



TANZANIA COFFEE RESEARCH INSTITUTE



# **STAFF HANDBOOK**

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## **PART I GENERAL INTRODUCTION**

### **1. The Institute**

The Tanzania Coffee Research Institute (TaCRI), incorporated in 2000 as a company limited by guarantee and without share capital under the Companies Ordinance (CAP. 212), became legally constituted and operational in September 2001 with the major objective of rejuvenating the Tanzania coffee industry, placing new emphasis on stakeholder-led, demand-driven research for development.

The power to carry out the operations and management of the Institute are vested in the Board of Directors, through its Chief Executive Director. For more details see the TaCRI Memorandum & Articles of Association.

### **2. TaCRI Focus**

#### Values

TaCRI's is committed to operate in line with the following values:

- Strong demand driven technology development and dissemination which meet the needs of its stakeholders and are market focused.
- Enlightened leadership
- Acting professionally
- Excellence and high standards of performance
- A sense of urgency
- Mutual respect and trust amongst levels of staff
- Cost consciousness
- Team work
- Spirit of partnership
- Alleviation of poverty and improvement of the livelihoods of coffee growers.

#### Vision

TaCRI's vision is to contribute to the transformation of the Tanzania coffee industry to sustainable prosperity.

#### Mission

The institute will achieve this vision by developing and disseminating appropriate technologies to improve coffee productivity and quality in Tanzania, within a supportive policy framework. The desired result is for increased competitiveness of Tanzanian coffee on the world market, and ultimately increased incomes, reduction in poverty, and improvement in the livelihoods of coffee growers.

#### Goal

TaCRI's goal is to create a profitable and sustainable coffee industry in Tanzania.

#### Achieving our goals

TaCRI operates within the following parameters:

- Work closely with coffee stakeholders to create a shared vision of what can realistically be achieved
- Organize our resources efficiently to meet stakeholders' needs
- Strive to have a coffee research institute that is well managed, financially viable, offers quality, is forward thinking and renowned both nationally and internationally
- Attract, motivate and retain a team of excellent scientists, other professionals and support staff
- Concentrate on the development of technologies that are aimed at solving existing or foreseeable problems to the coffee industry
- Ensure that all innovations are quickly and effectively communicated to the end users
- Forge mutually beneficial national, regional and international partnerships
- Continuously monitor and review progress and achievements

### **3. Purpose of the Staff Handbook**

This Handbook, designed for all staff, contains TaCRI personnel policies and procedures to inform all employees of the terms and conditions that govern their employment with TaCRI.

Provisions contained herein have taken cognizance of the new labour laws, regulations and standing orders and have in effect revised the previous TaCRI Personnel Policy, Staff Regulations, Medicare Policy and the commensurate schedules.

Provisions in this handbook should be considered an integral part of an employee's contract with TaCRI.

## **PART II PRELIMINARY PROVISIONS**

### **4. Title and Commencement**

This policy document shall be cited as the Tanzania Coffee Research Institute (TaCRI) Staff Handbook, 2007 and shall come into operation after approval by the TaCRI Board of Directors

### **5. Application**

This staff handbook shall apply to all TaCRI employees.

### **6. Definitions**

In this Staff Handbook, unless the context requires otherwise:

- a. Arbitrator means an arbitrator appointed under the labour statutes to arbitrate on labour issues
- b. Adult means a person of 18 years of age or more
- c. Appointing Authority means the Board, a Committee of the Board duly appointed to make appointments on behalf of the Board and shall include the TaCRI management vested with the powers to appoint, terminate and or dismiss an employee on behalf of the Board.
- d. Approved Medical Officer means an approved and registered medical practitioner
- e. Basic wage means that part of an employee's remuneration paid in respect of work done during the hours ordinarily worked and therefore excludes Allowances, Overtime pay, Additional pay during Sunday or Public Holiday and night pay
- f. Board means the TaCRI Board of Directors
- g. Child includes a step child, a child born out of wedlock and a legally adopted child of not more than 18 years of age, unmarried, and wholly maintained by the employee.
- h. Collective Agreement means a written agreement concluded by a registered trade union and an employer or registered employer's association on any labour matter.
- i. Dependant shall mean the employees' family members of less than 18 years of age who are dependent on the employee but shall include children of more than 18 years of age who are still pursuing their studies as stipulated in the Government standing regulations. Additionally, persons who are above eighteen years of age but due to physical or mental infirmity are unable to earn a living and are therefore wholly maintained by the employee are also classified as dependent.
- j. Domicile means the place where an employee was born or which has been declared a permanent home at the time of first appointment
- k. Family members shall be deemed to mean, and includes the employee, spouse, and registered dependent children not exceeding four
- l. Institute means the Tanzania Coffee Research Institute

### **7. Staff Regulations and the General Standing Orders**

This staff handbook includes the general provisions for employees' conduct, discipline, remuneration, advancement, leave, medical, transport, traveling, allowances, loans/advances, housing, terminal benefits and training while employed with TaCRI. These provisions will henceforth form the staff regulations and standing orders for TaCRI herein designated TaCRI Staff Handbook.

Where provisions contained in this handbook are in conflict with those contained in the statutes the latter will prevail.

### **8. Staff Categories**

The TaCRI personnel structure recognizes the following categories of employees.

- a. Management/Administration
- b. Principal Research Officer
- c. Senior Research Officer
- d. Research Officer
- e. Senior Technical Officer/Senior Field Officer
- f. Field Officer

- g. Senior field Assistant/Senior Assistant Field Officer
- h. Field Assistants/Technical Assistant
- i. Auxiliary Staff
- j. Visiting Fellows
- k. Visiting Scientists
- l. Casuals (Labourers)

### **PART III APPOINTMENTS AND PROMOTIONS**

**9. Appointment Procedures**

All positions falling vacant at TaCRI shall be advertised through the common media and the short-listed candidates will be called to appear before an interviewing panel.

**10. Appointing Authority**

Appointment of the Chief Executive Director, the Heads of Departments and Senior Scientific/Administrative staff from the Research Officer level will be done by the TaCRI Board of Directors while other appointments and promotions be done by the Chief Executive Director.

**11. Promotions**

An employee will be considered for promotion for excelling in performance. Where comparison is made of employees having the same degree of preference, qualifications and experience; proven merit and suitability for the post in question shall be accorded greater weight than seniority for promotion consideration. Where all other considerations are equal, promotion will be given to the senior most employees. Promotions will be subjected to conditions stipulated in clause 31.

**12. Demotions**

An employee shall be subject to a demotion as a penalty for wrongdoing and that all the requirements spelt out in the handling of such dispute have been complied with in full

### **PART IV EMPLOYMENT REGULATIONS**

**13. Location of employment**

All employees are obliged to work in any location to which they are assigned or transferred by TaCRI. Refusal to obligate will amount to breach of contract.

**14. Hours of work**

TaCRI's regular hours of work are 7.30am to 3.30pm, Monday to Friday. However, the Personnel and Administration Manager will notify the standard working hours for each category of staff. The nature of research and research stations may require employees to work for longer and odd hours outside the regular working hours.

**15. Time keeping**

It is important that employees arrive at work and start working promptly. This reflects efficiency and commitment to work. Employees are required to sign attendance register at the beginning and end of the day (sign in and off), but heads of departments will certify on employee given assignments out of the station and arriving after working hours. No one can sign on behalf of another person. An employee reporting late without special/genuine reasons will be considered to have absconded from work that day.

**16. Place of Work**

Each employee has an assigned place of work within the Institute where the employee is expected to work during the working hours. Work unrelated movement to other areas is a reflection of lack of commitment to work.

**17. Overtime**

TaCRI does not encourage the payment of compensation for work done after normal duty hours. However, where it is important for an employee to work after the normal working hours the payment will be based on the following conditions:

- i. The employee concerned has been working outside standard working hours, or has been asked to carry out a task that can only be carried out outside normal working hours.

- ii. Where it is impossible for the employee to be compensated by being given time off during standard working hours.
- iii. That, for the purposes of calculating overtime payments, the amount of time actually worked will be paid as follow;
  - a) For week days – 1 ½ times normal hourly rates
  - b) For Sundays and Public Holidays – 2 times normal hourly rates.

**18. Security**

All employees designated as essential employees for the safeguard of the security of the Institute and its property are expected to be at their places of work at all times. No employee may remove or re-locate any kind of property belonging to the Institute without a written permission.

**19. Safety**

Safety regulations in all places of work must be strictly observed. TaCRI will endeavour to provide safety gear and uniforms as appropriate for the safety of employees working under laboratory condition, machine operators, etc. depending on the duties performed. TaCRI maintains such protective gear/clothing when issued. These must be worn by staff as necessary while on duty. Refusal to wear them will attract sanctions as determined by the employee's supervisor.

**20. Identification Card**

Each employee will be issued with an identity card, which he/she must carry at all times when in the Institute. The employee is responsible for the safe keeping of this card. Any loss must be reported to the Personnel and Administration Manager within two days. Identification card shall remain the property of the employer.

**PART V  
TaCRI INTERNAL CODE OF CONDUCT**

**21. Introduction**

This Internal Code of Conduct is designed for all the TaCRI staff. It contains the basic ethical code of conduct expected of a TaCRI employee in maintaining a disciplined and orderly environment conducive to peaceful pursuit of the mission and vision of the Institute. The Institute community and its employees shall at all times be bound and comply with the laid down provisions in line with the legal statutes, and policy pronouncements by the relevant authorities.

**22. General Employee Conduct**

- i. TaCRI staff shall at all times conduct themselves professionally and in businesslike manner to maintain and strengthen stakeholders' trust and confidence in the integrity of the Institute and shall not undertake any action that would bring the Institute or any of its staff or its members into disrepute.
- ii. Official correspondence should be addressed to the Chief Executive Director & similarly outside correspondence should be through the office of the Chief Executive Director
- iii. Employees shall not engage in sexual harassment, or conduct themselves in a way that could be construed as such.
- iv. TaCRI employees shall at all times conduct themselves prudently and handle their responsibilities with good judgment.
- v. TaCRI puts strong emphasis on teamwork to enhance performance.
- vi. TaCRI staff shall avoid selfishness, rumour mongering and unnecessary petty issues irrelevant to given assignments/responsibilities. However, constructive criticism should be encouraged.
- vii. No one who is employed by the Institute shall be discriminated because of his/her tribe, race, physical disability, religion, age or gender.
- viii. During meetings and when in business discussions in offices, mobile phones must be switched off.
- ix. Employees shall not access Internet sites not related to TaCRI work during working hours.
- x. TaCRI staff shall at all times be bound to protect property belonging to the employer and defend interests thereof.
- xi. To be prompt in attending meetings and sittings.



The adherence to the code of conduct is at all times expected to:

- a. Forster commitment to the TaCRI values along the following lines
  - i. Strong demand driven technology development and dissemination meeting stakeholders' needs focusing on the market.
  - ii. Enlightened leadership
  - iii. Performance excellence
  - iv. Sense of urgency
  - v. Mutual respect and trust amongst staff
  - vi. Cost consciousness
  - vii. Teamwork.
  - viii. Partnership spirit
  - ix. Alleviating poverty and improving livelihood of coffee growers.
- b. Foster sense of responsibility, participation, belonging and commitment.
- c. Encourage honesty and integrity.
- d. Discipline and high standards of performance.

**23. TaCRI Certificates, official documents & Seal**

TaCRI certificates and official documents shall be designed and issued centrally with the Board of Directors as the issuing authority and signed by the Chief Executive Director or a specifically designated staff.

**24. Conflict of Interest**

The Institute expects that employees will perform their duties conscientiously, honestly, and in accordance with the best interest of the Institute. Employees shall not use their positions or knowledge gained because of their positions for private or personal advantage. Regardless of the circumstances, if an employee senses that a course of action he/she has pursued, or presently pursuing, or is contemplating to pursue may involve him/her in a conflict of interest with his/her employer; he/she should immediately communicate all the facts to the Chief Executive Director.

Employees must however, avoid acquiring any business interest or participating in any other activity outside the Institute that would, or would appear to:

- Create an excessive demand upon their time and attention, thus depriving the Institute of their best efforts on the job.
- Create a conflict of interest –obligation, interest, or distraction- that may interfere with the independent exercise of judgement in the Institute's best interest.

**25. Gifts, Entertainment and Favours**

Employees must not accept entertainment, gift, or personal favours that could, in any way, influence, or appear to influence, business decision in favour of any person or organization with whom or with which the Institute has, or is likely to have business dealings. Similarly, employees must not accept any other preferential treatment under these circumstances because of their positions with the Institute might be inclined to, or be perceived to place them under obligation.

**26. Secret commissions**

Regarding the Institute's activities, employees may not receive payment or compensation of any kind, except as authorized under the Institute's Staff Handbook. In particular, the Institute strictly prohibits the acceptance of secret commissions from suppliers, service providers and other people or entities with the intention of soliciting favours.

**27. Institute funds and other assets**

- i. Employees who have access to Institute funds in any form must follow the prescribed procedures for recording, handling and protecting money as detailed this Handbook and the Government Standing Orders.
- ii. When an employee's position requires spending Institute funds or incurring any reimbursable personal expenses, the individual must use good judgment on the Institute's behalf to ensure that good value is received for any expenditure incurred.
- iii. Institute funds and all assets are for the Institute purposes only and not for personal benefits.
- iv. Theft, damage or threat of property damage is strictly prohibited and is subject to summary dismissal when proven.

- v. Scientific data and records shall be the property of the Institute at all times. Disclosure or release of the same without permission shall amount to theft and therefore punishable as a criminal offence.
- vi. Research findings by TaCRI shall remain the property of the Institute and shall be released officially by the relevant authorities in line with the set guidelines contrary to which it will amount to breach of contract.

**28. Communication with outside people and other organizations /institutions**

- i. Employees must not use the Institute's identification (logo), stationery and equipment for personal or issues not related to its activities.
- ii. The Chief Executive Director shall be the spokesman for the Institute on behalf of the Board of Directors.
- iii. When dealing with anybody outside the Institute, including public officials, employees must take care not to compromise the integrity or damage the reputation of either the Institute, or any outside individual, business or governmental body.
- iv. Employees shall respect the confidentiality of information acquired in the course of Institute's work except when authorised or otherwise legally obligated to disclose. Confidential information acquired in the course of Institute's work must not be used for personal advantage.

**29. Institute Records and communication**

Accurate and reliable records of all kinds are necessary to meet Institute's legal and financial obligations and manage the affairs of the Institute. Employees must not make false or engage in any false record or communication of any kind, whether internal or external, including but not limited to the following:

- i. False expenses, attendance, production of similar reports and statements
- ii. False advertising, or other misleading representation
- iii. False disclosure of Scientific Data and Records

**PART VI  
REMUNERATIONS AND FRINGE BENEFITS**

**30. Salaries**

TaCRI will strive to pay competitive salaries to all staff grades depending on sector performance as approved by the Board. Salaries will be paid at the end of every month. Casual staff may be paid as deems convenient and as stipulated in the labour statutes.

Notwithstanding the provisions contained in this clause, salary increments will be subject to good performance as assessed annually in line with the personnel assessment form as annexed hereto as an appendix in page 35

**31. Taxes and other Statutory deductions**

Mandatory deductions will be effected on an employee's remunerations and remitted to relevant authorities within the stipulated time limit.

**32. Salary review**

As stipulated in section 31, salaries will be subject to review annually against sector performance and changes in the market in order for the Institute to attract, retain and motivate staff for high performance.

**33. Gratuity, Pension and Severance Pay**

An annual lump sum amount computed at the rate of 20% of the total basic pay paid during the 12 months of service will be paid as gratuity. According to law every employer shall register its staff in a registered social security scheme/fund for which contributions currently stand at 20% with equal contributions by the employer and employee. Additionally, severance allowance equivalent to 5% of the earned pay shall be paid to those casuals whose contract terms of service have extended beyond the 277 days limit.

**34. Traveling and Subsistence Allowance**

Staff that travel and spend nights out of their duty station on official duty are entitled to subsistence allowance to cover accommodation, meals and incidentals. The actual allowances payable will be determined from time to time by the Board and notified to all staff.

Transport costs incurred by employees traveling on business will be authorized by the Chief Executive Director in advance and refunded on production of valid receipts or mileage claims using approved rates. Ref the appendix on financial rates annexed hereto.

**35. Day Trip Allowance**

Day-trip allowance is payable to research staff who spend more than 8 hours out of their duty station on field work. The Board will determine the rates payable from time to time.

**36. Initial Travel and Arrival Procedures**

Upon recruitment to TaCRI and upon transfer to another working station within TaCRI an employee will be entitled to settling/relocation allowance as will be computed from the following:

- i. Subsistence of 14 days for employee, spouse, and a maximum of 4 children or dependant children. The employee and spouse will be paid full per diem rates and the children will be paid at half the employee's rate.
- ii. Fare to be paid on actual costs incurred or in the absence of that the amount will be determined in line with the formula: No. Of persons x Distance in kms x applicable rates in TZS (Refer to table on current applicable rates)
- iii. Transportation of personal effects to be determined through the formula: No of Tons allowable x kms x applicable rates in TZS (Refer to table for current applicable rates)

**37. Marketing Expenses**

The Board may approve marketing expenses for the Chairman, Chief Executive Director and Heads of Research Departments/Stations to allow them to gather support for the implementation of TaCRI's goals and objectives.

**38. Acting Allowance**

Acting allowance may be paid to an employee who has been assigned expressly or in writing to perform duties in a higher position for a period of at least 14 days within a month or 50% of the number of days in two consecutive months. A person acting in a vacant position for over ninety days has to be confirmed in that position or that position has to be filled immediately upon completion of the ninety days. The Board may also authorize payment of a special allowance for an employee who is performing duties of another absent employee not necessarily holding a higher grade. The allowances paid in line with provisions of this article will be limited to senior members of the management. The number of days in acting capacity shall be as stipulated by the officer appointing the staff in that acting capacity.

**PART VII  
LEAVE**

**39. Annual Leave**

Twenty eight days paid annual leave will be granted to TaCRI staff with a months basic pay as leave passage allowance.

It is strictly prohibited for staff not to utilize their earned leave and for the employer not to grant the employee the earned leave. Swapping of earned leave for monetary considerations is also not allowed. At the request of the employee, TaCRI may approve the granting of part of the earned leave within the leave cycle and the same will be deducted from the 28 days annual leave. Annual leave may be taken either six or twelve months after the end of the leave cycle.

**40. Scheduling of leave**

Employees may schedule leave any time on the recommendation of their supervisors. Staff should consider their work schedule and responsibility when requesting for annual leave. Approval will depend on Institute wide scheduling considerations. Leave may be taken over several periods.

**41. Study Leave**

Study leave with pay shall be granted to employees who have been recommended and approved by the Board for further studied to improve their competence.

Study leave without pay may be granted to employees who have decided on their own to attend an educational institution to improve their competence. Such employees are not paid while attending the

course, but they are free to come back to their jobs and the year in training is counted as part of their service year while their statutory contributions will continue.

Approval for study leave without pay may be granted if:-

- i. Staff has been on regular appointment with TaCRI for all least two years.
- ii. There is evidence of admission
- iii. Course duration does not exceed one year
- iv. The course is relevant to the operations of the TaCRI
- v. Staff agrees to return to his/her pre-course status. However, the employee's new qualification will be taken into consideration if a vacancy occurs at a higher level.
- vi. Staff agrees to non-payment of salary or benefits during the period. Vacation jobs may be offered if available
- vii. Official permission for study leave has been obtained from CED on recommendation of employee's head of department.

**42. Leave of Absence**

TaCRI Board may consider granting leave of absence for a specified period to staff that are called upon to assume political appointments or appointments to regional and international organizations if it is in the interest of TaCRI to do so.

**43. Unpaid Leave**

Under special circumstances the Board may approve leave without pay not exceeding three months for staff who have completed at least two years with TaCRI

**44. Examination Leave**

Examination leave is granted subject to a maximum of 5 days if supported by evidence showing that the staff will be sitting for an examination. Days in excess of this will be deducted from annual leave.

**45. Maternity/Paternity Leave**

A Female employee will, upon notification at least 3months before the expected date of birth, be granted 84 days paid maternity leave without affecting her normal leave cycle and privileges. Where an employee gives birth to more than one child she will be entitled to 100 days paid maternity leave. Maternity leave will be limited to 4 terms.

Paid paternity leave of 3 days will be granted to a male employee within 7 days of the Childs' birth. Proof will have to be given as to the fact of the matter.

**46. Casual Leave**

Casual leave at a maximum of 3 days is granted where staff has exhausted his/her annual leave entitlement for the year. Leave days in excess of this are deducted from the staff's annual leave entitlement in the following year.

**47. Compassionate Leave**

Compassionate leave to a maximum of 14 days in a year may be granted for reasons of serious illness or death of a member of the immediate family including but not limited to employees' child, spouse, parent (including the spouses' parent), grandparent, grandchild or sibling. Any days in excess of these will be deducted from the employee's annual leave.

Approval in all cases must be obtained from the Chief Executive Director upon recommendation by the employees' head of department.

**48. Sick Leave**

Sick leave will be granted to an employee upon recommendation by a recognized medical practitioner with detailed medical evidence that the employee is unfit for work. Subject to limitations spelt out in Section 52. (x).1, 2 & 3.

**49. Invaliding**

A member of staff can be declared invalid if he/she is physically or mentally incapable of performing his/her duties or if he/she constitutes a health hazard to other staff members upon certification by a

recognized medical practitioner. Such a member of staff will be entitled to his/her gratuity and retirement benefits, one month's salary in lieu of notice and any other outstanding entitlement. If invaliding resulted from work-related injury caused under Workman's Compensation the staff member will be entitled to any other benefits according to the law.

**50. Considerations in case of death**

If an employee dies his/her salary will be continued for one month after the date of death. TaCRI will compensate for accumulated leave earned, gratuity, and the appropriate expenses related to funeral but not for the accrued sick leave. The Institute will also arrange for the transportation of the deceased employee's family members to their place of domicile.

**PART VIII  
STAFF WELFARE PROVISIONS**

**51. Medical and Health Care**

TaCRI as a matter of policy, will always strive to adopt a cost effective medical scheme for its employees however before any such scheme will be in place,

TaCRI will incur medical expenses for its staff members to a maximum of 7.5% of basic pay per annum under the following pre-conditions:

- i. Pre-employment medical examination: Every newly recruited employee has to undergo medical examination certified by a recognized medical practitioner. Such Certificate will form part and parcel of the staff's confidential records and will be maintained as such.
- ii. Treatment is limited to the employee, spouse, and a maximum of 4 dependant children or persons registered as such in the Staff employment records
- iii. The nature of the disease is in no way self inflicted e.g. drug abuse, drunkenness, criminal undertakings, injury by negligence, misconduct, and willful acts of commission or omission.
- iv. Permission to undergo medical treatment has to be sought. Emergency cases will be considered on merit but otherwise they will not be entertained.
- v. TaCRI will not incur costs above the employee's allowable provision. Under very special and exceptional conditions the Board may be asked to consider and approve medical expenditure above ones allocation.
- vi. For every medical bill that is submitted the employee will have to pay 5% as his/her contribution.
- vii. Treatment from private medical practitioners is prohibited and costs thereof will not be the Institutes' responsibility.
- viii. TaCRI will designate and approve medical facilities that are allowed to treat its employees. Where an employee opts to be treated in centers not so designated he/she will be doing so at his/her own cost. For purposes of this staff handbook TaCRI will recognize the following medical grades:

Salary Scale	Medical Grade
TCR 1-3	III/IV of a Government Hospital or designated hospital with graded ward facilities
TCR 4-6	II of a Government Hospital or designated hospital with graded ward facilities
TCR 7-12	I of a Government Hospital or a bonafide hospital of similar standing or designated hospital with graded facilities

- ix. Costs to be covered under the medical expenditure vote will include
  - 1. Cost of fare to and from the hospital,
  - 2. Consultation, diagnosis, laboratory checks, drugs, medicines, X-rays, maternity confinement, donated blood, transfusions, operations and theatrical costs, and other related costs of treatment
  - 3. Full board accommodation costs for admitted persons and for those who will be forced to stay overnight for further treatment where the working place is far from the medical facility.
  - 4. Costs of medical auxiliary where such assistance is necessary.
  - 5. The Board may approve any other admissible life saving costs as.



- x. An employee will be availed a sick leave of 126 days within a leave cycle with the following arrangements:
  - 1. For the first 63 days salary will be paid in full
  - 2. For the second 63 days salary will be paid at 50%
  - 3. Where the sick leave extends beyond the half-pay period the employee shall be subjected to a medical board to give an opinion as to the fitness or otherwise of the employee for retirement on medical grounds

**52. Transport**

Transport provided by TaCRI is strictly for carrying out official TaCRI activities. Appropriate penalties will be given for using official TaCRI transport for private activities.

Consideration may be given for only emergency cases such as illness and other special circumstances as may be determined by the Chief Executive Director considering the isolated location of Lyamungu.

**53. Loans and Advances**

i. Motor Vehicle Loans on higher-purchase

Motor vehicle higher purchase schemes are meant to facilitate the employee in carrying out his/her official and private functions more efficiently thereby increasing productivity. When such vehicles are used for official functions, the owner will be compensated at per kilometer rates as may be approved by the Board from time to time.

ii. Vehicle Refurbishing Loans

An Employee may also apply for vehicle refurbishing on higher purchase scheme with TaCRIs' guarantee.

iii. Salary Advance

An Employee may under very special circumstances apply from the Chief Executive Director for a salary advance to meet emergency financial obligations. Such advance is repayable within a maximum of 6 installments.

iv. Compassionate Loan

A compassionate loan to meet unexpected family emergencies may be granted up to a 25% of annual basic pay limit to be recovered in 12 installments.

**54. Professional Exposure**

An Employee who participates in Scientific/Technical meetings, workshops, symposia and professional meetings do so as representatives of TaCRI and as such have to seek official authorization from the Chief Executive Director through his/her Head of Department approval of which will be subject to benefits to be derived, time and the budgetary constraints.

Staff who are authorized to present papers in professional forums are advised to make a thorough review of the presentation with the Chief Executive Director and other relevant staff in order to positively publicize and portray a positive image of the Institute Nationally and Internationally.

**55. Self Advancement, Training, and Training Policy**

TaCRI employees are encouraged to improve their academic and professional skills through the necessary assistance and facilitation where possible. Achievements made in improving ones academic and professional attributes will be recognized while assessing staff for promotion or salary increments.

TaCRIs' training policy is based on the following guidelines.

**OBJECTIVE**

The purpose of TaCRI Training Policy is to have clear-cut guidelines when it comes to staff development through training in line with TaCRI's needs assessment. The Policy endeavours to address the issues related to the mutual obligations when TaCRI is sponsoring its staff for training and the commitments required of the staff being trained.

## TYPES OF TRAINING

There are two types of training, namely, Formal and Informal training with the following salient features:

i. Formal Training

This is either Pre-Service or In-Service whereby the former prepares staff on the basics of job requirements with the latter meant for serving staff to improve their job performance and career advancement. Pre-Service Training is normally undertaken by the 'Public' whilst In-Service Training is confined to specific job needs. Training referred under this policy is therefore on "In- Service Training".

ii. Informal Training

This is basically in the forms of organised on the job training, part-time training, tailor made exposure courses evening classes, correspondence and on-line courses and such similar study cases. TaCRI will continue to pursue such types of exposure training, as it deems necessary based on training needs assessment.

## REGULAR COURSES

TaCRI recognizes the following main forms of regular courses

TYPE OF COURSE	SALIENT FEATURES
Short Course	This is of short duration for up to six months aimed at sharpening skills, improve efficiency and effectiveness.
Certificate Course	This is a full-time course normally undertaken post form four leading to an award of a recognized Certificate or equivalent qualifications from approved Training Institutions.
Ordinary Diploma Course	This is a full time course of normally at least two years post form six leading to a Diploma award or equivalent attributes from approved and recognized Training Institutions.
Higher Education Course	This is a full-time course of normally at least three years duration leading to an award of either a First Degree, An Advanced or Higher Diploma and or other recognized Equivalent qualifications from approved Higher Learning Institutions
Post Graduate Course	This is a higher educational course including PhD, Second Degree, and Post Graduate Diploma.

TaCRI will endeavour at all times to train its staff in areas relevant to its operations in order to enhance efficiency, effectiveness and be up-to-date in as far as technology advancement is concerned.

## TaCRI'S TRAINING POLICY GUIDELINES

i. STUDY LEAVE

A staff selected to join higher education or any other course will be granted "Special Study Leave of Absence". The staff that will be on training for one annual leave and above will be regarded as having utilized that annual leave. This will not apply to courses of less than one-year duration.

ii. SALARY

Staff on training will be entitled to 90% of monthly gross salary that will be subjected to the following:

- a. Pay As You Earn-PAYE on the gross amount so abated
- b. Normal deductions including statutory deductions (NSSF and committed financial obligations), recovery of advances/loans taken

iii. PROMOTION

Staff attending an in-service training will be eligible for promotion and salary adjustment on the basis of the elapsed time since the previous consideration of his job grading.

iv. RETENTION OF TaCRI RESIDENCE

TaCRI staff attending training will be entitled to retain the residential premises normally occupied while on duty but will be required to pay all the usual user charges such as electricity, water and other related charges.

v. TERMINATION

Where a staff is terminated for whatever reason including but not limited to disciplinary grounds, abolition of post, redundancy and criminal charges, TaCRI will withdraw its sponsorship. Where a staff appeals

successfully against his termination TaCRI may continue to sponsor him/her. Where a staff is discontinued at the training Institution due to any disciplinary grounds he/she shall be subjected to disciplinary proceedings upon resuming duties. Where a staff on training is discontinued by the Institute on academic grounds he/she may also be liable to termination by TaCRI.

vi. COURSE DURATION

TaCRI staff attending a course must complete the studies within the specified period of the course failure of which the sponsorship will be terminated.

vii. BONDING

TaCRI staff attending a course of more than twelve months will be required to sign a Bond in which he/she will be required to work for TaCRI for at least three years after completing his course. The bond will have to be guaranteed by at least three people of reliable and reputable standing in the community and has to be registered under oath. Where a staff trained by TaCRI opts to sever his engagement with TaCRI he/she shall be required to pay TaCRI all the costs incurred on him/her at present values.

viii. VACATION

TaCRI staff attending a course of higher education will spend his/her vacation at TaCRI if he is not required by his Training Institution to participate in any study programme during the vacation.

ix. RESEARCH

It is expected that a sponsored candidates will contribute to the betterment of sponsors, the coffee industry, by selecting appropriate research topics of interest to the coffee industry.

EXCEPTIONS

Where the training is donor funded in full, the Staff will still be bonded to TaCRI as if the Institute has funded such sponsorship. Where the sponsorship is partly donor funded TaCRI will beef up the difference taking into account:

- i. The differential of the course fees
- ii. The differential of the maintenance costs with three components Accomodation and user charges 50%, Meals 30% and Essential personal requirements 20%.

x. **TRAINING EXPENSES AND COSTS WHILE ON TRAINING**

Sno.	Expense Item	Responsibility	Amount approved for Local Training	Amount approved for Training Abroad
01.	Direct University Costs (Fees & Tuition)	TaCRI will pay directly to the University	As pre-determined by the University /Higher Learning Institution	As pre-determined by the University /Higher Learning Institution
02.	Staff Living Expenses	TaCRI will pay directly to the staff the amount involved	The amount will be agreed upon but indicative figures to be provided by the Training Institution.	The amount will be agreed upon but indicative figures to be provided by the Training Institution.
03.	Spouse joining Staff	TaCRI	Not applicable	Subject to approval for courses of at least three years and above with an additional 50% of the maintenance allowance payable to staff, return economy airfare, and outfit allowance. The spouse so allowed to join the staff may apply and be granted with a leave of absence from his/her employer.

04.	Baggage freight costs	TaCRI	To be paid as part of transport and traveling costs at the time of completing course through ordinary public transport with a one ton limit.	To be paid as part of transport and traveling costs at the time of completing course but limited to 40 kgs of excess baggage plus one ton or one cubic meter of baggage sent by sea. Costs will involve packing charges, crating or casing, delivery to docks, rail and storage, dock and agency fees, freight and insurance but excluding customs except for the study materials
05.	Medical and health care	TaCRI	Costs are refundable if staff is not covered under any TaCRI registered scheme	Staff to register with health scheme for direct disbursement by TaCRI

**56. Housing**

TaCRI will endeavour to provide housing to its staff in all its stations in line with the policy guideline of entitlement, eligibility and ineligibility. Responsibility for assigning houses rests with a Housing Committee appointed by the Chief Executive Director. The committee will have broad based representation to ensure fairness in housing allocation.

Staff is responsible for payment of utilities and in ensuring day-to-day routine residential and garden maintenance to reflect good image for TaCRI.

Residents will be responsible for damage caused by abuse or neglect and pay for repairs done by Institute outside the standard routine maintenance normally provided.

**57. Staff Welfare**

(i) Welfare committee

TaCRI management and the workers trade union may arrange to form a voluntary “People’s Welfare Committee” with the responsibility for welfare matters such as arranging welcome/farewell parties, funerals weddings, etc.

(ii) Trade Unions:

TaCRI recognizes the legal right of its employees to form and join a trade union and participate in its lawful activities.

**PART IX  
DISCIPLINARY MATTERS AND PROCEDURES**

**58. General Conduct requirements**

TaCRI employees shall be required to:

- i. Conduct themselves in an orderly, safe, and tranquil environment,
- ii. Treat each other equally with respect and avoid conflicts,
- iii. Observe hours of duty, Work diligently and avoid being negligent
- iv. Not to absent himself/herself from duty without permission; a TaCRI employee absenting himself from duty for over five days shall have absconded and his/her services may be terminated/dismised
- v. Report any sickness well in time for proper action
- vi. Be honest; Dishonesty is a punishable offence under the provisions of these regulations
- vii. Take responsibility for the safety and care of TaCRIs’ properties. Any loss should be reported immediately. Non-accident bonus will be paid to drivers as may be determined by the Board.
- viii. Maintain strict confidentiality of TaCRI’s classified information or other information disclosure of which may adversely affect the operations of the Institute. The Chief Executive Director or his nominee shall be the Chief Spokesman on behalf of the Board. Breach of confidentiality constitutes a major offence.
- ix. Be sober and be decent. A TaCRI employee shall not be expected to work under the influence of alcohol or drugs and where proven it shall be deemed to constitute a major offence punishable under the provisions of these regulations.

- x. Observe TaCRIs' Code of Conduct.
- xi. Be clear of criminal offence failure of which services shall be terminated.

**59. Offences**

Classification of offences

Sno.	Minor Offences	Major Offences
i.	Reporting late for duty	Repeated acts of insubordination, drunkenness, and drug abuse, late reporting for work, absence from duty, and failure to complete assigned duties and compliance to Employers' working instructions. Willful damages
ii.	Absence from duty without permission	Misuse, misappropriation of property or funds
iii.	Failure to complete assigned tasks	Willful damages
iv.	Negligence not resulting in losses or endangering safety of other persons or property	Negligence resulting in losses or endangering safety of other persons or property or assault on others
v.	Offences not considered gross by management	Conviction to imprisonment for criminal offences
vi.	Failing to comply with Employers' working instructions	Disclosure of vital information prejudicial to TaCRI
vii.		Acts contravening Public statutes.
viii.		Committing immoral acts at the work place
ix.		Any offence which management considers major

**60. Disciplinary Authority**

The TaCRI Board of Directors as the appointing authority shall handle all disciplinary matters

**61. Penalties**

The Disciplinary Authority may impose where an employee has breached TaCRI's code of conduct the following as penalties.

	OFFENCE	PENALTY
i.	1 <sup>st</sup> time Minor offence	A verbal warning (to be recorded)
ii.	2 <sup>nd</sup> time Minor offence	A written warning
iii.	3 <sup>rd</sup> time Minor offence	A written reprimand fine for period of absence fine for damaged property or injury
iv.	4 <sup>th</sup> time Minor offence	A written severe reprimand. Withholding increments, salary deduction, or demotion
v.	5 <sup>th</sup> time Minor offence not related to lateness and absence	Demotion, termination or dismissal
vi.	Lateness or absence from duty more than four times	Demotion, termination or dismissal
vii.	Major offence (once)	Demotion, termination or dismissal
viii.	Major offence (twice)	Termination or dismissal

**62. Appeal Machinery**

The aggrieved employee wishing to appeal against an imposed penalty shall do so within 30 days from the date such penalty was imposed to the appellate machinery as required by the statutes beginning from the local conciliation workers council of the trade union branch after notifying the district labour office.

**63. Review of Penalties and Disciplinary Action**

- i) Where it is brought to the attention of Management and TaCRI Board, material facts that were amiss at the time of serving on an employee a penalty for whatever reason (of Commission or Omission) the Appointing Authority shall have the power to review its earlier decision in a manner deems appropriate.



PROVIDED that in so doing prudence shall prevail  
PROVIDED also that the affected employee shall not take recourse to legal action as to damages and or compensation other than the normal payments resulting out of the penalty itself.

- ii) Management shall make a presentation as to the necessity of reviewing an earlier decision made as a disciplinary action and shall propose to the disciplinary cum appointing authority a full review including hearing of the new circumstances for penalty review.

**64. Out of Court Hearings**

If it is to the best interest for TaCRI to do so it shall accept and or solicit out of court hearings for any legal issue pending with the court of law or legally constituted councils, tribunals and appellate instruments.

**PART X  
RETIREMENTS AND TERMINATION**

**65. Cessation of Employment Circumstances**

All TaCRI employees are on short-term contracts ranging from daily to 3-year contracts and serve at the pleasure of the Board of Directors as stipulated in letters of appointment. Any person shall therefore cease to be an employee of TaCRI under any of the following circumstances:

- i) Completion of the employment contract. If not renewed an employment contract shall end on the date specified in the contract document. Three months before the end of the contract the staff will be notified in writing whether or not the contract will be renewed. An employee whose contract will not be renewed will work to the last day of his expiring contract unless negotiated otherwise with the Chief Executive Director. An employee completing his/her contract will be paid salary to the last day worked, earned unused leave, gratuity, subsistence en-route, transportation of personal effects and fare at the relevant applicable rates
- ii) On medical grounds,
- iii) On unsatisfactory probation period,
- iv) On resignation
- v) On termination or dismissal
- vi) Position becoming redundant in compliance with the labour statutes
- vii) Death
- viii) Retirement on public interest or in accordance with any statute of the United Republic of Tanzania

Upon death all terminal benefits of a deceased employee shall be paid to the person legally appointed to administer the deceased's estate and property.

**66. Terminal Benefits and Recovery of Debts**

A terminated employee shall be availed

- i. One month in lieu of notice
- ii. Fare for himself and family to place of domicile within the limitations set in the Personnel Policy Manual
- iii. Transportation of personal effect as in ii, above
- iv. Social security benefits to be received from the Social Security Institutions and other supplementary schemes approved by TaCRI shall communicate with Institutions immediately the employee has been served with a retirement letter subject to relevant statutory provisions.
- v. Employees with contracts of less than one year shall be paid benefits as outlined in the Severance Allowances Act from which the following shall be included:
  - 1. Severance allowance – No. Of months of service x salary per months x 5%
  - 2. Unearned leave where a person has been in service for over a year.
  - 3. A fortnights' pay in lieu of notice.

PROVIDED that;

- 1. Where a person has served for more than 277 days continuously in any capacity whether casual, temporary or otherwise the formula shall apply thus:
  - Severance allowance = No. Of days worked x daily pay rate into 5%

- The equivalent of unearned leave
  - A fortnight's equivalent of pay in lieu of notice.
2. No employee shall be entitled to fare, transportation, and the social security benefits unless stipulated otherwise in the engagement letter.
- vi. Full recovery of outstanding debts against the employee shall be made out of his benefits and where such recoveries are inadequate the difference shall be paid by the employee and where necessary legal means shall be resorted to in order to recover the same.

If, where in the opinion of Management it is not prudent to pursue any outstanding debt of a retiree for whatever reasons and grounds notice shall be caused for the Board to approve write off of the unrecovered debt.

**67. Certificate of Service**

As a matter of right each employee leaving the services of TaCRI shall be issued with a certificate of service duly signed by the Head of Finance and Administration in duplicate, with a copy remaining in his personal file.

**PART XI  
MISCELLANEOUS PROVISIONS**

**68. Social responsibility at the working place and the environment**

TaCRI employees have the responsibility of creating a unique identity of respectability and obliging manner in the society and the commensurate environment

**69. Voluntary Agreements**

TaCRI and the workers' trade union members may enter into any legal voluntary agreement to supplement the statutory provisions of workers' benefits. Where such an agreement is made and registered it shall be legally constituted and binding.

**70. Collaborations with external organizations**

TaCRI shall strive to achieve national, regional and international recognition as a center for excellence in coffee research and as such will ensure that collaborative programmes and projects with interested stakeholders both individuals and firms are strengthened.

**71. Public Holidays**

TaCRI recognizes all public holidays gazetted by the Government of the United Republic of Tanzania. TaCRI staff who is obligated to work on a public holiday will be paid double the basic wage rate for each hour worked on that day as stipulated in Section 25 of the Employment and Labour Relations Act. No 6 of 2004.

**72. Challenge on the provisions**

Where TaCRI has applied any legal statute in enforcing these or any other regulations any aggrieved party in such enforcement wishing to challenge the legality of the applied statutes shall do so against the state authorities responsible for legal matters.

**73. Interpretation of the provisions**

- i. The application of these regulations shall not be interpreted to convey a meaning contrary to any written law or statute; where it does, the law or statute shall prevail.
- ii. Where a dispute arises out of interpretation of these provisions the Personnel and Administration Manager shall be the first arbiter; and where an appeal is made against the administrators' interpretation the second arbitration will be made by the Chief Executive Director. The final arbitration will be by the Board as the case may warrant.

**74. Repeals of the provisions**

Provisions contained in this handbook shall be repealed in a properly constituted sitting of the Board of directors or as provided for in Section 74(i).

**PART XII  
APPENDICES**

**75. Personnel Assessment Form**



**TANZANIA COFFEE RESEARCH INSTITUTE  
(TaCRI)**

**PERSONNEL ASSESSMENT FORM**

(To be filled on completion of probation period and or annually for promotion and salary increment consideration).

- I. Full name of employee.....
- Gender  M  F                      III. Age .....
- IV. Date employed: .....                      V. Marital status                       S     M     W
- VI. No. of Children: .....                      VII. Current Salary .....
- VIII. Position/Title & Grade .....
- IX. Positions held before the current post, within TaCRI .....

IX Position held before the current post, within TaCRI: .....

No.	Year		Position/Department	Remarks
	From	To		
1.				
2.				
3.				
4.				
5.				

X. Performance review

Self-Assessment

1. Areas of attainments in achieving set working targets-SMART TARGETS( Attach own self score sheet for each of the set targets)

Self assessed percentage achievement: \_\_\_\_\_

Remarks as to the achievements: \_\_\_\_\_  
\_\_\_\_\_

2. Publications made during the year

(Give a brief outline and award

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

3. Areas of dismal performance and weaknesses and why

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

Action plans to better your performance

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4. Any proposal for job changes and why

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5. Any other proposal or plan of action envisaged to better your performance

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6. Notable training and development achieved during the period.

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The above are to the best of my knowledge my own self and personal assessment for the period under review.

Signature:.....

Date: .....

**XI. ASSESSMENT TABLE**

	Assessment particulars	Excellent	Very good	Good	Satisfactory	Fair	Poor	Remarks
	<b>A. PHYSICAL</b>							
1.	Decency							
2.	Health							
	<b>B. GENERAL CONDUCT</b>							
1.	Behaviour							
2.	Confidentiality							
3.	Discipline							
4.	Ability to communicate							
5.	Trustworthiness & Reliability							
6.	Respect to others							
7.	Co-operation with others							
	<b>C. WORK PERFORMANCE</b>							
1.	Time keeping							
2.	Concentration of work							
3.	Quality of work							
4.	Comprehension of given assignment							
5.	Ability to work diligently and independently							
6.	Innovation							
7.	Trainability							
8.	Supervisory skills							
9.	Ability to adopt to new assignments/skills							
10.	Knowledge of work requirements							
11.	Achievement of Set Targets							
	<b>D. OVERALL ASSESSMENT</b>							

XII. COMMENTS BY HEAD OF DEPARTMENT

1. What would you say are the candidates main strengths

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

2. What are his/her weakness

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

NAME: \_\_\_\_\_ TITLE: \_\_\_\_\_

SIGNATURE \_\_\_\_\_ DATE: \_\_\_\_\_

XIII. COMMENTS BY APPOINTING AUTHORITY WITH/RECOMMENDATIONS (ON SALARY INCREMENT/PROMOTION/APPOINTMENT/EXTENSION OF PROBATION/TERMINATION/DEMOTION ETC.)

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

ON BEHALF OF APPOINTING AUTHORITY

NAME: \_\_\_\_\_ TITLE: \_\_\_\_\_

SIGNATURE \_\_\_\_\_ DATE: \_\_\_\_\_

NB:

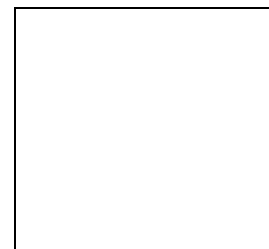
- a)The Personnel and Administration Manager shall communicate in writing to Employee on the Appointing Authorities decision on this assessment.
- b)The Chief Executive Director shall communicate in writing to the Head of Department who has been assessed on the outcome and commendations of the appointing authorities on the appraisal.
- c)Where such communication involves notification of any Salary increase or adjustment, copy thereof shall be forwarded to the accounts.
- d)The assessment record form shall strictly be confidential and confined to the confidential registry.



76. Personal Record Form



TANZANIA COFFEE RESEARCH INSTITUTE  
 PERSONAL RECORD FORM  
 (For employees of TaCRI only)



i. FULL NAME.....

ii. GENDER

M	F
---	---

iii. DATE OF BIRTH

Day	Month	Year
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iv. PLACE OF BIRTH .....

v. CITIZENSHIP.

vi. MARITAL STATUS

S	M	W
---	---	---

vii. EDUCATIONAL BACKGROUND

DATE	INSTITUTION	AWARD

viii. HIGHER EDUCATION AND PROFESSIONAL TRAINING

DATE	INSTITUTION	AWARD

ix. OTHER COURSES/SEMINARS/STUDY VISITS ATTENDED DURING LAST 5 YEARS

DATE	INSTITUTION/ORGANIZER	ATTAINMENTS

x. WORKING EXPERIENCE (Before Joining TaCRI)

DATE	INSTITUTION	POSITION/TITLE

xi. ENGAGEMENT WITH TaCRI

Date of 1<sup>st</sup> Appointment.....  
 Date of Confirmation .....  
 Title of post ..... Grate .....  
 Current salary ..... Scale ..... Incremental date .....

xii. REGISTERED DEPENDANTS

- a) Spouse's name ..... Age ..... Employer/Title.....
- b) Children
  - i) Name: ... ..... Date of Birth .....
  - ii) Name: ..... Date of Birth .....
  - iii) Name: ..... Date of Birth .....
  - iv) Name: ..... Date of Birth .....

xiii. OTHER INFORMATION

- c) Physical disabilities/ailments .....
- d) Hobbies .....
- e) Criminal and legal charges (is yes state nature)  
 .....  
 .....

xiv. PLACE OF DOMICILE (Give full contact Address) .....  
 .....  
 .....

xv. CERTIFICATION: I hereby certify that the above information is true and correct and carries no falsification.

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

xvi. FOR OFFICE USE ONLY

PF No..... EMPLOYER'S No.....

Acknowledge & Interviewed by (Name) .....

Title .....

Date .....

77. Leave of Absence Application form



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TANZANIA COFFEE RESEARCH INSTITUTE-TaCRI

LEAVE OF ABSENCE APPLICATION FORM

Name (Surname) ..... Other names.....

Dept section .....

Leave days applied for .....From ..... to .....

Time of departure: .....

Nature of leave applied for: Official/private outstanding no. of leave days .....

Reasons for Leave applied for .....

.....

Address of destination: .....

Date of reporting on duty ..... Time of reporting back .....

Signature of applicant ..... Date .....

**Approvals**

Head of department: Approved / not approved                      Date .....

Comments .....

The PAM: Approved / not approved                      Date .....

Comments .....

The CED: Approved / not approved                      Date .....

Remarks and special Instructions (if any) .....

.....

.....

78. Annual Leave Application Form



TANZANIA COFFEE RESEARCH INSTITUTE

TANZANIA COFFEE RESEARCH INSTITUTE ALF
ANNUAL LEAVE APPLICATION FORM
(To be completed in triplicate)

PART 1: PERSONAL DETAILS

Name (Surname).....Other names.....
Dept/ section.....Title/position.....
Leave days applied for .....From:.....To.....Leave days deducted.....
Date of reporting on duty.....
Address of place of Domicile:.....
Address of leave destination :.....
Person to be contacted in case of emergency: Name.....
Contact.....
Nature of leave:.....Leave no:.....
Signature:..... Date:.....

PART II: LEAVE PASSAGE BENEFITS (to be filled by finance & administration Dept.)

- The applicant is entitled to.....days of leave for the period .....
The applicant is entitled to the following leave passage benefits
i) .....T.shs.....
ii) .....T.shs.....
iii) .....T shs.....
Total T shs.....

PART III: APPROVALS

Head of department: The application is hereby approved/not approved

Comments.....

Signature.....Date.....

Finance & Administration Dept: the application is in order/not in order

Comments.....

Title/position.....Signature.....Date.....

The Chief Executive Director: The applicant is hereby authorized to proceed/not to proceed on the applied leave.

Comments.....

Signature.....Date.....

**79. Application to attend medical treatment**



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**APPLICATION TO ATTEND MEDICAL TREATMENT**

Name of Applicant: .....

Designation: ..... Department: .....

Application to attend Medical Treatment at: .....

Date/s: .....

**Permission by Head of Department**

Comments: .....

Name: ..... Designation: .....

Signature: ..... Date: .....

**Finance & Administration**

Comments: .....

Name: ..... Designation: .....

Signature: ..... Date: .....

Authority by the Chief Executive Director: Permission granted/not granted.

Comments: .....

Signature: ..... Date: .....

**Certification by Medical Officer.**

This is to certify that Mr./Mrs./Miss ..... has been attended/is being

Treated/admitted for treatment at this .....

He/She is granted with ..... days of excuse from duty/light duty.

Date: ..... Name: .....

Signature: .....

Official seal .....

Distribution: Original – For Endorsement by Hospital/Medical facility – to be returned for P/file  
Duplicate- File copy

80. TaCRI Salary Scales



TANZANIA COFFEE RESEARCH INSTITUTE

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SALARY SCALE	PAY/SALARY GRADE	POSITION
S.S.1A		
TCR 1B		
TCR 2		
TCR 3		
TCR 4		
TCR 5		
TCR 6		
TCR 7		
TCR 8		
TCR 9		
TCR 10		
TCR 11		
TCR 12		

## 81 TaCRI Financial Rates



	Items	Proposed Rates
1.	Per diems	
	Chairman, Board of Directors	TZS 150,000
	Chairman, TAP/Board Secretary/Vice Chairman	TZS 120,000
	Board of Directors /TAP Members	TZS 100,000
	Heads of Department	TZS 80,000
	Research Officers	TZS 60,000
	Field Officers	TZS 45,000
	Drivers/Secretaries/Field Assistants	TZS 40,000
3	Trainees	TZS 15,000
4	Field trips exceeding 8 hrs (Lunch allowance)	TZS 5,000
5	Honoraria, resource persons	*TZS 50,000
6	Publications	
	Published Scientific Paper (Conference, Proceedings, Journals etc)	\$ 500
	Training Manual (approved by TAP)	\$300
	Extension leaflets, posters (approved by TAP)	\$ 200
7	Mileage (km)	TZS 600
8	DSA (outside Tanzania)	\$ 350
9	End of term honoraria, Board Directors/TAP	25% of gross fee
10	One year contract for skilled labour	TZS 100,000
11	Three months contract for skilled labour	TZS 60,000
12	Casual labour wages	GoT rates

82. IMPREST/LOAN/ADVANCE APPLICATION FORM



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IMPREST/LOAN/ADVANCE APPLICATION FORM

Name: ..... Signature: .....

Position: ..... Salary/Grade: .....

Department: .....

Amount applies in T.shs. ....

In words .....

Reason: (for details see over leaf)

Recovery/arrangements:

**Approvals:**

Head of department ..... Date .....

Comments .....

Head of Finance & Admin. .... Date .....

Comments .....

Chief Executive Director ..... Date .....

Comments .....

Accounts:

Paid through voucher no. .... Date ..... Title .....

Allocation: ..... Signature .....

Posted by: ..... Date: .....