



TRANSCULTURAL PSYCHOSOCIAL ORGANIZATION

HUMAN RESOURCE AND CODE OF CONDUCT MANUAL

2019

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ACRONYMS / ABBREVIATIONS

HNTPO	Health Net Transcultural Psychosocial Organisation
HR	Human Resources
KRA	Key Result Area
LST	Local Service Tax
NSSF	Natituralonal Social Security Fund
PAYE	Pay As You Earn
TPO	Transcultural Psychosocial Organisation

PREAMBLE AND BACKGROUND OF TPO

The Transcultural Psychosocial organization (TPO) started in 1994 while affiliated to a Netherlands international NGO – HNTPO. It became an autonomous Uganda NGO in 2001. The Transcultural Psychosocial Organisation's mission is to empower local communities, civil society organizations and government the psychosocial and health needs of communities especially in conflict, post conflict and disaster affected areas.

It provides services to the targeted beneficiaries by assisting them cope and solve their mental health and psychosocial problems. It also provides implements, other inputs and technical support to communities to help them improve their livelihoods and income generating activities. TPO also works with the community support systems and local authorities to give technical support in livelihood improvements. Its psychosocial services builds capacity within the communities enabling them to identify, support and manage the psychosocial problems of children, their families and other affected people.

VISION

The TPO VISION IS

“A society whose mental health allows all to lead a harmonious, mutually supportive and productive life”

MISSION STATEMENT

The TPO Nigeria MISSION STATEMENT is

“TPO is to empower local communities, civil society organizations and government to meet the psychosocial and mental health needs of communities especially in conflict, post conflict and disaster affected areas”.

CORE VALUES

The TPO CORE VALUES are

- ☐ Professionalism
- ☐ Transparency
- ☐ Innovation
- ☐ Compassion
- ☐ Gender sensitivity

1. INTRODUCTION

1.1 Purpose of the manual

This manual is an official document of the Transcultural Psychosocial Organisation (TPO). The manual defines and explains the relationship between the organization and its employees. It contains the policies, procedures, terms and conditions of service which governs these relationships.

The objectives of this manual are:

- a) To define the obligations and the rights of the Transcultural Psychosocial Organisation (TPO) as the employer.
- b) To define the obligations and rights of the employees of TPO.
- c) To serve as an administrative guideline for the management of the human resources in the organization.
- d) To inform all staff of TPO about the human resource policies, procedures, rules, regulations, terms and conditions of service with TPO.
- e) To protect and safeguard the rights of members of staff working with TPO.
- f) To promote and regulate good working relations and a conducive working environment within TPO employees.

1.2 Revision of the Manual

Any member of staff or Board of Directors may suggest revisions or additions to the manual. Such recommendations shall be delivered in writing to the Country Director for discussion and, if deemed appropriate, forwarded to the Board of Directors for consideration and adoption. The country Director shall communicate the changes resulting from the revision to all staff.

1.3 Legal Employer

Every member of staff in service of TPO (represented by its Board of Directors) holds his / her appointment, it is otherwise provided by law, at the pleasure of TPO Board of Directors. He/she is therefore, an employee of TPO (represented by its Board of Directors).

1.4 Categories of Employment

Appointments

1.5 Categories of Employment

Appointment in the service of TPO shall be of four recognized categories:

- Time-bound contract
- Open-ended contract
- Attachments and volunteers
- Voluntary service

2 STANDARD WORKING TIME/WORKING HOURS

2.1 Working Week

The standard working time shall be 40 hours per week for all employees working for the Transcultural Psychosocial Organisation: This means 8 hours per working day (Monday to Friday). All employees who work in shifts or at week –ends, shall also have an 8 hours work day.

Nevertheless Uganda’s Employment Act stipulates a maximum of 48 hours per week.

2.2 Working Hours

The official working hours of Transcultural Psychosocial Organisation are from 8.30 a.m. to 1.00 p.m. and 2.00 p.m. to 5.00 p.m. Monday to Friday except the last Friday in a month when work ends at 2.00 p.m.

For the employees working to otherwise the determined work schedules, the official working hour shall be indicated in their contracts and /or their duty rosters.

2.3 Public Holidays

TPO will observe the National gazetted public holidays

2.4 Attendance registers

Management shall institute attendance registers for signing in and out at head office as well as in the field project offices as at when deemed necessary. Some project staff working for particular projects must fill in time sheets as may be stipulated by donors requirements.

2.5 Absenteeism and lateness

All employees shall report to work promptly at the beginning of each day and after the lunch hour. No employee shall be absent from duty without prior permission from his/her immediate supervisor. In the inevitable circumstances, when it may not have been possible to obtain such authorization from one’s supervisor, it shall be reported by 10.30 a.m. by either telephone call, in writing or any other means. All absenteeism shall be counted off against one’s annual leave.

Lateness beyond 15 minutes shall be reported and explained to the immediate supervisor.

Permission to leave office during working hours shall be required from one’s supervisor.

A record of lateness and inexcusable absence may interfere with promotion and may result in loss of pay and /or any other disciplinary action.

It is their responsibility to ensure that s/he does not come late or absent himself /herself from duty by:

- ☐ Maintaining good personal health practice that allows them to perform their duties competently and on a regular basis

- ☐ Avoid letting minor ailments to interfere with the proper performance of their duties. Good judgement shall be exercised with regards to contagious diseases that might have an adverse effect on other employees.
- ☐ Attending to personal affairs during working hour

Working hour violations requiring that shall require monitoring and follow up actions from supervisors

- Excessive tardiness and/or absenteeism
- Failure to notify a supervisor within two hours at the beginning of the day of absence

Furthermore, the supervisor shall bear in mind the following:

- Frequency of absence; frequent short-term absence that indicate formation of poor attendance habits.
- Patterns of absence; i.e. Monday or Friday absence or absence the day before or after a holiday or long weekend that indicates unsatisfactory attendance pattern
- Causes of absence; of questionable nature or which could have been avoided through proper advance planning
- Lateness record; this shall be considered together with absenteeism in determining unsatisfactory attendance patterns.
- Length of service; a change in attendance record of a long serving employee with a previous good attendance record.

3 RECRUITMENT OF STAFF

3.1 Recruitment Policy:

The recruitment policy shall ensure that the “Quality at the Gate” principle is practiced. Quality at the Gate is a recruitment policy and practice that ensures that only people with the required competences and work behavior are recruited in the organization.

All the vacant positions that need filling shall be advertised either internally (in the case of internal recruitment) or in the public media (in all other cases).

In case of need to create new positions in TPO, management at the Head Office or Field/ project Stations level shall request and give full justification for the perceived need to the Country Director. Vacancies may also be in existence due to new projects that may require a new set of skills and different staff. Staff may also be transferred to serve in region where TPO has projects. Some staff may be promoted to coordinate new projects or existing ones.

The following Information shall accompany the request:

- A detailed job Description
- Or a competence profile as detailed here below
 - Role definition.
 - A minimum of 5 key Results Areas (KRA)
 - A minimum of 5 competencies per KRA
 - Critical outputs per KRA

- The proposed point of entry in the salary scale.

This information shall then be submitted to the Country Director for approval.

The application and selection process shall be competitive and transparent.

To ensure this, the normal recruitment process shall be as outlined below.

Vacant positions shall be open to applicants both from inside and outside the organization.

All references and certificates submitted by the applicants shall be verified and a reference check conducted, before successful applicants are being appointed.

3.2

3.2.1 Procedures for Normal Applications

Vacant positions shall be identified (as shown above in 3.1) and proposed for filling in one of the following manner.

- a) By the Country Director to the Board of Directors in case of such management positions that the Board of Directors shall appoint.
- b) By the relevant Heads of Departments or Field / project stations to the Country Director is the authorized person to appoint new staff.

Following approval for recruitment above, depending on whether the post shall be filled from external sources, then an advertisement shall be placed in the open press and/or district notice boards among the International Agencies and other partner organizations.

If recruitment shall be from within TPO itself, then it shall be internally advertised within the organization through internal circulars and also circulated by e-mail.

Job advertisements shall contain the following information.

- a. Summary information on TPO
- b. The position being advertised
- c. The organizational level and to whom the advertised position holder shall report.
- d. A definition of the role that the job being advertised plays in TPO
- e. The Key Result Area (KRAs) of the position.
- f. A summary of the competencies and critical outputs expected in the advertised position.
- g. Minimum and/or maximum age requirements (if relevant).
- h. The advertisement shall specify other requirements such as:

- (i) Format for application letter.
- (ii) Attachment of copies of relevant academic and professional certificates.
- (iii) Detailed curriculum vitae.
- (iv) Names and addresses of referees.
- (v) Applicants postal address, telephone contact and email address (if Available)
- (vi) Hard and/or soft bio data questionnaire filled in by the short listed applicants (and where these would be picked)
- i. Method of delivery of response
- j. Closing date of the advertisement.
- k. Any other information.

The closing date of receipt of applications shall not exceed two weeks from the date the advertisement first appears in the press or internally advertised within TPO.

Following the expiry of the period of receiving applications, the Program Manager or Human resources administrator shall list and summarize information on all applicants.

3.2.2 Speculative Applications

The organization may receive speculative applications from persons scouting for employment prospects. These shall be received, acknowledged and filed in two groups.

- (a) Applications for Management positions.
- (b) Applications for other positions.

A database shall be set-up so that periodically a summarized list of these applications is stored for possible future use should the need arise.

3.2.3 Head Hunting

The Board of Directors may authorize head hunting to fill certain critical positions where normal recruitment procedures may be inadequate to identify the individual who shall fill such position. Nevertheless, advertisements of such positions shall be placed. Therefore, the head hunted person shall be advised and encouraged to apply in response to the placed advertisement.

3.2.4 Interview procedures

Interviewing panel

- a) The Board of Directors shall be responsible for interviewing the applicants for the post of Country Director.
- b) The Country Director shall conduct and/or oversee structured interviews for senior management staff positions after short listing by the Human resource administrator. A member or some members of the Board of Directors may be co-opted on the interview panel to participate in such structured interview.
- c) The Country Director shall be responsible for conducting and/or overseeing structured interviews for middle level management staff.
- d) The Country Director or other officers authorized by him together with the Human resource administrator may recruit the rest of the staff through structured interviews.

3.2.5 Structured Interview Process

- a) TPO management shall invite short listed applicants for structured interview at reasonable notice, specifying time and place of the interview by email (where possible), followed by telephone confirmation. Invitation letters may also be posted or hand delivered to the candidates contact address.
- b) The interview shall comprise of an oral session accompanied with a practical test relevant to the job being interviewed for.
- c) A standard interview format, with set variables and scores, shall be used for all interviews.
- d) Following the interview or any other selection exercise, a compiled list of scores shall be presented to the
 - (i) Interview panel at its subsequent meeting for analysis and discussion. A report of the panel shall be prepared, signed by the chairperson and secretary of the panel, and shall be forwarded to the Board of Directors or management, as the case may be, for ratification.
 - (ii) The report shall include the following information:
 - Membership of the panel
 - Scores of candidates who attended the selection exercise.
 - Recommendation of candidate(s) to be considered for appointment.
 - Feedback from the reference check

3.3 Appointment

3.3.1 Recommendation to Appointment

After the ratification of the recommendations for appointment by the Board of Directors or management as the case may be, the relevant appointing authorities shall be informed to appoint the successful candidate(s) accordingly, indicating the time the successful time the candidate shall start work.

3.3.2 Appointing Authority and composition of interview panels

- The Country Director

The appointing authority for the Country Director shall be the Board chairperson and the interview panel will comprise of:

- ☐ The chairperson of the Board of Directors
- ☐ Any other board member(s)
- ☐ Co-opted technical expert(s) with the requisite expertise for interviewing and selection exercise only

The Appointing Authority for the Senior Management Team of

- Finance Manager
- Program Manager
- Senior Program officer

Shall be the Country Director and the interview panel will compromise of;

- a) The Country Director
- b) Co-opted technical expert(s) with the requisite expertise for interviewing and selection exercise only
- c) A member or some members of the Board of Directors may be co-opted.

The Appointing Authority for the following TPO middle management posts

- Accountant
- Program Coordinator
- Field officers
- Assistant Project Officer
- Logistics Officer
- Resource Centre Management

Shall be

- (a) The Country Director and the interview panel will comprise of;
Member(s) of the Senior Management Team

The country Director in conjunction with the human resources administrator and/or a representative on his/her behalf shall be the Appointing Authority for the remaining categories of staff i.e. Support staff.

The board chairperson will sign the Country Directors Appointment letter, while the Country Director will sign for rest of the staff.

3.3.3 Nature of Appointments

- (a) All Staff Employment Contracts

All staff shall be employed on contractual basis (open-ended or time-bound) and shall be governed by the terms stipulated in their individual contracts. The terms of the contracts (including the renewal of the contracts) will depend on several factors as below;

- ☐ The guaranteed funding cycle of a particular project cycle
- ☐ The availability of funds for the period of the contract
- ☐ The employee's work record and recommendation in the annual staff performance Appraisal.
- ☐ The applicable disciplinary measures as defined in the manual.

- (b) Open-ended Contractual Appointments

Staff to be employed under this category shall be on probation as stipulated in this manual. They shall be appraised according to the staff Performance Appraisal format. They shall have uninterrupted tenure of service depending favorable job appraisals and the availability of funds by the organization. However, their employment may be terminated by voluntary resignation. The appropriate Appointing Authority may also dismiss them for reasons that are enumerated in this manual.

- (c) Time-Bound Contractual Appointments

These shall also be on probation as stipulated in this manual. They shall be appraised according to the staff performance appraisal format. Their tenure of service shall be defined in their employment contracts. A provision shall be added in their contracts that the tenure shall also depend on favorable job performance appraisals and the availability of funds by the organization. However, their employment may be terminated by voluntary resignation. The appropriate Appointing Authority may also dismiss them for reasons that are enumerated in the manual.

An employee on temporary terms is also deemed to be on a time-bound contractual appointment.

(d) Voluntary Services:

- a) TPO welcomes persons who volunteer their services freely and shall work alongside TPO staff at their own expenses and in line with TPO staff employment policy.
- b) A formal letter from TPO shall be written to the volunteer laying out the terms of reference for the voluntary service.
- c) A volunteer shall also be required to conduct him/herself in a becoming and reputable manner as expected of paid staff of TPO during the period of service.
- d) The volunteers shall also be required to sign a letter of “confidentiality” requiring him/her to keep all confidential information that would come to him/her as a result of such services to TPO.
- e) A formal letter accepting the offer shall be written in acknowledgement of the specified terms and agreement to abide by the terms specified.
- f) In line with the Uganda employment act, such voluntary service shall not exceed period of six months. The volunteer shall begin to be paid after that period unless a new contract is negotiated.

(e) Temporary Appointments

Where there is need for temporary staff, the head of Department shall make a written justification to the management describing the envisaged job description and the estimated duration of the assignment.

- (i) Management staff may recommend to the Country Director a temporary appointment of staff and the terms and conditions of that job against which the Country Director may then appoint.
- (ii) Temporary appointments shall not be entitled to regular service benefits i.e. gratuity, medicals, loans, advances or other fringe benefits.
- (iii) A temporary appointment shall not exceed 6 (six) consecutive months for any one contract.
- (iv) TPO reserves the right to cancel a temporary employment contract without notice based on optional needs, poor performance, disciplinary problems, or other extenuating circumstances.
- (v) The temporary staff shall work under observation of a supervisor at all times of their employment.

- (vi) There shall be a one month probationary period for a temporary appointment.

3.3.4 Offer of Appointments and Acceptance

Offer of appointment with TPO shall be in writing stating the post offered and outlining terms and conditions of service. The Appointment Authority shall sign the appointment letter.

An offer of a job shall remain valid for a period not exceeding two calendar weeks. If within this period the appointee has not officially accepted the job and submitted all the required documents, the appointing authority shall consider appointing the candidate that scored second place in the interviews, if s/he is considered suitable for the job.

Upon acceptance, the appointee shall be required to fill a personal data form giving his/her bio-data details in greater detail (e.g. next of kin, wife or wives, children and their names etc).

The effective date of the appointment shall be the first day of reporting on duty and the salary for the first month shall be determined by the number of days the employee has served within that month.

The letter of appointment shall specify the benefits and other entitlements that apply to the appointed member of staff.

3.3.5 Medical Fitness

The appointment shall be subject to a medical examination and certificate of medical fitness by a TPO designated registered medical practitioner. However, no employee shall be discriminated against according to the terms of the “HIV/AIDS in the work place” Policy

3.3.6 Employee Qualifications and Reference Verification

At the time of appointment, staff shall be required to submit copies of their detailed curriculum vitae, academic and professional certificates to the Country Director. These documents shall be filed in the personal file of the employee.

For purposes of medical benefits, the staff shall indicate in writing his/her immediate family members (i.e. oneself and a maximum of three dependants under the age of 18 years of age).

The staff shall be required to declare in writing their next of kin, who can be contacted in case of an emergency. The staff shall reserve the right to change and cancel the next of kin at any time provided this is put in writing and filed in the personal file by the Human resource administrator.

TPO reserves the right to authenticate, in such manner as it shall deem necessary, a prospective employee's employment and salary history, the stated qualifications and references.

3.3.7 Introduction and Orientation

All new employees shall go through a formal programme of induction and orientation to familiarize them with the Vision, Mission, Core values, Objectives, policies, structure, work relationship and organizational culture of the organization. The human resources administrator shall be the coordinating officer for the induction of new staff. He/she shall plan and schedule the induction programme and liaise with other officers concerned/required to implement programme. The job description job in question shall serve as the basis for making an induction programme for the new employee.

3.3.8 Probationary Period for Staff

The probationary period for employee shall be 6 months with no provision for extension for the following officers.

- ☐ Country Director
- ☐ Finance Manager
- ☐ Program Manager
- ☐ Senior Programme Officer

The probationary period for all other appointees shall be 3 months with no provision for extension.

If extension of the probationary period is to be considered, it shall be noted that it is not a right and shall be accepted on recommendation by a Probation Review Meeting at the request of the employee's supervisor who shall have to justify such a review. The probation review meeting shall be chaired by the human resource administrator, the employee's supervisor and the employee's Head of Department. In all cases the extension shall not exceed 3 months.

Staff on temporary terms shall have only one month's probation period. The probationary period for all employees shall start from the first day of reporting on duty.

3.3.9 Confirmation, Probation Extension or Termination of Service

At the end of the probation period for a member of staff, the Head of Department shall recommend a course of action to the Country Director based on job performance appraisals. Any course of action shall be notified in writing within one month of completing the probation period.

a) Confirmation

On confirmation, the Human resources administrator shall write a confirmation letter to the concerned member of staff.

In event of failure of the staff to achieve satisfactory performance during the probation period the relevant appointing authority shall take any of the following actions with respect to the incumbent, depending on the circumstances.

- b) Extend the probation period
- c) Terminate the individual's employment

All actions taken by either of the parties listed above for senior management may be reported to the Board of Directors for information, recommendation and/or ratification as the case may be.

Services of an employee on temporary terms may be terminated without notice.

3.3.10 Acting Appointments

All acting appointments shall be made in writing by the appropriate acting authority. The following shall be the terms applied.

- ☐ An employee on acting appointment for more than 21 working days shall be paid in acting allowance equivalent to the difference between his/her salary and that of the acting position s/he holds.
- ☐ No employee shall be appointed to act in a position that is more than one grade above his/her substantive post.
- ☐ An employee in an acting position shall not be entitled to the other fringe benefits and perks attached to that higher post.

4 Conduct

4.1 General Work Behaviour

- (i) A member of staff shall be required to discharge any other reasonable duties besides those his/her role definition as given in the job description.
- (ii) This notwithstanding, line managers shall clearly distinguish their duties from those of the staff they supervise and shall not "download" their duties to them.
- (iii) An employee shall not absent himself from duty without permission.
- (iv) An employee shall not leave his/her duty position without permission.
- (v) An employee shall at all times be clean, dress well and decently and presentable.
- (vi) A member of staff who resigns from or vacates his office shall be required to hand over all TPO's property and satisfactorily account for all TPO's fund in his possession before officially vacating the premises.
- (vii) No official documents of TPO shall be communicated to any member of the public without the sanction of the Country Director. Every member of staff shall take the necessary precautions to maintain the confidentiality of all

matters that comes to his/her knowledge by the reason of his/her employment.

- (viii) A member of staff shall not make press releases/interviews on TPO activities without prior knowledge of the Country Director.
- (ix) All members of staff are liable to transfer and may be required to serve in any station of work in Uganda and elsewhere outside Uganda where TPO has projects.
- (x) A member of staff shall not do or engage in any action that is prejudicial to the interest of TPO.

4.2 Conflict of interest and Corruption

Conflict of interest will refer to relationships between TPO and service providers; specifically where the TPO employee has vested interest in the service providers either as an agent, shareholder. All efforts should be made to minimize all conflict of interest in regards to external sourcing of organization procurement and service provision. For instance no staff would supply the organization with such items as stationery, printed materials etc. No employee shall accept, or solicit in respect of a service rendered in his/her official capacity, any fee, commission, gratuity or consideration whatsoever from any person. Where a company as part of its policy pays commission on procurement, the TPO employee executing such a transaction will be mandated to declare such a commission as a discount to the accounting officers who will in turn treat it as a deduction on purchased price.

No staff shall engage in dealings that promotes corruption. A staff who will be proved to be corrupt in any way may loose his/her job.

4.3 Meetings

All staff shall attend meetings relevant for their projects and department from time to time.

Senior management committee meetings: These shall be held every Monday morning and attended by all senior management members. General programmatic and financial issues shall be discussed and executive/strategic decisions printed to be approved by the Country Director.

Management meetings: These shall be held once a quarter (after every 3 months) for senior and middle level managers to review progress of the different projects and to plan ahead.

Financial management meetings: These shall be held quarterly and bring together all the finance staff from different projects to review budgets, monitor progress made, plan and allocate resources for the following quarter.

Project management meetings: These shall be held every week between the finance/accounts personnel and the project coordinators/field officers.

General staff meetings: These shall also be held once every week both at the Head office and district level. The Head office meetings shall be held every 1st Friday in a month whereas the field level meetings shall be held on the Friday of the last week of the month but not later than 28th of that month.

4.4 Security Documents

A “clean Desk Policy”, i.e. keeping all confidential documents in the hands of authorized officers or under lock and key, shall be followed in order to ensure confidentiality, efficiency and security of office files and equipment.

All files and documents that are both confidential, sensitive and /or may lead to financial loss to the organization shall be kept in a safe.

An appropriate format for movement of files shall be instituted to ensure that a file moving from one point to another is signed and accounted for.

4.5 Grievances

4.5.1 Informal discussion

Prior to the initiation of a grievance, an employee shall discuss the dispute with his/her supervisor in an attempt to resolve the problem informally. Even when such discussions are ongoing, however, the written grievances shall be initiated within 30 calendar days of the date that the employee knew, or should have known, of the event that formed basis of the grievance. This 30-day requirement may be extended only if the parties agree. SUCH AN AGREEMENT SHALL BE IN WRITING IN ORDER FOR IT TO BE ENFORCEABLE.

The grievance shall pertain directly and personally to the employee’s own employment.

4.5.2 Written Grievance

Should no action be taken by the supervisor and the employee still feels disgruntled, then s/he shall be entitled to communicate his/her grievance in writing to the grievances committee.

4.5.3 The Grievance Committee Hearing

The Grievance committee shall comprise of the following:

- ☐ The Country Director
- ☐ The Human Resource Administrator
- ☐ Other members of the senior management team
- ☐ A member of the support staff

The hearings of the grievances committee shall be recorded. All decisions shall be in compliance with Uganda's labor laws. And the decision so taken shall be communicated to the aggrieved party and the respondent. Rational judgment will be used by the grievance committee to reach a verdict.

4.6 Disciplinary Procedure Process

If a member of staff fails to comply with any of the provisions of the terms and conditions of service, he/she shall be liable for disciplinary action.

4.6.1 Disciplinary Procedures

There shall be established a Disciplinary Committee composed of the officer in charge of human resources as the chairperson and two members of the Senior Management staff for the purpose of hearing disciplinary cases. If the disciplinary case involves a member of the support staff, an additional member shall be added from one of the support staff. The decisions of the Disciplinary Committee shall be forwarded to the Country Director.

An employee guilty of breach of the management policy of TPO or whose work and conduct is unsatisfactory shall, if the offence is not such as to warrant strong disciplinary action, be warned verbally or in writing that a repetition of the offence or failure on the part of the employee to improve his/her work and conduct shall lead to more severe disciplinary action. The verbal warning, however, shall be recorded and filed in the members of staff's personal file.

Any member of staff, who commits any fault that does not lead to summary dismissal, shall be given two warnings in writing by the supervisor. If the employee receives the two warnings within the contract period and he/she commits another offence in the same period he/she shall be liable to dismissal by the appropriate Appointing Authority.

Without prejudice to any criminal or civil liability, any member or staff shall be deemed to have committed an offence and may be liable to disciplinary action as senior management or appropriate authority shall direct under these regulations, in any of the following cases:

- a) If he/she is convicted of a criminal offence.
- b) If he/she refuses or neglects to comply with management policy of TPO.
- c) If he/she refuses neglects or omits to perform any of his/her duties.
- d) If he/she is incompetent, or inefficient in performance of any of his/her duties.
- e) If he/she absents himself/herself from duty without permission or reasonable course.

f) If without the written permission of the Country Director he/she collects money from the public other than in the normal course of his/her duties.

g) If he/she uses his/her position in TPO to further his/her own interests.

h) If he/she claims qualifications or experience which he/she does not possess or make a false declaration so as to obtain employment.

i) Damages organizational property including vehicles and motorcycles.

4.6.2 Suspension

Where it requires management to take investigations in case of an employee shall be suspended at half pay. Such suspension shall not initially exceed 15 days from work in any six month period. Except in an exceptional circumstance if the disciplinary action within the 15 days, it will be deemed to have waved the right to do so. The organization may however, in special circumstances, extend the suspension and investigation period by another two weeks and the employee concerned shall be notified in writing. If after two weeks extension, no final decision has been reached an employee shall be presumed to have no case to answer and therefore he/she shall be reinstated in his / her employment with full pay.

In exceptional cases, where investigations anticipated taking longer than stipulated in this section, management shall inform the appropriate appointing authority accordingly, giving full justification and informing the affected member of staff accordingly.

4.6.3 Procedure for Penalties

(i) A member of staff may be suspended from duty pending investigations into the circumstance or cases leading to such suspension. When after the investigations a member of staff found innocent he shall resume his duty immediately and shall be paid for all the period he was on suspension without loss of seniority or pay or any other benefits. Should the staff be found guilty he shall have his service terminated in a manner set out in this manual.

(ii) A member of staff on suspension shall receive half pay during suspension and the suspension may not exceed 60 consecutive days but the period may be subject to extension depending on the circumstance as noted above.

(iii) Without prejudice to the above, the Country Director or the appointing authority shall be authorized to immediately dismiss a member of staff for gross misconduct.

- (iv) A member of staff who has been dismissed for gross misconduct shall not be entitled to any terminal benefits whatsoever on payment in lieu of notice.

4.6.4 Summary Dismissal

The employer shall reserve the rights to summarily terminate the services of any employee instantly, and without notice in case of gross misconduct. Where consideration of recovering the organizations property, sensitive documents or information is a factor, the employee may be initially suspended for a maximum of 10 working days while such exercise is being carried out.

Gross misconduct covers broad areas of incompetence, willful disobedience or negligence.

More specifically the Country Director shall be empowered to immediately suspend and/or dismiss a member of staff for abuses of office and involvement in financial misconduct or causing loss to the organization pending final decision by the Board of Directors. He shall also be empowered to immediately suspend a member of staff if that member uses the organizations property without appropriate authorization and/or misuse such property to bring the organization into disrepute or cause financial loss to the organization.

Other examples of gross misconduct are as follows:

- False information, knowingly given by a member of staff during the recruitment process or in the execution of the employee's duty.
- Being convicted of a criminal case
- Coming to work under the influence of alcohol
- Committing fraud or theft or other acts of dishonesty
- Fighting and committing other act of violence or unruly behavior while on duty.
- Gross insubordination such as
 - Stubbornness and or willful disobedience rendering such employee unable to carry out his/her duty or unable to cooperate with other members of staff.
 - Using abusive or insulting language
 - Engaging in offensive behavior such as discrimination, harassment or bullying against other colleagues, client or project beneficiaries.
 - Continuing in conduct that he/ she have been warned to stop by his/her supervisors and seniors verbally or in writing.
 - Willful damage of the organizations property
 - Drug, alcohol and other substance abuse.
 - Engaging in immoral behavior and /or sexual harassment of other members of staff or the organizations clients and visitors.

In addition to the above, the employer shall reserve the rights to terminate the service of an employee, if an employee absents himself /herself from duty for 4 consecutive working days without permission from the employer.

If an employee returns to his/her place of work before expiry date of 4 consecutive working days, the days the employee has been absent shall be deducted from his/her leave. On top of that, other disciplinary measures in line with the terms and conditions of service as specified in this manual or employee's employment contract shall be taken against the employee.

4.6.5 Appeal Procedure

An employee shall have the rights to appeal against disciplinary actions. The appeal shall be made in writing to their immediate supervisor, line supervisor or the Country Director who conducted the disciplinary hearing within five working days of the written notification of the disciplinary action. However in the case of gross misconduct resulting in summary dismissal, the right of appeal is waved.

5. TERMINATION OF SERVICE

5.1 Retirement from service

1. The retirement age shall be 65years of age.

The Appointing Authority may however opt to retain the service of an employee for a further period and under one- year renewable contract terms mutually agreed upon between the employee and the organization.

5.2 Resignation from Duty

5.2.1 An employee may terminate his/her services by giving in written notice to the Country Director at the end of which period the employee would be free to leave or pay the salaries equivalent in lieu of the designated notice. The employee shall be paid salary up to and including the last day in which he/she was present on duty.

5.2.2 Similarly, TPO shall give the designated notice or pay the salary in lieu of notice to the staff whose services they tend to terminate.

5.2.3 Notice to be given by employee and employer shall be determined by the terms in the employee's contract.

5.2.4 Where the employment contract is silent regarding notice, then the designated notice to be given shall be as follows:

- ☐ One week - if the service has lasted less than 12 months including the probationary period
- ☐ Two weeks - if the service has been more than 1 year but less than 3 years
- ☐ One month - if the service has been more than 3 years but less than 5 years
- ☐ Two months – if the service has been more than 5 years but less than 10 years
- ☐ Three months – if service has been over 10 years or more

6. OTHER CIRCUMSTANCES LEADING TO TERMINATION

6.1 The Country Director shall terminate an employee's employment donor conditionality, expiry of project period or lack of funds by the donor organization.

6.2 The Board of Directors or Country Director shall, for a reason or reasons grave enough to lead to dismissal, have the power to terminate the employment of an employee.

6.3 Three months notice do not apply to an employee on probation and shall not, however prejudice instant dismissal of an employee who commits an offence, which the Board of Directors, in their sole and absolute discretion, consider to call for such action.

6.4 The Board of Directors /Country Director may terminate employee on medical grounds when for instance; the illness makes the employee incapable of carrying out their duties. (Also refers to section of sick leave)

6.5 An employee at senior management level whose services are terminated by the Country Director may have the right to appeal to the Board of Directors. Such an appeal should be lodged within 7days of the termination.

6.6 Where termination of service occurs through death of an employee while still in the employ of TPO, besides the provisions of this manual, TPO shall pay all the money due to the deceased to the legally designated administrator of the deceased's estate.

7. CERTIFICATE OF SERVICE

7.1 Contents of the Certificate of Service

When an employee leaves the organization whether on his own accord or services terminated under the provisions of these terms and conditions of service, he /she shall be entitled to a certificate of service on request. The certificate should include: Names and address of TPO, nature of TPO's business, length of employee's period of employment, capacity in which the staff was employed prior to termination and (where necessary) the reason for termination.

7.2 Return of Organizations property

A staff leaving TPO must return all documents and property entrusted to him/her during their stay at TPO. These may include: identity card, key, manuals and other documents including client files, proposals and budgets, laptops, car and other belongings to the organization.

8. STAFF PERFORMANCE APPRAISAL

8.1 Appraisal procedures

Performance appraisals shall be an on-going process between the employee and his/her supervisor. However, a major /general staff appraisal exercise shall be carried out for all staff by their supervisors annually not later than 15th December.

Staff appraisal shall be conducted by the supervisor of an employee in cooperation with the human resources administrator.

The Country Director shall be appraised by the Board of Directors in a rational and transparent manner.

An open appraisal system shall be followed. That is; there shall be two appraisal forms, one for self- assessment and the other one for the supervisor's assessment of the performance of the employee concerned. In the appraisal sessions the two assessments shall be compared and discussed whereby each party shall be required to substantiate their evaluation particularly in case of disagreement. This means that the supervisor shall be required to note and record critical incidents in the employee's behavior, achievement and performance targets and standards during the period in question.

The complete appraisal forms that have been reviewed during the appraisal session shall be signed by the staff and his/her supervisor and thereafter shall be placed in the employee's confidential personal file.

When an employee is found to be performing consistently below standard; following two consecutive job performance appraisals after successful completion of his/her probation period, a decision shall be reached whether the person shall or shall not have his/her contract renewed.

8.2 Personnel Actions Resulting from Performance Appraisal

The senior management committee shall recommend personnel actions based on the Annual Performance Appraisal. Such actions may include confirmation of employment contract, renewal of contract, job promotion, award of merit step increases or bonuses, special assignments, temporary or permanent transfers, or other actions.

Recommendations shall be forwarded to the various appointing authority depending on the hierarchical level of the staff in the organization.

Unsatisfactory or marginal performance reviews shall be followed by appropriate counseling, coaching, retraining and establishment of specific dates for achieving satisfactory performance targets. Failure to improve or achieve the agreed performance targets may result in termination of service after appropriate warnings and writing.

9. SALARY

9.1 Established Salary scales

9.1.1 All positions shall be ranked and placed in one of the established hierarchical levels based on job descriptions.

9.1.2 The salary scale may be revised from time to time as deemed necessary by the Country Director who may consult the Board of Directors at the time of seeking annual budget approval.

9.1.3 A successful candidate on first appointment may be considered at a starting salary above the minimum of the approved scale if his/her qualifications, experience and candidate's current salary warrants it.

9.1.4 An increment of salary is an increase of specified amount according to the approved scale of salary relating to a member of staff's appointment and provided certain conditions are satisfied, this may be granted periodically as determined by the Country Director depending on availability of funds until the maximum of the scale (bar) is reached.

9.1.5 When under these terms and conditions of service a member of staff is liable to refund any amount of money owed to TPO, such amount shall be deducted from the salary or any other sums due to the member of staff in such installments as the management shall determine.

9.1.6 A member of staff proceeding on accumulated leave due to him/her may be paid his/her salary for the month in which he proceeds on leave before departure from his station.

9.1.7 Individuals may be appointed to positions at salaries "personal to holder" at the discretion of the Country Director who will inform the Board of Directors of such positions and such salaries shall be for a maximum of one-year renewable contract.

9.1.8 Salary scale approved by Senior Management are subject to revision from time to time by the Board shall be circulated to all members of staff, in that scale/category in which the increase is made.

9.1.9 Any changes in an individual's salary shall be notified to him/her in writing.

9.1.10 Salary increase may not necessarily be granted across board and may be unilateral in case of restructuring existing scales/positions, depending on donor conditionality or to peculiar project need.

9.1.11 Core staff shall be entitled to an annual bonus at the end of the year that shall be equivalent to a maximum of their gross monthly pay (13th month) subject to availability of funds.

9.2 Staff Advances

Staff may be given salary advances but such advances to staff shall not exceed more than half the gross monthly pay at any one time and shall not be given before the 15th day of the month. The salary advance shall be fully repaid by the end of the organization's financial year. No outstanding salary advances to staff shall appear in the books of account.

9.3 Staff Loans

Loans are only given to staff on full time contracts at the discretion of the program manager. The size of the loan will be equivalent of an employee's two month's salary. Repayment of the loan granted, will be in form of deduction over a period of not more than six months from his/her salary. Monthly salary deduction will commence thirty days after the loan is granted; at the ratio of the amount of loan taken divided by the number of months he/she wishes the loan to be recovered. The TPO program manager will receive and process the loan application on first come first served basis. All loans will be received and approved by the program manager and authorized by the Finance Manager on reconciliation of the employee's salary account.

9.4 Payroll and Salary Payments Procedures

- 9.4.1 All regular staff shall be paid their salaries on approved payroll once every end of the month any day from 25th day of the month.
- 9.4.2 Amount of remuneration shall be as defined in the formal letter of appointment or contract document or as indicated in the salary increase notice.
- 9.4.3 A take home pay shall be paid to the staff. This shall be net of all statutory deductions i.e. PAYE, NSSF, LST and others that may come up by statute from time to time. Staff will provide the Human Resource administrator and copy the Finance Manager details of their tax PIN and NSSF number.
- 9.4.4 All salary payments shall be made by a direct credit or transfer to the staff bank account. In exceptional cases, standing orders may be granted to senior and mid-level management staff, only at the discretion of the Country Director and for only the period within which that salary is assured or contracted for.
- 9.4.5 Compulsory deductions shall be made to recover unaccounted for "Working Advances" or paying for loss incurred due to willful or careless destruction or loss of TPO property and such other causes justifying deductions from an employee's salary.

10 OVERTIME

10.1 No Overtime Entitlement

No member of staff is entitled to cash payment on overtime. When support staff is required to work beyond the established working hours, overtime shall be considered in an exceptional circumstance, after justification by the supervisor, prior application made and approval given by the Country Director.

10.2 Justified Overtime

- (a) No employee shall refuse a request by management to work on a weekend or public holiday.
- (b) Justified overtime shall be pre-authorized i.e. the line manager shall have to justify the need for overtime before it is given.
 - (c) Such overtime may not be paid in cash but the hours worked shall be converted into days or part of a day when the member may take sometimes off. Alternatively the converted days may be added to the employee's annual leave.
- (d) Note that the maximum working hours per week is 48 hours according to Uganda's Employment Act.
 - (e) Justified overtime therefore, means the hours worked that exceeds the 48 hours in a given week.

10.3 Public Holidays

Gazetted holidays

All nations gazette d public holidays shall be observed by TPO as designated by the government of Uganda from time to time.

Non-gazetted holidays

The country Director may require the office to open and/or some staff to work on non-gazette holidays.

11. TRAVEL OUT OF STATION

11.1 Out-of -pocket Allowance

Where a party other than TPO, fully sponsors a member of staff , a top up allowance shall be provided to carter for small incidental expenses related to the travel as shall be determined by management from time to time.

11.2 Daily Subsistence Allowance (DSA)

Subsistence allowance shall be a duty rate to be provided to a member of staff who shall have been sent out of station on official duty and has to stay overnight as a result.

Subsistence allowance shall cater for:

- Breakfast
- Lunch
- Dinner
- Accommodation

Where the actual expenses exceed the subsistence allowance, justification and approval shall be given before an impress (to be accounted for) is advanced or reimbursement paid against receipt considered.

The subsistence allowance rate shall be reviewed and revised from time to time as may be deemed necessary by management and as per project rates.

Each year, the finance manager will produce a schedule of allowance s and their corresponding rates payable to be discussed and adopted at the senior management meeting.

12 STAFF BENEFITS

12.1 Entertainment/ Hospitality Allowance

From time to time the CD may entertain deserving guest concerned with the organization. An entertainment budget line shall be established and approved for this purpose.

All TPO staff shall be obliged to take part in recreational activities organized by the organization to help staff informally interact and reduce fatigue and stress in what is popularly known as “care for care givers”. Such activities may take place on the last Friday of the month when work stops at 2p.m.

12.2 Housing Allowance

The Country Director and members of the Senior Management of the team shall be entitled to a housing allowance. The housing allowance policy however, shall be determined and accordingly revised by the Board of Directors from time to time.

The decision to revise shall take into account the prevailing economic situation in the country and the ability of the organization to pay.

12.3 Telephone Allowance

The Country Director and members of the Senior Management Team shall each be entitled to monthly telephone allowance that shall be determined by the Board of Directors from time to time.

12.4 Hotel Allowance

A member of staff who has to stay at a hotel whose rate exceeds the per diem advanced to him/her in the course of executing his/her official duties, may claim expenses incurred in respect of full board, shall be reimbursed an amount not exceeding a limit set by the Board of Directors on production for relevant receipts.

12.5 Provision of Transport

12.5.1 Fleet Management

All vehicles owned and operated by TPO shall be appropriately and preferably comprehensively insured. The Logistics officer responsible for transport shall keep and maintain an up-to-date register of all TPO motor vehicles. The Logistics officer responsible for transport shall also monitor the log books of the vehicles.

12.5.2 Acquisition of Vehicles

In all instances, every effort shall be made to purchase standardized motor vehicles and products so as to optimize maintenance costs and availability of spares.

Allocation and usage shall only be by staff to whom the vehicles have been allocated, or the authorized drivers. Vehicle shall not be rented / hired out or operated by any non TPO employee.

Vehicles mostly four-wheel drive shall be provided in the field for all field activities and for head office officers, for the purpose of official duty in the field. Mostly small capacity vehicles shall be made available for officials within the town and its environs.

12.5.3 General Vehicle Use

Only Senior Management Staff are permitted to drive organization vehicles themselves and to keep the vehicles allocated to them at their residence overnight.

Vehicles allocated to project coordinators/ field officers, will at all times be driven by a driver who will pick them and drop them from work after which the driver will park the vehicle at the designated office premises and handover the key to the watchman for safe custody not later than 6.30p.m. Personal use of vehicles for such staff will only be upon approval of the Logistics Officer.

Permission will have to be sought from a responsible authority for any vehicle that is taken from the parking lot after office hours and after it has been parked. Watchmen will be empowered not to release any vehicle or motorcycle to the driver after working hours where the suspect a sinister motive and without seeking clearance from the responsible authority.

When a member of staff is proceeding on leave, or is out of office for a period of more than five continuous working days he/she shall surrender the official vehicle to the pool. This however does not apply to the vehicle issued to Senior Management for personal use.

To ensure safety, all staff allocated TPO vehicles shall have to provide proof to the satisfaction of the officer responsible for transport that they have strong garages and safe environment where these vehicles shall be kept at night.

No TPO driver shall keep TPO vehicle overnight at their residence unless authorized by the Logistics officer responsible for transport, in exceptional circumstances.

All TPO vehicles shall have logbooks and sound speed meter for purposes of controlling mileage and fuel consumption.

No TPO vehicle user shall issue themselves with fuel without the authorization of the officer responsible for transport.

The officer in charge of transport is required to secure third-party insurance and road licenses for TPO vehicles at all times before the old ones expire and to ensure that vehicles are given additional comprehensive insurance (as directed by management).

All TPO field staff shall be provided with motorcycles which should only be used for project activities. All staff shall be in possession of valid riding permit and will all times ride with helmet on. No TPO motorcycle shall be given/rode by a non TPO staff whatsoever. A staff that will breach this policy will be liable to disciplinary action that may include termination of his/her contract. All staff must fill in the log book, account for the fuel previously given before more fuel is released except in special circumstances.

TPO may provide bicycle to some community mobilisers, contact farmers, peer educators etc. Such bicycles will be maintained by TPO. The bicycles remain the property of TPO unless otherwise stated. TPO may donate such bicycles to the users particularly for projects that are two years or more. In such a case, the maintenance of the bicycle will be the responsibility of the new owner.

12.5.4 Accidents

All accidents involving TPO vehicles and all thefts shall be reported to the police and the Logistics Officer, Finance Manager and the Country Director. Any TPO vehicle user who shall fail or refuse to report an accident involving a TPO vehicle shall be personally liable for the accident and shall have to meet the cost of repairing the damage caused on the vehicle (in a garage selected by TPO) and is liable to disciplinary action.

Any TPO vehicle involved in an accident shall not be repaired until an accident report made to both the police and /or the officer responsible for transport has been studied and

responsibility of the accident determined by the police or /and where possible, by the transport the officer in charge of transport .

12.5.5 Vehicle Servicing

The officer responsible for transport shall ensure that all vehicles are serviced or repaired when due. No TPO vehicle user shall refuse to surrender a vehicle for repair or servicing purposes. Any TPO vehicle user who shall collide with any garage to defraud TPO shall be disciplined with possible instant dismissal.

The officer responsible for transport shall strictly abide by the established procurement procedures when procuring the required service accessories and spare parts.

Stern disciplinary actions shall be taken against TPO vehicle users who shall infringe against any provision of this TPO transport policy.

12.5.6 Penalties for Misuse of vehicles

Any member of staff who shall drive a TPO vehicle without permission, outside official working hours and has not given management an acceptable convincing reason within two calendar days shall be subject to disciplinary actions.

Any member of staff caught siphoning fuel from TPO vehicle or colluding to siphon fuel for private use or gain shall be subject to disciplinary action.

12.5.7 Operations and Maintenance

The Logistics and supplies officer shall provide regular preventive maintenance schedules for each vehicle in service and to ensure that the user adheres to the schedules.

The vehicle operator shall be required to:

- Possess a valid driver's license
- Conduct daily condition checks
- Adhere to defined maintenance schedule
- Provide usage logs required
- Report all accidents minor or major
- Maintain the vehicle in a clean condition
- Adhere to all traffic laws and regulations
- Adhere to all TPO policies and procedures

Non-compliance with these rules shall result in cancellation of vehicle operation privileges, or other disciplinary measures.

12.6 Gratuity

12.6.1 Contract Employees

Employees on contract terms of service may be entitled to payment of gratuity at rate determined by the Senior Management Committee and depending on the availability of funds. This gratuity is payable on successful completion of the contract.

Nevertheless, if a contract employee leaves employment, not having completed his/her contract, he/she will not be automatically entitled to the gratuity. Any gratuity payment shall then be at the discretion of the Country Director of the Board of Directors.

12.7 Insurance

12.7.1 Group Personal Accident Insurance

Management staff shall be provided with a Group Personal Accident Insurance policy, which shall include cover for medical expenses.

12.7.2 Workers Compensation Insurance

For non-management staff, a worker 's compensation insurance cover shall be established with compensation for death / permanent incapacitation , among others, and with coverage of medical expenses in connection with accidents during official working hours or while in duty.

13 Death and Funeral Assistance

13.1 Death of an employee

In the case of death of TPO member of staff, the organization shall meet the cost of coffin, transportation of the dead staffs family together with their personal effects from the work station to his/her home. In addition the organization shall pay an ex-gratia sum equivalent to three months gross salary.

13.2 Death of a spouse

In the case of death of a spouse of a member of staff, the organization shall pay an ex-gratia sum equivalent to two months gross salary to the bereaved staff in addition to meeting the cost of the coffin and transportation of the body.

13.3 Death of a child

In the death of a biological child of a member of staff, below 18 years of age, the organization shall buy a coffin and pay an ex-gratia sum equivalent to one month's gross salary to the bereaved parent's.

14 TRAINING AND DEVELOPMENT

14.1 The significance of Training

TPO recognizes training and development as a very important activity in improving the skills and knowledge of individual staff members in order to improve productivity and enhance organizational effectiveness and efficiency.

TPO'S training shall normally be centered on short term courses given to most members of staff on contract. Staff will however be expected to complete probation before embarking on a long term courses stipulated in the organizational development plan.

TPO shall provide the means and support to ensure that every employee shall be adequately trained and developed in their employment to support the pursuit of is goals through in house and external training as well as other support programs.

Systematic assessment of training needs shall be carried out before any planned training takes place. This will involve among other things, consulting the employees and their immediate supervisors or managers. Annual performance appraisals shall also be perused when identifying training needs.

Training and Development activities shall be monitored, evaluated and reviewed on a regular basis including those provided by outside organizations.

The human resource administrator shall be responsible for identifying training needs and the overall planning and coordination of the training activities of TPO

TPO will not sponsor members of staff who on their own accord arrange to attend institutions either locally or overseas. A member of staff who obtains such sponsorship must seek permission from Country Director before embarking on such a course and will proceed for training without pay.

Supervisors are expected to develop the capacity of the staff they supervise through: mentoring, coaching, delegation, support supervision, getting positive feedback etc.

14.2 Planning to Train

14.2.1 At the beginning of each financial year, the officer responsible for Human resources administrator shall prepare an integrated Annual Training plan based on training needs of TPO and its employees as identified in staff performance appraisal reports and submit to the Country Director.

14.2.2 The Human resources administrator will regularly identify training opportunities existing in other training institutions and make proposals to the Country Director for staff to participate.

14.2.3 Employees who wish to take advantage of the facilities for part-time attendance of any course or study by means of correspondence courses shall first satisfy themselves that the posses the necessary qualifications and then obtain the permission of their Head of Department before enrolment.

14.2.4 The Human resources administrator will particularly be responsible for reviewing the progress of the progress of the trainees and for general administration activities.

14.3 Selection for Training

14.3.1 Selection for training shall be by nomination from heads of Departments and shall be approved by Country Director.

14.3.2 When nominating employees for trainings consideration shall be given as to whether it is in the best interest of TPO and whether the employees benefiting from the training actually need that type of training to become more efficient and improve their capabilities for the purpose of serving TPO.

14.3.3 Employees who secure their own sponsorship shall be encouraged to take advantage of such scholarship provided the course offered is relevant to their TPO duties and are in the interest of TPO.

14.3.4 The Country Director's approval shall be obtained before finalizing the arrangement.

14.3.5 When a course has been arranged for an employee, unjustified last minutes cancellation by the employee will render the employee liable to refund all costs incurred in working on the arrangement.

14.4 Training cost and Allowances

TPO shall meet all cost regarding to training for an employee directly sponsored by it. Where the Country Director has approved an employee to proceed for training and only tuition fees have been secured TPO shall meet transit expenses.

Where the Country Director has approved an employee to proceed for a partial sponsorship. TPO shall top up expenses and allowances according to the approved rates by management.

Where an employee is sponsored for a course or seminar and the subsistence allowance expenses are not covered by the sponsors, TPO will pay the employee subsistence allowance in accordance with rate approved by management.

TPO shall not meet any part of the cost either of travel or upkeep in or outside the country of a spouse or children of an employee if the employee decides to take them to the training venue. The employee shall make his/her own arrangements.

14.5 Bonding

Any employee selected for professional or specified training for a period of six months or longer, leading to an award of academic or professional qualification shall be required to complete and sign a training bond prior to starting the course. The length of period of the bond shall be three years failing which the employee shall be required to reimburse TPO the entire cost of the course. The bonding period takes effect at the completion of the course and resumption of duty.

14.6 Responsibilities for Training Programs

Each supervisor shall be responsible for assessing the training needs of the employee under his/her charge.

Management shall circulate a list of training opportunities, which may arise from time to time. Applicants for such trainings shall be forwarded through the line manager to the Country Director for approval.

TPO shall as much as possible, utilize local/regional training resources and facilities in implementation of its training programs. Overseas training shall be specialized nature and shall be arranged only for the relevant personnel.

14.7 Continuing Education

Staff may on their own undertake continuing education with a view to attaining professional certification or an academic qualification by formal examinations on a correspondence basis or tuition by a law of evening classes with a recognized professional body or institution of higher learning, on conditions that it does not interfere with the official working hours of the organization.

14.8 Study Leave

The Country Director at his/her discretion, and upon recommendation by the Head of Department through the Human Resource administrator, may authorize the granting of leave with or without pay to employee for the purpose of further training.

Any of such leave will be granted as follows:

- ☐ Self-sought and privately sponsored employee will be granted leave without pay for the entire period covering the course.
- ☐ For approved training courses for 12 or more months, an employee will be granted leave on full pay for one year and on half pay for the rest of the period. Such an employee shall be bonded before taking the course to work for the organization for a period equal to duration of the course , on completion of the course irrespective of whether TPO is paying for the course or not.
- ☐ Eligibility for study leave shall depend on the employees remaining period of service contract being able to cover the leave period.
- ☐ TPO's mission and program objective shall be used to determine the relevance of course to be undertaken.
- ☐ Study leave for the following categories of short course will be regarded as study leave with full pay
 - b. Authorized part time
 - c. Study tours
 - d. Seminars and conferences
 - e. On- the-job training

14.9 Sabbatical Leave

Senior management who get involved in research or consultancies that are of value to the organization shall be granted sabbatical leave, of not more than two months in any one calendar year after presenting a convincing proposal.

14.10 End of Training Reports

All employees shall submit end- of -training reports upon their return to duty; highlighting the course content, benefit achieved, a course evaluation and how TPO would benefit as a result of the training.

All staff who attend workshop or trainings within the country or abroad shall submit a detailed report highlighting benefits of the course to their work and TPO work and a plan to share the knowledge and the skills acquired at the workshop.

15. STAFF TRANSFERS

Through management, the senior management committee may recommend transfer of staff anywhere in Uganda or even outside Uganda in the interest of TPO.

The transferee shall be provided with one way transport for him/herself, family and personal effects. TPO is not obliged to provide return transport at the end of the contract or upon subsequent transfers.

Unless the transfer is a disciplinary, or it is absolutely necessary, the transferee shall be allowed to stabilize at his/her new duty station for at least a year before another transfer to yet another duty station is contemplated by management.

When an employee is transferred from one station to another, the Country Director may authorize an advance of up to 2 months salary to enable him/her to meet expenses arising out of such transfer. Such advance will be recovered from him/her to meet expenses arising out of such transfer. Such advance will be recovered from his/her salary in six equal monthly installments from the salary drawn starting in the month after that in which the advance is made.

16 HEALTH SERVICES FOR THE STAFF

16.1 Medical Services

Full outpatient medical coverage will be available for staff employed by the organization and their families. This will be in a form of contributory medical scheme. The family of any staff member will include a spouse, and three dependants. The names and date of birth of each staff family member shall be notified in writing to the Human Resource administrator on appointment, and subsequently as changes occur. Medical bill is the total cost incurred for hospitalization, specialist and practitioner's fees, drugs, X-rays, and laboratory Tests. This however depends on the staff's terms of contract whether they are core staff or project based. In case of hospitalization, and where the verifiable medical bills are presented, TPO will meet up to 60% of the total bill. This percentage may vary though depending on the severity of the case and approval sought from the Board of Directors.

16.2 Health Promotion among Staff

Health promotion programs will be instituted to promote the employee's health as well as improve productivity by reducing absenteeism arising from ill health. Safety and anti-smoking, anti- alcohol and anti-AIDS campaigns as well as counseling programs shall be developed and conducted. Condoms will be provided to TPO offices.

TPO has an HIV/AIDS workplace policy that is aimed at protecting the rights of all employee's and promoting a conducive working environment free from stigma and discrimination among all staff irrespective of ones HIV/AIDS status. All project coordinators and field officers shall ensure that the HIV/AIDS work place policy is implemented and regularly monitored for progress. (See appendix for the detailed policy)

16.3 Accident While on duty

Any medical expenditure arising out of an accident while on duty, at no fault of the member of staff shall not be deducted from their annual allotment. TPO shall meet all the costs for the member of staff in such cases, under section 16.1 on a case by case basis.

16.4 Submission and reimbursement of Bills

All medical bills and receipts shall be submitted to the Finance Manager for examination and obtain the approval and authority for payment from the program Manager.

16.5 Bills not met by the Organization

The organization will not meet the following bills:

- ☐ Spectacles or contact lenses
- ☐ Cosmetics surgery
- ☐ Dental treatment
- ☐ Pregnancy and maternity care

17. HIV/AIDS POLICY

Refer to appendix 1 on page 50

18. GENDER POLICY

Refer to appendix 2 on page 56

19. LEAVE

19.1 Annual Leave

(a) Employees of TPO shall earn annual leave as follows:

Grades 1 and 2	-	25 working days
Grade 3 and 4	-	22 working days
Grade 5 and 6	-	20 working days
Grade 7	-	18 working days

(b) A Leave Year means a calendar year.

(c) Annual leave shall not be accumulated except only in the interest of TPO service.

(d) Annual leave shall only be accumulated with a written justification of the head of department and approved of the program Manager.

(e) Such accumulation of leave is conditional upon the employee having applied for the leave during, but NOT at the end of the leave year in which it is due, and having been refused such leave by the Head of Department, Human Resources administrator or Country Director.

(f) Permission to go for leave is at the discretion of the management, and subject to exigencies of the management. It is therefore taken only if duly applied for an official leave from and approved by the Human Resources administrator.

(g) Management may refuse, vary or cancel leave of absence of any description at any time or may grant it as it may think fit.

(h) Leave is right and any leave due to the employee and in the event of his/her death will be paid to his dependant or administrator/executor of his/her estate.

(i) Leave without pay may be granted to an employee in special circumstances and shall require the approval of the Country Director.

(j) In the exigencies of TPO service, an employee may be recalled to duty before the expiry of his/her leave (except in the case of maternity leave), in which case the balance of leave due to him/her shall be carried forward.

(k) An employee on leave who requires an extension of leave shall apply in good time to his/her Head of Department and such extension will only be valid when approved by the Country Director.

(l) All Heads of Dept shall make Annual leave roster for all staff under them by 31 December of the preceding year. The roster shall be sent to the Human Resources administrator, who shall compile on cooperate annual leave roster for all the staff of TPO by 31 January of the current year.

19.2 Sick Leave

An employee, whose employment has been confirmed after successfully completing his/her probationary period, who has been continuously with the organization for three (3) months and over and who is unable to attend duty because of illness, shall be granted sick leave under the following conditions:

The first two months at full pay, the following 3 months at half pay and a further two months granted as unpaid leave. If after the four months the employee is still sick, a professional medical assessment shall be made to management so that a final decision can be made whether to extend the sick leave or terminate employment.

During the period that an employee is on sick leave, s/he shall continue to receive other benefits or allowances normally received when the employee is on duty.

19.3 Compassionate Leave

In special circumstances and upon application in writing an employee may be granted compassionate leave for a period agreed upon between the employer and the employee according to the circumstance in each case.

In the case of loss of close relative, such an employee shall be granted paid compassionate leave. Close relatives shall include father, mother, wife, child, brother and sister from the nuclear family.

In other circumstances the employee may be allowed to proceed either on unpaid compassionate leave or days of absence shall be deducted from his/her annual leave entitlement.

Total compassionate leave in any given year shall not exceed 10 calendar days. However, in exceptional circumstances, the Country Director shall have the discretion to grant an extension.

19.4 Maternity Leave

Female employees will be granted maternity leave on full pay for sixty working days. In the event of twins, 10 more days will be granted and another 10 days more for triplets. This can be extended for the period recommended by a recognized registered medical doctor. Any further request by the employee to extend the maternity leave may be granted on such terms as management shall decide. Full maternity leave will only be granted once every two years in event of pregnancy.

In the event of miscarriage, a female staff will be granted 30 working days leave to recuperate before returning to duty.

19.5 Paternity Leave

All male staff will be entitled to 5 working days paternity leave once every 2 years.

19.6 Leave Allowance

Employees proceeding on approved annual leave shall be paid in advance the salary equivalent to the period covered by the leave.

Appendix 1:

TPO HIV/AIDS IN THE WORKPLACE POLICY

1. Introduction

TPO is committed to ensuring that all employees have equal employment opportunity. The organization practices a non-discriminatory policy towards its entire staff. Likewise no employee will be discriminated against due to his/her HIV/AIDS status.

In responding to the realities of HIV and AIDS now (SAN!) project, TPO developed an organizational HIV and AIDS in a work place policy in a participatory manner in which all the staff both at head office and field offices were consulted and contributed to the draft policy in 2005. This policy has since been shared out with all the staff and their views incorporated in the revised version. Staff participation was key in ensuring that the policy is owned by all staff.

TPO's interventions target the most vulnerable individuals in communities and offer them psychosocial support. One of our core values of compassion will be undermined if we did not offer similar support to our very own staff who needs support in the face of HIV and AIDS.

2. Guiding Principles

The policy is guided by the following principles that are in line with ILO Cod:

Treating the affected and infected staff with respect

Non-discrimination service

Reducing discrimination and stigmatization

Confidentiality

Individual rights and responsibilities

Consolidating strategic partnership

Equity

Continuous monitoring

3. Policy Vision, Mission Statement, Values and Objectives

i) Policy Vision

An Organization where all staff are supported, to perform their task to their full potential, irrespective of their HIV/aids status.

ii) Mission Statement

The mission of the policy is to offer a non-discriminatory and conducive working environment in which all staff irrespective of their HIV/AIDS status is supported within the Organizations own and outsourced resources to courageously face the realities of the scourge.

iii) Values

The core values of the policy are:

Love,

Care and

Compassion

iv) Objectives

Our HIV/AIDS policy aims at:

Offering a non discriminatory, conducive working environment for all the staff irrespective of their HIV and AIDS staufs.

Creating awareness and prevention against the spread of HIV and AIDS

Provide care and support to all staff affected and infected by HIV and AIDS.

Protect the rights and confidentiality of staff and their dependants on their medical status and any other related information.

4. Key Policy Elements

The policy is in line with the ILO code of practice and covers a number of key areas:

1. Non discriminatory organizational policies

TPO will strive to reduce the spread of HIV and the potential for discrimination against staff living with HIV and AIDS through implementation of clearly defined and no discriminatory workplace HIV/AIDS policies and practices, education and training. Again all interventions being extended to those affected by HIV and AIDS especially the OVCs and women will be given special consideration funds permitting. All the major policy documents including the Human Resource Management Manual and the Finance Management Regulation Manual shall include a section on HIV and AIDS in a workplace.

2. Awareness raising and prevention

TPO will aim at creating awareness and prevention against the spread of HIV and AIDS among the staff and their dependants. TPO will Endeavour to provide up- to- date and relevant information on HIV and AIDS to enhance their ability to protect themselves and others particularly their dependants and our clients. Such information will focus on a wide range of area including the impact of HIV and AIDS, its prevention, living positively with HIV and AIDS, latest information on treatment and ART, etc.

The organization will plan regular awareness raising sessions about HIV transmission, prevalence rate in the country, care and support in our regular meetings both in the field and at the Head office.

3. Care and Support

TPO will provide support to the infected and affected staff to cope with physical, social and psychological effects of HIV and AIDS. It will facilitate access to testing and treatment services for both opportunistic infections and anti-retroviral therapy (ART) through its existing health care scheme and partnership with the relevant AIDS support service providers. TPO will continue to work closely with the already existing health facilities that offer counseling, testing and treatment in different regions where we operate for the benefit of all our staff and members of their families that are designated for the health scheme. The list of such facilities is appended at the end of this policy document.

TPO will continue accessing, building and maintaining strategic alliances with local and international authorities, and relevant AIDS support service providers in implementing the HIV/AIDS policy and program.

4. Staff Protection

TPO will ensure that all necessary steps are taken to protect staff from infection while at work and provide the necessary information to deter the adverse effects of HIV and AIDS. It will provide both protective gears and counseling and emotional support. These includes but not limited to:

Both male and female condoms and relevant information on storage, usage and disposal

Access to post exposure prophylaxis (PEP) including: emergency pills and ARVs

Provide protective gears in the event of an accident for example for example the helmet for motorcycle riders

Heavy duty gloves for cleaners

Counseling and emotional support to all staff who need it from within our organization and/or outside our organization, etc

Skills in writing wills and memory work for the benefit of the family of the staff

5. Reasonable Accommodation

TPO will maintain a work environment that accommodates and proactively responds to HIV/AIDS issues in a reasonable, responsible, knowledgeable and businesslike manner. If an employee becomes disabled from performing the work involved, their supervisor should make reasonable accommodation to enable the employee to meet established performance criteria. Reasonable accommodation may include, but is not limited to:

Flexible or part time working schedules,

Leave of absence for resting and seeking treatment

Special consideration for loan acquisition aimed at setting up income generating activities and salary advance beyond what is stipulated in the Human Resource Manual and the Finance Management Regulation Manual.

Work restructuring or reassignment to be agreed upon with the staff concerned.

Voluntary retirement with a packaged worked out basing on the duration the staff has worked in the organization, etc.

Hiring a stand in reliever for the concerned staff

5. Rationale for HIV/AIDS in a workplace policy

We strive to minimize HIV/AIDS impact at TPO because we are aware that:

People with HIV/AIDS have the right to work. No person is dismissed from employment purely on the ground of their HIV/AIDS status if they are still productive and capable of making their contribution like any other staff. TPO does not discriminate against individuals with regards to advancement, promotion, compensation, discharge or any other terms, HIV positive whether symptomatic or not.

To achieve this goal, TPO ensures that all employees even those who have AIDS have the same terms and conditions, including employee benefits, as all other employees. TPO does not consider mandatory HIV testing on employees to be necessary or desirable. Therefore no staff member is forced to take an HIV antibody test against his or her will, and testing shall not be used as an employment screening device.

If an employee has been tested for HIV antibodies, he or she has no obligation to inform anyone in the organization of his/her HIV status. TPO practices compassion and solidarity than judgement in

interaction with those infected or affected, among our staff and encourage voluntary informed and confidential counseling and testing.

Continued employment provides those with HIV/AIDS a sense of value and belonging in the community. However HIV illness as is common with other chronic diseases is progressive. In due course the illness may make it impossible for the infected individual to be as effective and productive as expected. Employees who are incapacitated from the performance of their duties due to HIV/AIDS are granted sick leave to regain their health and to allow recuperation under the term and conditions below;

Normal rules concerning sickness and absence will continue to operate for people who are HIV positive. Sick leave including HIV related will apply as per the guidelines in our Human Resources Management Manual.

TPO protects the human rights and dignity of those who have HIV/AIDS by preventing harassment and discrimination and promote a spirit of fairness, equity, and social tolerance in our organization. To implement this policy TPO;

Consider harassment and victimization of an employee who is or thought to be HIV positive a disciplinary offence. Discipline employee who refuse to work with people (including employees and clients) infected or affected by HIV.

Protect anyone victimized, harassed or discriminated against because of his or her HIV status through the normal grievance procedures. Ensure that all employees are informed about where confidentiality assistance can be found.

Field managers/supervisors are encouraged to contact program manager for assistance in providing employees with general information about AIDS and HIV infection. Any employee who is unduly concerned about contracting AIDS may be further assisted through individual counseling. An employees health condition is private and confidential. An employee with AIDS or HIV infection is under no obligation to disclose his or her condition to a manager or any other employee. Managers are expected to take careful precautions to protect the confidentiality of information regarding any employee's health condition including an employee with HIV or AIDS infection.

However, an employee with HIV or AIDS infection is expected to meet the same performance requirements that apply to other employees, with reasonable accommodation. If an employee becomes disabled from performing the work involved, managers should make reasonable accommodation, as with any other employee with disability, to enable the employee to meet established performance criteria.

Just like other development players, TPO is following the progress of medical research on AIDS and HIV infection very closely. When any significant developments occur, employees are duly informed.

6. Strategies to make the policy operational

Provide HIV and AIDS related information to all staff, their families and our project beneficiaries

Mobilize resources from donors to undertake activities aimed at managing HIV and AIDS in a workplace

Organize awareness creation fora for all the staff both at the head office and field office

Collaborate with government and other development partners who have HIV and AIDS program for benchmarking purposes.

Support national and community based HIV/AIDS programs such as, youth groups, post-test clubs and other relevant structures in our area of operation to disseminate information on HIV/AIDS.

7. Monitoring and Evaluation

The policy implementation will be monitored on a regular basis. The work plan for implementing the proposed activities will be regularly reviewed and updated. Lessons learnt will be documented from the monitoring and review processes. Implementing developments in theory and practice about HIV and AIDS from within the organization and outside shall be encouraged.

TPO senior and middle level managers will be responsible for implementing the policy and will be held accountable for its enforcement. They will put in place systems for the regular monitoring and occasional evaluation of the policy based on the agreed on indicators reflecting the set targets. The focal point person takes the overall responsibility of ensuring that the policy is reviewed and updated to keep up with the new developments.

The policy will be reviewed and modified from time to time as need arises but not later than two years. The review will take into account the progression of the HIV/AIDS epidemic, developments in medical care, experience in preventing new infections and managing HIV/AIDS in the workplace, its impact on the staff health insurance scheme and changes to relevant legislation.

Appendix 2:

TPO Gender Policy

1.0 Introduction

The rationale for integrating a gender perspective in the activities of TPO lies in our non discrimination policy. Gender equality ensures that there is no sex based discrimination in the allocation of resources or benefits, or in access to services.

1.1. National and International Policy context

The Government of Uganda has developed the National Gender policy

based on its commitment to international agreements among which includes CEDAW 1979, the UN Declaration on environment and development (Rio De Janeiro 1992), the world summit for social Development (Copenhagen 1995), the UN Declaration violence against women (Vienna 1993) and the Beijing Declaration and Platform of Action (Beijing 1995). Uganda has gained several milestones in implementation of its gender policy and other related instruments. Women are increasingly getting involved in leadership responsibilities. This has been as a result of government, the UN agencies, CBOs and NGOs efforts to realize gender responsive development. This positive participation has reduced the unequal power relations gap that hitherto exist between men and women. A lot more ought to be done however due to male dominated orientation in most spheres of life at all levels. TPO

specifically organizes gender and development advancements made globally and want to play apart in contributing to their attainment.

The 1995 constitution of Uganda prohibits discrimination on the basis of gender. It recognizes women's role in the society and accords both men and women equal treatments to rights and opportunities as well as equal dignity of persons of men and women.

The 1997 National Gender Policy a frame work aimed at evolving an informed and conscious society that is sensitive to gender and development issues is consistent with the constitution. The policy calls on all development actors to take an active role in addressing gender imbalances.

1.2 Scope

TPOs focus is on gender, rather than specifically on women. Gender refers to the roles, responsibilities, needs, interest and capacities of both men and women. These are influenced by social and cultural factors. Therefore the term "gender" does not replace the term "sex" which refers exclusively to biological differences. Men and women often play different role in the society and accordingly the may have different needs. A gender perspective is required to ensure that men's and women's specific needs, vulnerabilities and capacities (set in a broader context of class, ethnicity, race and religion) are recognized and addressed.

This policy establishes the basis for TPO to ensure that the gender differences are taken into account and dealt with. Society prescribes to women and men different roles in different social contexts.

There are also differences in the opportunities and resources available to men and women, and in their abilities to make decisions and exercise their Human rights, including those related to protecting health and seeking care in case of ill health. Gender roles and unequal gender relations interact with other social and economic variables, resulting in different and sometimes inequitable patterns of exposure to health risk, and in differential access to and utilization of health information, care and services. These differences, in turn have clear impact on health outcomes. Evidence documenting the multiple connections between gender and health is rapidly growing.

Overall Gender Policy Goal and Objectives for TPO-Uganda

2.1 Policy Goal

The overall goal of the gender policy for TPO- Uganda is to provide operational guidance for the realization of the organization's commitments to gender equity and equality and build women's capabilities as essential conditions for achieving impact on the general well being of the program beneficiaries.

2.2 Policy Objectives

The gender policy objectives of TPO-Uganda encompass the Organizations Mission Statement, Vision and Values. These objectives reflect what TPO-Uganda can contribute towards gender equality and equity of all its stakeholders. They include:

Promote organizational policies and practice that meet the specific needs of both men and women.

Build the principle of equal employment opportunities and create an enabling environment that will ensure gender equality.

Enable TPO staff to acquire and apply gender analysis skills and practices both at workplace and during program implementation.

To ensure gender equality and equity, TPO will endeavor to promote organizational policies and practices that meet the specific needs of both women and men. It will endeavor to:

Emphasize equal employment – staff ratio may not be balanced at all level of hierarchy but efforts will be made to ensure some balancing where possible.

Deliberate positive discrimination between women and men to attain gender equality

Include a person with gender perspective on the recruitment committee

Implement family friendly policies that will aim at avoiding separation of family where possible.

Provide flexible working hours for staff with babies

Offer maternity and paternity leave and medical benefits to family members

Ensure that all TPO manuals include gender perspectives

3.0 Gender Glossary

Gender is used to describe those characteristics of women and men, which are socially constructed, while sex refers to those which are biologically determined. People are born female or male but learn to be girls and boys who grow into women and men. This learned behavior makes up gender identity and determine gender roles.

Gender analysis identifies analyses and informs action to address inequality that arises from the different roles of women and men, or the unequal power relationship between them, and the consequences of these inequalities on their lives, their health and well being. The way power is distributed in most societies means that women have less access to and control over resources to protect their health and are less likely to be involved in decision-making. Gender analysis in health often highlights how inequalities disadvantage women's health, the constraints women face to attain health and ways to address and overcome these gender analyses also reveals health risks and problems which men face as a result of social construction of their roles.

Gender equality is the absence of discrimination on the basis of a person's sex in opportunities, in the allocation of resources and benefits or in access to services.

Gender equity refers to fairness and justice in the discrimination of benefits and responsibilities between women and men. The concept recognizes that women and men have different needs and power and that these differences should be identified and addressed in a manner that rectifies the imbalance between the sexes.

Gender mainstreaming It is defined as a process of assessing the implications for women and men of any planned action, including legislation, policies or programs, in any areas and at all levels. It is a

strategy for making women's as well as men's concerns and experiences an integral dimension in the design, implementation, monitoring and evaluation of policies and programs in all political, economic and social spheres, such that inequality between men and women is not perpetuated. The ultimate goal is to achieve gender equality. Mainstreaming gender is both a technical and a political process which requires shifts in organizational cultures and ways of thinking, as well as in the goals, structures and resource allocations. Mainstreaming requires changes at different levels within institutions, in agenda setting, policy making, planning, implementation and evaluation. Instruments for the mainstreaming effort includes new staffing and budgeting practices, training programs, policy procedures and guidelines.