary in lieu of notice.
- (iii) When an employee with six months or more of service with the Commission resigns, he may be issued with a certificate of service as provided for by section 18.12

18.8. Deaths

The Commission shall pay respect and honor to its deceased employees as a moral and social obligation. The commission shall do at least the following on receiving information that an employee has passed away.

- (i) Express condolences to the family of the deceased both through verbal and written means.

- (ii) Pay essential funeral costs and the minimum standard will be the requirements contained in section 77 of the Zanzibar Employment Act No. 11 of 2005
- (iii) Meet the cost of transportation of the body of deceased staff to the burial place as stipulated in his employment contract.
- (iv) Inform the family of any benefits that they are entitled to from the Commission.
- (v) Send a representative at the funeral of the employee.
- (vi) Meet the cost of transportation of personal belongings of the deceased and fares for dependants.
- (vii) Funeral costs shall also apply to the death of employee's spouse and bona fide dependants at the rate of 50% and 30% of the funeral allowance respectively.

18.9. Exit Interviews

- (i) Employees leaving the Commission voluntarily before the expiration of their contracts or at the end of their contracts or those whose contracts have been terminated on any grounds should be requested to participate in exit interviews.
- (ii) The Commission shall use the interviews to assess the factors or reasons that led to the separation.
- (iii) The exit interviews shall be conducted by the Appropriate Appointing Authority or its representative.

18.10. Separation procedures

At the time of separation from the Commission the following procedure shall be followed.

- (i) All property of the Commission entrusted to a former employee must be surrendered to the Commission or its representative. This may include office equipment, keys, identity card and other similar properties.
- (ii) These items must be handed over at the time of executing the Discharge Certificate.

To mark the end of an employee's services, the following documents shall be prepared.

- (i) Certificate of Service (Appendix 5), where applicable.
- (ii) Certificate of Discharge (Appendix 6)

18.11. Retention of employee records

Personal records of service of an employee whose services have been terminated shall be treated as a classified document and shall be kept by the Commission for five or more years for the purpose of references.

18.12. Certificate of Service

- (v) Any employee leaving the Commission shall qualify for a Certificate of Service (Appendix 4) provided he has served the commission for a period exceeding six months.
- (vi) The Certificate of Service shall be signed in person by the Appointing Authority. One copy of the certificate shall be delivered to the employee and the other shall be retained in the employee's file.
- (vii) The certificate of service shall at minimum bear all the information as required by section 79 of the Zanzibar Employment Act No. 11 of 2005