

# **INSTITUTE OF ADULT EDUCATION**



## **STAFF REGULATIONS, 2008**

**REGULATIONS GOVERNING THE TERMS AND CONDITIONS  
OF SERVICE OF THE ACADEMIC, ADMINISTRATIVE AND  
SUPPORTING STAFF ISSUED ON THE AUTHORITY OF THE  
COUNCIL OF THE INSTITUTE OF ADULT EDUCATION**

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## A FOREWORD NOTE FROM THE COUNCIL CHAIRPERSON

The Institute of Adult Education established in 1975 under the Act IAE No.12, is one among the technical Institutions under the Ministry of Education and Vocational Training.

The Institute is governed by a Council which sees to it that it is from time to time updates/ revises its institutional operation manuals for the betterment of carrying out without prejudice its assigned functions, by virtue of the Act that established it; incorporating the rules, orders regulations and labour laws of the Government as amended from time to time.

This revised Regulations Governing the Terms and Conditions of Service of the Academic, Administrative and Supporting Staff of the Institute shall be an effective working instrument/document to provide guidance to responsible officers when pursuing their day to day operations and also to employees themselves in knowing and understanding their boundaries and limitations.

This document is a by-law to be followed by all employees of the IAE especially the management, so as to implement fair treatment to workers, and thus implement the Human Rights creed indirectly.

With the consent of the Minister of Education and Vocational Training as per part VI No. 18 of the Act; I hereby authorise the use of this revised document to be used as a guiding tool to the smooth operations of IAE Personnel and Administrative functions.



HARUN A. S. KASALE  
CHAIRPERSON  
INSTITUTE OF ADULT EDUCATION COUNCIL

**INSTITUTE OF ADULT EDUCATION  
(ACT. NO. 12 OF 1975)  
SECTION 33**

**REGULATIONS**

**THE INSTITUTE OF ADULT EDUCATION  
STAFF REGULATIONS YEAR 2008  
REGULATIONS GOVERNING THE TERMS AND CONDITIONS  
OF SERVICE OF THE ACADEMIC, ADMINISTRATIVE AND  
SUPPORTING STAFF ISSUED ON THE AUTHORITY OF THE  
COUNCIL OF THE INSTITUTE OF ADULT EDUCATION**

**PREAMBLE**

*This is a summary of the Institute of Adult Education Staff Regulations 2008 made by the Council at its meeting held on 6th May, 2004 as provided by section 33 of Act No.12 of 1975.*

*It covers various items including the categories of employment, procedures for recruiting, appointing, probation and termination of appointments, salary, and retirement benefits, compensation, allowances and other staff welfare related issues.*

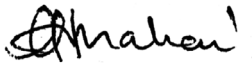
## ACKNOWLEDGEMENT

This is a revised Staff Regulation document which stipulates staff related matters at the Institute of Adult Education (IAE). It includes inter alia, recruitment and appointment procedures, promotion, discipline, employee's remuneration, training and staff development, retirement and termination and staff incentive/package. It is meant to provide guidance to responsible officers in discharging their day to day activities with efficiency, accountability, transparency and equitability.

The revision of these staff regulation is the result of a widely consultative exercise which included officials from Presidents Office, Public Service Management; the Ministry of Finance, Treasury Registrars office, the Ministry of Education and Vocational Training and the IAE.

We would like to express our appreciation to the representative from the Ministry of Finance who teamed up with our internal experts in bringing up this assignment to a success.

We would also like to register our appreciation to the internal staff who formed part of the team. It is indeed the Institution's stand point that an internal capacity is being built and we look forward to its continued commitment and dedication.



Lambertha Mahai  
PRINCIPAL  
INSTITUTE OF ADULT EDUCATION

## **PART I: PRELIMINARY**

### **1.1 INTRODUCTION**

The Institute of Adult Education was established by Act No. 12 of 1975 for the purpose of promotion of adult, continuing and non formal education.

The responsibilities and functions of the Institute are as follows:-

- a) To formulate and execute programmes of training for teachers and administrators of adult education,
- b) To assure responsibility for adult education within the United Republic and to make provision for places and centres of learning, training and research in matters pertaining to adult education,
- c) To co-operate with the Government of the United Republic and the people of Tanzania in the planned and orderly development of adult education in the United Republic,
- d) To promote and engage in research into the operational and organisational aspects of adult education and to evaluate and make available to the Government and other public authorities in the United Republic findings on any research carried out by it,
- e) To disseminate information on findings of research pertaining to adult education carried out by other institutions or organisations in Tanzania or elsewhere,
- f) To engage in the production and standardization of books and other study materials for adult education and disseminate information on new methods and development in the promotion of adult education,
- g) To render advice and assistance to Government, public and other organizations and persons engaged in adult education in curriculum development and preparation of syllabi or programmes for adult education,
- h) To provide consultancy services and render assistance to workers or employees, or organizations representative of

- workers or employers in the planned or orderly development of workers' education in the United Republic,
- i) To co-operate with public authorities and other organizations in the provision of library facilities for adults in rural as well as urban areas,
  - j) To stimulate and promote mass education and development of mass media resources, including cinematography, photography, radio and newspapers for adult education purposes and co-operate with the Government, institutions and organizations in Tanzania in the production and distribution of magazines, newspaper and other similar publications,
  - k) To provide education by correspondence,
  - l) To co-operate with University of Dar es Salaam in the implementation of any scheme pertaining to the entry to the University for Adults,
  - m) To co-operate with other institutions or organizations in the United Republic which are concerned with the promotion of adult education and to endeavour to co-ordinate their activities,
  - n) To manage the affairs of any institute, college, or other education and training institutions the interest of which are vested in, transferred to or otherwise acquired by the Institute,
  - o) To participate in or to make arrangements for conferences, seminars and discussions on matters connected with the work of the Institute,
  - p) To conduct examinations for, and to grant diplomas, certificates and other awards of the Institute, and
  - q) To do all such acts and things and to enter into all such contracts and transactions, as are, in the opinion of the Council, expedient or necessary for the proper and efficient discharge of the functions of the Institute.

### **Rationale**

It is essential for any organisation to have up to date, sound and effective working manuals. These include schemes of services, financial regulations and staff regulations. Staff regulations guide

management and staff in recruitment, training, discipline and staff welfare.

Since the establishment of the IAE, (its first set of regulations governing terms and conditions of service were revised in 1983 twenty years ago) a number of changes have occurred, politically, economically and socially. To all these changes, different circulars have been issued by the government to suit the prevailing conditions.

Thus this revision was done purposely to accommodate all those changes in relation to the Act so as to be up-to-date in executing our duties.

These Staff Regulations, promulgated as a decree are made under section 7 of the Institute of Adult Education Act No. 12, of 1975 and shall be effective from the date they are approved by the Council.

## **1.2 THE VISION AND MISSION OF THE INSTITUTE**

### **1.2.1 Vision**

Centre of excellence that maintains a learned and informed society.

### **1.2.2 Mission**

To design, develop and implement quality adult continuing education and training programmes that will enable people to acquire knowledge and skills required for sustainable development and dealing with global challenges.

## **1.3 COMMENCEMENT**

- 1) The Staff Regulations are issued and promulgated as a decree approved by the Council of the Institute of Adult Education and shall come into force on such a date after the endorsement by the IAE Council and the Minister of Education and Culture and approval of the Treasury Registrar.



- 2) The Principal shall apply these Staff Regulations for governing the conduct and regulating the conditions of service of the staff employed by the Council.
- 3) Where any provision of these Regulations intends to convey meaning contrary to any written law or regulation, such law or regulation shall prevail.
- 4) These regulations may be supplemented and/or amended from time to time as need arises with approval of the relevant authorities mentioned in 1.3.1.
- 5) Unless otherwise expressly provided either in these Regulations or elsewhere, or unless the context otherwise requires, these Regulations will apply to all employees of the Institute of Adult Education.
- 6) Where any dispute arises out of the application of these regulations, the matter shall be placed before the Appointments Committee and Staff Development Committee and if need arises, before the Council.  
The decision of the Committee referred to above or that of the Council as the case may be, shall be final.
- 7) Acceptance of an offer of appointment shall be deemed to include Acceptance of the provisions of these regulations.
- 8) Staff Circulars:  
The content of any staff circulars other than matters of a purely temporary or informative nature, shall be issued by the Principal.  
Every amendment of, or incorporation into these regulations must be authorized by the Council or by a Committee of the Council to which authority has been delegated.
- 9) Promulgation  
A copy of these regulations shall be supplied to every Head of Department, Regional Resident Tutor and several copies in the IAE Libraries.
- 10) General Conditions of Service.
- 11) Official Working Hours:
  - (a) Working days are from Monday to Friday from (08.00

hours) eight in the morning till (16.00 hours) (4) four in the afternoon excluding public holidays that fall on those days.

- (b) There will be a fifteen minute break which will be set by the management. In the case of those duties which have sessions - only a total of 5 days x 8 hrs) = 40 hours is salaried. The extra work hours is termed as overtime for supporting staff, and extra duty for officers.
- (c) Every employee is subject to signing in for duty everyday and the Supervisor assigned will draw a red line after 8.30 a.m. (08.30 hours).
- (d) Various methods shall be introduced to monitor and control discipline at work.

12) Maintenance of Service Standards:

- (a) There shall be regular/constant reviews of academic staff to enable the Institute maintain Academic Standards by promoting meritorious staff members. Warning or where necessary, terminating the appointment of those who fall below the standard required and/or expected of them shall be applied.
- (b) There shall be conducted constant reviews of appointments of Administrative Staff leading to the necessary recommendations.  
The aim is to enable the Institute maintain the expected administrative standards.

#### 1.4. DEFINITIONS AND INTERPRETATION

- 1) "Gender and Number" unless otherwise provided, words implying the masculine gender also includes the feminine gender, and words in the singular form include the plural and vice-versa.
- 2) "Employee" means an employee of the Institute of Adult Education but does not include a Casual employee.
- 3) "Casual employee" means an employee whose terms of

engagement provides for his payment at the end of each day and who is not engaged for longer than twenty-four hours, but does not include an employee who is on monthly contract.

- 4) "Contractual employee" means an employee on contract whose terms and conditions of employment are clearly stated in staff contract of service.
- 5) "Appointing Authority" means any person or authority having powers to make appointments and promotions to a post and includes any person to whom such powers have been delegated. That is the Council, the Principal etc.
- 6) "Appointments Committee" means employment/ appointing authority
- 7) "Family" means the employee, his spouse and dependent children below the age of 18 years living with him or her, whose names and personal particulars are registered with the office.
- 8) "Council" means the Council of the Institute of Adult Education established under Section 5 of the Act.
- 9) "Higher Education" means full-time courses of at least three years in duration, leading to a first university degree or to an advanced/ higher diploma or other formal qualification which is recognized by Government for the purposes of salary structure and schemes of service as equivalent to a first university degree.
- 10) "Other Courses" means all full-time courses other than courses of higher education. Other courses will thus include second degree and other Post Graduate courses; all technical and sub-professional courses leading to Diplomas, Certificates and other awards which are not recognized by Government as equivalent to a first university degree; all on the job training courses, induction courses, upgrading courses, refresher courses and all short courses.
- 11) "Promotion" means an appointment of the employee to a higher grade with an immediate or potential increase in

- salary.
- 12) "Salary" means basic salary without any other allowances.
  - 13) "Domicile" means a place where a permanent employee has declared to be his home (place of abode)
  - 14) "Transfer" means:
    - (a) in relation to appointment; the appointment of an employee to a different position with no alteration on the salary or salary scale;
    - (b) in relation to posting, the posting of an employee from one station to another.
  - 15) "Disciplinary Committee" means the authority Board that deals with work conducts of employees.
  - 16) "Approved Medical Officer" means a Government Medical Officer, or a Registered Medical Practitioner.
  - 17) "Approved Route" means a route prescribed by the Government.
  - 18) "Date of First Appointment" shall be the date when an employee first assumes duty at the place designated by Institute of Adult Education.
  - 19) "Staff" means persons permanently employed by Institute of Adult Education.
  - 20) "Wife" has the meaning attached to it according to the law or customs of Tanzania but for the purpose of all privileges and entitlements for which an employee qualifies under these regulations means one wife only, notwithstanding the fact that an employee may be permitted by law or custom to have more than one wife.
  - 21) "Written Law" means all Ordinances, Acts of Parliament, Subsidiary Legislation and any law as indicated in the Application of General Clauses Ordinance, Chapter I of the Laws of Tanzania.
  - 22) "Act" means the Institute of Adult Education Act No. 12 of 1975.
  - 23) "Institute" means the Institute of Adult Education established by the Act.

- 24) "Principal" means the Chief Executive of the Institute of Adult Education appointed by the President under section 9 of the Act and includes any person who is acting in that position.
- 25) "Refreshments" means tea, coffee, bites, soft drinks but does not include hard drinks or alcohol.
- 26) "Overtime" extra time hours worked beyond normal Tanzania standard working hours (for only watchmen, clerks, messengers and drivers).
- 27) "Extra Duty" work done beyond official working hours (for officers).
- 28) "Statutory Deductions" means deductions that are controlled by law/government.
- 29) "Staff Development Committee" means the authority on employees' welfare at the work place.
- 30) "Minister" means the Minister responsible for Adult Education.
- 31) "Head of Department" means the head or executive responsible for the Institute's department.
- 32) "Trade Union" means a workers' grievance tool (RAAWU) Researchers, Academicians and Allied Workers Union.
- 33) "Parliament" means an assembly or congress or legislature whereby laws of the Government are made.
- 34) "Management" means the executive heads of the Institute together with the heads of department and leaders of RAAWU IAE Branch.
- 35) "Child" means a child born in wedlock or that one who is recognized legally in the employee's files.
- 36) "Parent" means father, mother of an employee and father, mother of an employees' spouse.
- 37) "Financial Regulations" means rules and procedures governing finance administration.
- 38) "IAE" is an abbreviation for the Institute of Adult Education.

## **PART II: RECRUITMENT AND APPOINTMENT**

### **2.1 STAFFING POLICY**

- 1) No person shall be recruited and employed unless such a person is eighteen years or above.
- 2) Non-citizens will be recruited and employed only in cases where it is not possible to find a citizen with the required qualifications and/or experience.
- 3) No person who is not a citizen shall be employed on permanent terms.
- 4) Any non-citizen employed by the IAE will enter into a contract of service whose terms will include training of a local citizen under him.

### **2.2. RECRUITMENT POWERS**

- 1) Recruitment and appointments shall be made on the basis of a fair, transparent and competitive selection process and shall be based on an objective assessment of the suitability of each candidate.
- 2) In recruiting persons to the service of the Institute, regard shall be taken of the need to maintain efficiency and effectiveness in meeting its objectives.
- 3) A post in the service of the Institute may only be filled if there is a justified need for it and funds are available for the post.

### **2.3. APPOINTING AUTHORITY**

- 1) The appointment of the members of the Council shall be in accordance with the Act.
- 2) The Chairman of the Council shall be appointed by the President of the United Republic of Tanzania and the Minister shall appoint members of the Council of the Institute.
- 3) The President shall appoint the Principal of the Institute.
- 4) The senior staff of the Institute will be appointed by the

Council; the middle cadre staff will be appointed by the Appointment Committee of the Council and junior staff by the Principal. The categorization of staff for each group will be provided for by (prevailing) relevant Government circulars.

#### **2.4. RECRUITMENT PROCEDURE**

2.4.1 Where a vacancy occurs, it shall be advertised in the mass media.

The advertisement shall, inter alia, state the qualifications required, job descriptions, conditions of service attached to the post and remuneration.

2.4.2 Where applicable, a recommendation to the appointing authority with justification on whether the vacancy should be filled internally by transfer or promotion of a member of staff shall be made by head of the department in which the vacancy exists.

#### **2.5. INTERVIEW OF CANDIDATES**

2.5.1 Candidates short-listed for interview shall appear before an interviewing panel that shall consist of the Appointment and Disciplinary Committee for middle and general staff, and the Council for senior staff.

2.5.2 No person who has applied for a post may be a member of the interviewing panel.

2.5.3 The interviewing panel for general staff and operational services employees shall be headed by the Principal and shall consist of heads of departments in which the vacancy exists and a member of the Trade Union.

2.5.4 The interviewing panel for either category of employees shall make its objective assessment of the suitability of each candidate and indicate the ranking of each of them.

2.5.5 The posts of heads of departments and regional resident tutors being substantive posts and carrying special starting salaries, will be filled by senior members of academic staff.

## **2.6. APPOINTMENTS OF STAFF ON:**

### **2.6.1 Permanent Terms**

The Principal on behalf of the Council shall offer a letter of appointment to the candidate appointed to the post in writing as it appears on Form IAE/F.1 (Appendix I), which shall contain such terms as level of remuneration, conditions of service, retirement benefits and termination of appointment.

An employee shall sign an Acceptance of Employment form which shall be attached to the letter of appointment (Ref. Form IAE/F No. 1 Appendix 1)

### **2.6.2 Contract Terms for Citizens and Non citizens**

A person appointed on contract terms will be required to serve for a specified period. The benefits of the contracts shall be as specified in the terms and conditions of the Contract. (Ref. Appendix IIA & IIB).

### **2.6.3 Temporary Terms**

A letter of appointment will be issued as appropriate. No such appointment on temporary terms shall qualify for Provident Fund/Superannuating Scheme or Gratuity terms. (Ref. Appendix III A).

### **2.6.4 Visiting Professionals**

If funds allow visiting professionals shall be given an opportunity to work with the Institute on temporary basis (Ref 2.6.3 Appendix III).

### **2.6.5 Personal Record**

- (i) A next-of-kin card; (Institute of Adult Education Form No.2 see Appendix IV) shall be completed by every newly appointed employee. It is essential, and in the



interest of the employee, that the card should be kept up-to-date regularly.

- (ii) All newly appointed persons on permanent, contract or temporary terms shall be required to undergo medical examination at a prescribed hospital. (Ref. Appendix V).
- (iii) All newly appointed persons on permanent, contract or temporary terms shall be required to complete a Personal Record Form. (Ref. Appendix VI).

### **2.6.6 Probation Period on Appointment**

- (i) Appointment on permanent terms shall be made subject to a probationary period of not more than twelve (12) months for senior/academic staff.
- (ii) Employees of general staff cadre shall have a probationary period of not more than six (6) months.
- (iii) Persons appointed on contract terms will be subject to terms and conditions of their contract.
- (iv) On satisfactory completion of the probationary period, an employee shall be confirmed in the appointment.
- (v) Heads of departments should ensure that employees on probation have every opportunity of acquiring experience in their jobs and are given necessary guidance and assistance.
- (vi) The Head of Department shall forward to the Principal a confidential report on the conduct and suitability of every probationary senior staff employee on completion of twelve months service. The report shall set out the conduct and capabilities of the employee and shall state whether the head of department is or is not prepared to recommend the employee's confirmation.
- (vii) Any such report shall not be shown to the employee on probation.
- (viii) The Appointing Authority will have discretion

to extend the probationary period by a period not exceeding twelve (12) months for senior staff or six for others.

- (ix) Where the performance of an employee on probation is unsatisfactory and the employee has been previously informed of this, the appointment may be terminated by three months notice or the payment of one month's salary in lieu of notice.

## PART III: PROMOTION

### 3.1. OBJECTIVES OF PROMOTION

The following are the objectives of Staff Promotion:

- i) To reward employees who have good performance.
- ii) To enable staff to progress in their career ladder and allow them to handle more responsibilities pertaining to the next higher grade. A concerted effort will be made to deliberately retain well performing employees who otherwise might defect to other institutions.
- iii) To serve as a tool for motivation of staff for higher performance.
- iv) To fill vacant posts by recruiting from within the INSTITUTE.
- v) Incentive to others to work hard.

### 3.2. CONDITIONS OF PROMOTION

An employee shall be promoted on the following conditions:

- (a) If a staff has fulfilled the requirements of the Scheme of Service and his/her conduct and performance is good.
- (b) If a staff has been evaluated by immediate supervisor/Head of Department and found suitable for promotion.
- (c) If the recommendation for promotion has been approved by the Appointing Authority (Council/Principal).
- (d) Funds are available.
- (e) Not less than 3 years stay in the holding post
- (f) For Academic Staff, Publications/Paper writing is a prerequisite for promotion.

A letter of promotion will be provided to the concerned employee. (Ref. Appendix VII).

### 3.3. DATE OF PROMOTION

The Appointing Authority shall determine the effective date of promotion. Under normal circumstances the dates of promotions shall be:

- a) The date upon which the vacancy occurred.
- b) The date that the staff has to assume duties of the new post.

### **3.4. PROBATION PERIOD ON PROMOTION**

- 1) All employees promoted to a new post serve a probation period of six months during which their performance shall be observed and at the end of six month they shall be evaluated to determine whether the employee is suitable for the post.
- 2) At any given time during the probation period if the Principal is of the view that the employee has failed to perform all the duties/responsibilities satisfactorily, the employee shall be informed in writing and the Principal shall recommend to the Appointing Authority that the employee be sent back to the former post or have the employee's probation period extended for three months.
- 3) All employees promoted shall be required to write a letter of acceptance of the promotion with all the conditions therein.

### **3.5. ANNUAL SALARY INCREMENTS**

- 1) There shall be annual salary increments to all employees. However, increments shall not be a right and shall be determined by the availability of funds approved by Parliament.
- 2) Increments may be withheld, stopped or deferred under the following circumstances:
- 3) If the Appointment Authority is of the view that employees/ performance is below the expected standard for the year under review and conduct is unsatisfactory.
- 4) If the employee has failed to pass an examination which is a prerequisite for the award of an increment.
- 5) If disciplinary proceedings have been instituted against the employee.
- 6) The decision of withholding, stopping or deferring of increment shall be communicated to the employee concerned. Provided that, when increments are restored the affected staff shall claim no arrears.
- 7) Where an employee is promoted to a higher post, his

incremental date shall remain unchanged except where the promotion occurred outside his normal incremental period. In this case employee's incremental date shall change to the date of his promotion.

- 8) The Appointing Authority shall decide on the increment of employees whose confirmations have been delayed.

### **3.6. PERIODIC PERFORMANCE APPRAISAL/ASSESSMENT**

#### **3.6.1 Objectives**

The main objectives of the periodic performance report are:

- a) To provide information on the performance of the employee for the period under review with the purpose of assisting a staff to improve work performance and productivity.
- b) To provide regular feedback to the employee on employee's performance.
- c) To assess human resource needs leading to formation of strategies for future improvement.
- d) To assist in identifying employees who qualify for annual increments, confirmations and promotions.
- e) To assist in identifying employees whose performance is unsatisfactory.
- f) To identify the training needs for staff.

#### **3.6.2 Performance Appraisal**

The employee will rate himself/herself then together with the immediate supervisor shall fill staff appraisal forms (Ref. Appendix VIII) and then discuss with the person concerned, giving recommendations on the conduct and performance of the employee for the appraisal year.

The recommendations shall indicate whether the employee qualifies for annual increment, confirmation, promotion, training or has to be disciplined.

### **3.6.3 Notification of Poor Performance**

Employees whose performance or conduct has been poor during the period under review shall be notified in writing indicating the areas of major weaknesses. The employee be advised to redress the weaknesses for the next period. In case the next annual report indicates the same weaknesses then the Appointing Authority may decide to demote the employee. If the subsequent report after the demotion indicates that the employee has not improved, then the employee may be terminated.

## **3.7. SENIORITY**

- 1) The criterion for appointment to any post in the service of the Institute shall be based on the required qualifications. Where it has been decided to fill a post internally and that two candidates equally qualify for the post, seniority will be considered. The most senior will be selected.
- 2) Seniority of employees in the same grade shall be determined by the dates of their appointment. If employees are appointed on the same date, their seniority shall be determined by the dates of their letters of appointment and if the letters were issued on the same date, then by age and where an employee is confirmed in his appointment, such employee will be senior to those who are not confirmed.
- 3) Where an employee is appointed to a higher grade or transferred to a different grade, such employee will take seniority, immediately below the last confirmed employee in that grade.

## **PART IV: EMPLOYEES REMUNERATIONS**

### **4.1. SALARIES AND WAGES**

- 1) Among the main objectives of the Institute's salary and wage policy is to attract and retain a highly competent team of staff and to motivate the highest levels of performance by all staff members so as to enable the Institute to fulfil its goals. To this end, the Institute seeks: -
  - (a) To maintain salaries at comparable levels prevailing in other public sector organizations.
  - (b) To reward individual staff members according to the responsibility they carry and their demonstrated performance and thus subject to reasonable variations in order to recognize differences in experience and quality of work.
  - (c) To provide equal compensation for staff members performance with comparable work.
- 2) The information on individual staff salary will be treated as confidential.

#### **4.1.3 Salary Structure**

The salary structure of the Institute is based on the Organizational Chart, Schemes of Service and job descriptions for various levels of responsibility with corresponding salary scales for the professional, technical, administrative and general supporting staff.

#### **4.1.4 Salary Administration**

The salary level of an employee will be determined by work she/he does, qualifications and experiences.

#### **4.1.5 Payment of Salaries**

Salaries shall be paid monthly except on exceptional circumstances where an employee may receive his salary half monthly or in arrears in case of suspension or delayed increment.

#### **4.1.6 Salary Advance**

Salary advance may be granted to employees on emergency circumstances which shall be stated in writing.

The salary advance shall, unless otherwise, be authorized limited to two months gross salary and shall be recovered within twelve months instalments from the month immediately following that in which the advance is granted.

#### **4.1.7 Forfeiture of salary of an employee**

An employee who is absent from duty without permission and without acceptable reasons (or unable to carry out his duties due to misconduct) may have his salary forfeited for the whole period of such absence.

#### **4.1.8 Leave Salary**

- a) An employee who is proceeding on annual leave may be paid his salary in advance depending on his request on the leave forms and also subject to availability of funds.
- b) An employee should leave his account number where his salary can be deposited.

#### **4.1.9 Increments on Employee Whose Confirmation has been Delayed**

The Appointing Authority shall decide on the incremental date of an employee whose confirmation has been delayed.

#### **4.1.10 Increments on Temporary Employees**

Temporary employees shall not be eligible for increments.

#### **4.1.11 Deductions to be Imposed on Gross Salary**

Statutory deductions e.g. Taxes, NSSF, PPF, RAAWU, House Rent etc. Which shall take priority over other deductions e.g. recovery of loans, advances etc. shall be imposed on the gross salary of an employee.



#### **4.1.12 Limit of Deductions - Imposed on Salary**

The total amount of deductions to be imposed on the salary of an employee in a month shall not exceed one third of his gross monthly salary.

#### **4.1.13 Incremental date**

An employee whose date of first appointment is between the first day of January and the thirtieth day of June his incremental date will be reckoned the first day of January. An employee between July and December 31st his incremental date will be the first day of July.

#### **4.1.14 Increment withheld, deferred or stopped**

When an increment is deferred or stopped an employee will not receive it until the following year and at the same incremental dates.

#### **4.1.15 Proficiency bars**

When an employee has reached the top of his salary scale he shall not receive any annual increment unless he is promoted/ transferred to a higher salary scale.

#### **4.1.16 Notification**

An employee shall be notified when his increment is deferred or stopped and the reason thereafter.

### **4.2. FRINGE BENEFITS AND ALLOWANCES**

- 1) Allowances at prescribed rates will be paid to employees in accordance with their terms of service. The main categories of allowances are as follows: -
  - (a) Acting allowance; duty allowance/responsibility allowance
  - (b) Subsistence allowance
  - (c) Outfit allowance

- (d) Overtime/extra duty allowance
- (e) Housing allowance
- (f) Burial obligations
- (g) Condolences
- (h) Utilities allowance
- (i) Uniform
- (j) Computer use allowance
- (k) Transport and travelling allowance
- (l) Honorarium
- (m) Entertainment/hospitality allowance
- (n) Disturbance
- (o) Lunch
- (p) Sitting
- (q) Telephone

#### **4.2.2 Acting Allowance**

- (a) An acting allowance shall be paid to an employee appointed to act in the office of the Principal, Deputy Principal (Academics, Research and Consultancy, Deputy Principal (Planning, Finance and Administration) and Chief Accountant subject to the following:
  - (i) If he has been appointed in writing to act in that post by the council or higher authority.
  - (ii) The office in which he is acting carries a higher salary than his salary or substantive salary.
  - (iii) He has acted in that office for a continuous period of not less than fourteen days.
  - (iv) The allowance payable shall in no case exceed one half of the employee's substantive salary.
- (b) Where an acting allowance is payable then the amount thereof shall be the difference between the employee's substantive salary and the minimum salary of the office in which he is appointed to act.
- (c) Where an acting allowance is payable, it shall be paid with effect from the date the employee is appointed in that capacity.

### 4.2.3 Subsistence Allowance

#### A. SUBSISTENCE ALLOWANCE WITHIN TANZANIA

- (i) Subsistence allowance shall be paid to an employee who will be required to travel on duty away from his normal duty station. The allowance is to meet food and lodging expenses.
- (ii) Daily subsistence allowance is payable for nights actually spent on duty outside the employee's station. It may also be paid for travel on transfer to another station. Eligibility for daily subsistence allowance on transfer will extend to the employee's spouse and children; the spouse receiving the full rate and four children each half the rate.
- (iii) The rates for daily subsistence allowance to be paid shall be those set by the Government from time to time.
- (iv) Instead of paying daily subsistence allowance rates, the Institute may meet actual hotel expenses for food and lodging for a senior employee on production of receipted accounts. Reimbursement will be made where charges incurred are considered reasonable in regard to the employee's status.
- (v) No payment shall be made in respect of wines, spirits, liqueurs and other alcoholic drinks. An employee's claim may include up to three meals per day breakfast inclusive.
- (vi) Laundry charges, tips, taxi fares and other incidental expenses are payable up to 20% of the total hotel bill.
- (vii) No hotel allowance shall be payable where subsistence allowance or transfer allowance has been paid.
- (viii) Where an employee on transfer stays at a hotel depending on the scale, the Institute shall pay the concerned employee a per diem of 14 days.

- (ix) Where an employee on first appointment stays at a hotel depending on the scale, the Institute shall pay the concerned employee a per diem of 7 days.

#### **B. SUBSISTENCE ALLOWANCE OUTSIDE TANZANIA**

- (i) Where an employee travels on duty outside Tanzania, the employee shall be entitled to daily subsistence allowance at approved rates. The subsistence allowance rates will be those provided for by Government directives.
- (ii) The Institute, will then pay 20% on the cost of transport to and from the airport on arrival/departure and airport charges as the case may be.

#### **4.2.4. Outfit Allowance**

- (a) An employee travelling on duty or attending a course outside Tanzania will be eligible to outfit allowance at a rate determined by the Government directives.
- (b) The payment of outfit allowance will be subject to the following conditions:
  - (i) The allowance will be paid prior to the employee's departure from Tanzania.
  - (ii) The allowance will be payable once in every three years.
  - (iii) Employees will not be required to account for the outfit allowance received.
  - (iv) In case the expenses of an employee's visit or course of training overseas are met by a foreign government or aid agency including outfit expenses for that matter, the employee may be paid the difference that falls short of the Government rates.

#### **4.2.5 Extra Duty Allowance or Overtime Payment**

- (a) The general staff category of employees who may be required to work in excess of the normal or the

prescribed working hours, shall be entitled to extra duty or overtime payment in cash.

- (b) Extra duty allowance shall be awarded where the following conditions have been fulfilled:
  - (i) The employee has worked extra hours over and above the normal working hours or has been called upon to work at some specific time outside the normal working hours for a piece of work that cannot be done during normal working hours or completed on time.
- (c) Payment of extra duty shall be made at rates prescribed by the government circulars.
- (d) The Principal shall approve the payment of extra duty allowance to staff of the Institute.

#### **4.2.6 Housing Allowance**

The Institute shall subject to availability of funds pay Housing allowance to Employees entitled to free housing where it has failed to provide houses. The relevant Government circulars will determine the rates of the allowances.

#### **4.2.7 Burial Obligations**

- (a) When an employee of the Institute dies, the IAE will meet costs of burial and pay for the transportation of the body of the deceased employee to the place of burial.
- (b) The costs in respect of the deceased employee to be borne by the IAE are as hereunder:
  - (i) Coffin expenses
  - (ii) Grave preparation
  - (iii) Shroud and bouquets
  - (iv) Wreath
  - (v) Transport of family of deceased and their personal effects to the employees place of domicile.

- (c) In case of death of an employee of the Institute cash payment determined and approved by the management shall be handed over to the bereaved family as part of condolences.
- (d) In case of death of employee's spouse, child or parent, a cash payment determined at that particular time by the management, will be handed over to the bereaved family as part of condolences.

An employee will also be granted 4 days leave which will not be counted against his normal annual leave.

- (e) In case of the death of a Council member, the management shall authorize cash payment to be determined at that particular time to the bereaved family.

#### **4.2.8 Utilities Allowance**

This is an allowance paid to entitled employees of the Institute to cover the cost of utilities like electricity and telephone charges consumed at their residences. Relevant Government Circular will determine the rate of the allowance.

#### **4.2.9 Uniforms**

- (a) The Institute shall supply free uniforms, and other equipments to relevant employees, such as security guard, drivers & messengers.
- (b) Uniforms shall be made in a special standard design and pattern as required for each category of employees
- (c) Any person supplied with a uniform, shall wear such uniform while on duty and shall keep it clean and in good order. Uniforms shall not be worn off-duty.
- (d) Items of uniforms, clothing and equipment shall not be sold or disposed off except with the prior authority of the Head of Department/Institute as the case may be.
- (e) Where for any reason, no issues of uniforms, or equipment

have been made to an employee in accordance with these Regulations, no cash payment shall be claimed in lieu thereof.

- (f) Notwithstanding the provision of Regulation (d) above, the management shall be responsible to ensure that regular issues of uniforms and equipment are maintained.
- (g) Consequent to Regulation (f) above, any member of staff who is required to wear a uniform without reasonable case abstains from wearing it while on duty will be committing an offence and will be subjected to disciplinary action.

#### **4.2.10 Transport Allowance on Duty Within Station**

- (a) Transport allowance may be paid to an employee who is authorized by regulations to use private transport on duty. Transport allowance rates will be as prescribed by Institutes' Circulars.
- (b) An employee authorized to claim transport allowance must keep a logbook of duty journeys covered by the private vehicle and all claims will be supported by the logbook and relevant receipts.

#### **4.2.11 Transport and Travelling Allowance**

##### ***a) Entitlement to Free Transport***

Members of staff of the Institute may be granted free transport as per prevailing Government circulars when travelling locally as herein provided:

- (i) On first appointment, on duty, on transfer, on leave once in every two years, on termination of appointment, on medical/dental treatment, on attendance of seminars, conferences, in-service training course and on travel to sit for an examination prescribed by the IAE.

##### ***b) Transport on Private Affairs***

No transport privileges will be extended to employee who is granted leave to attend to urgent private affairs.

**c) Mode of Transport**

The normal mode of travel will be by appropriate public services. Where more than one form of transport is available, the most convenient will be used.

**i) Scale of local Transport and Travelling Privileges:**

Post	Class of accommodation			Weight of luggage
	Railways	Road service	Lake or coastal steamers	
				First in appointment, transfer, termination of appointment, dismissal, retirement
<b>A. Employees in salary scales of PTSS/PGSS 17 and above.</b>	1st	Upper	1st	Kgs 3,000
<b>B. Employee in the Salary Scales of PTSS/PGSS 7 to 16, and POSS 7 - 9.</b>	2nd	Upper	2nd	Kgs 2,000
<b>C. Employees in the salary scale of PTSS/PGSS 4-6 and POSS 1-6</b>	3rd	Lower	Deck	Kgs 1500

**N.B.**

- (a) The class of accommodation prescribed is subject to availability of funds and that no claim will be entertained for the difference in cost when offered inferior to that one



which is entitled. The class of travel and accommodation for families will be the same as that to which the employee himself is entitled.

**ii) Assistance for transport of Personal Effects**

Transport assistance towards an employee's personal effects will be as in i) above.

**iii) Disturbance Allowance**

Where an employee is transferred by IAE from one duty station to another the employee will be entitled to be paid disturbance allowance in accordance with the Government.

**iv) Air Transport**

1. If economy by use of air travel can be affected or where the saving of time is important, an employee may be authorized to travel by air.
2. Employees travelling by air should confine their personal luggage within the free allowance granted on the ticket. IAE will not accept claim for reimbursement for any extra luggage.

### **4.3. ADVANCES**

- 1) Advances may be classified into the following categories:-
  - a) Advances of salary
  - b) Advances for the purchase of a specific item as listed in this section.
  - c) Advances on very exceptional circumstances for any other purpose with the specific approval of the Principal or Council.
- 2) The Institute may make advances under Regulation 1) for the following purposes:
  - a) for the purchase of refrigerators
  - b) for the purchase of cookers
  - c) for the purchase of pedal cycles

- d) for the purchase of air conditioners
- e) for meeting the cost of repairs of personal motor vehicle(s).
- 3) The repayments of such advances shall be made by deducting from the employee's salary over a period of not more than thirty-six months equal instalments monthly.
- 4) (a) An appropriate loan agreement shall be signed  
(b) Such an agreement shall be as prescribed in Appendix IX to these regulations.
- 5) All advances granted under the provisions of these Regulations shall be interest free.

*(i) Salary Advances*

The Principal may authorize a salary advance not exceeding one month's gross salary to an employee proceeding on duty overseas for a period of not less than three months.

Provided that no such advance of salary may be paid to an employee earlier than fourteen days before the date of his departure from the country.

- (a) The Principal may authorize salary advance not exceeding one month's gross salary to an employee on first appointment. A similar advance may be paid to an employee on his return from duty overseas provided that such an employee has been away for a period of not less than three months.
- (b) In exceptional cases, and upon the application in writing, an employee may be granted by the Principal an advance of up to two months salary.
- (c) Advances of salary granted in accordance with the terms of sub-regulations (a) and (b) of this regulation will be recovered in six monthly equal instalments from the month after the advance given made. The Principal may however, authorize recovery of salary advance to be made in instalments as deemed fit.

***(ii) Advances for the Purchase of Refrigerators, Cookers, Pedal cycles, Air Conditioners and Repair of Personal Motor Vehicles***

- (a) At the discretion of the Principal and subject to the provisions of Regulation (b) below, an employee may be granted an advance of a reasonable amount for the purchase of the above for his personal use.
- (b) Application for advances shall be submitted in the form set out in Appendix X to the Principal through the normal channels. The amount of the advance shall not exceed the actual price of the items.  
An employee who receives such advance shall be required to produce to the Principal a receipt for the full price paid. Repayments shall be made by monthly deductions from employee's salary in thirty-six monthly instalments commencing in the month following that in which the advance is paid.

**4.3.8 Advance to Employees on Contract Terms**

The Principal may grant advances to employees working under contract terms provided that the advance monthly recovery period shall be within the employee's contract period.

**4.4. LOANS**

**4.4.1 Staff Loans**

- (a) Loans may be granted to employee provided that funds are available and the Principal is satisfied that the employee can afford the repayment of the loan at a rate prescribed in these regulations and as would be provided by Government Circulars from time to time.

**4.4.2 Recovery of Loans**

- (a) The Principal or any appointed officer shall ensure that the instalments of the loan are regularly repaid and that if the employee leaves the services of the INSTITUTE, the loan is recovered from his terminal benefits.

#### 4.4.3 Eligibility and Conditions

- (a) Loans shall only be granted to employees who are employed on permanent terms.
- (b) An employee shall not be allowed to take more than one loan at a time.
- (c) The employee's period of service before retirement should allow recovery from salary the full amount of loan and shall be made according to the provisions available in the Financial Regulations.
- (d) Loan shall be provided subject to the availability of funds and that a provision has been made in the budget.
- (e) The items for which a loan has been granted must not be sold or disposed off until the whole amount of the loan has been repaid.
- (f) An employee applying for loan should do so in writing and should sign an agreement before being granted the loan. A proforma invoice that will show the cost of the item should support an application for a loan.
- (g) Loan payments shall be made according to the provisions in the available Financial Regulations.
- (h) No employee may demand a loan or an advance as a right.

## PART V: HOUSING

### 5.1. DEFINITION

For the purpose of these regulations, houses shall mean flats, maisonette or bungalow that have been rented by the Institute and shall be classified under two classes that is A and B. "A" class house shall be fully furnished and may be occupied by an Employee of the Institute with salary scale of PHTS, PTSS/PGSS 17 and above and shall have a minimum of three bedrooms plus a servant's quarter, while the "B" class shall be all other institute's rented houses allocated to Employees with salary scales below PHTS, PTSS/PGSS 17.

### 5.2. OBLIGATION TO PROVIDE HOUSING

Obligation of the Institute to provide housing for employees shall be restricted to entitled officers only.

Entitled officers regarding housing shall include officers in receipt of salary PHTS, PTSS/PGSS 17 and above or officers recruited from overseas.

#### 5.2.1 Applications

Application for houses shall be made to the Principal in a form (Ref. Appendix XI) and shall contain the following information: -

- 1) Name of the employee
- 2) Family status i.e. married/single/divorced
- 3) Number of children and their age
- 4) Salary scale entitled/eligible
- 5) Duty station
- 6) Date of first appointment and length of service with the Institute.
- 7) Present accommodation
- 8) Signature of applicant
- 9) Date of application.

### **5.3. ALLOCATION AND ACCEPTANCE OF HOUSES**

- 1) Allocation and acceptance of houses shall be made in writing as it appears in the prescribed forms. (Ref. Appendix XIA and XIB).
- 2) Where necessary, the Housing Committee may allocate a house to any other employee (in case of shortage) taking into account his grade, seniority, status, size of family, length of service the applicant has rendered to the Institute and length of time the applicant has remained without accommodation. Where necessary and in consideration of relevant factors; the Institute may decide that a house be shared by two employees. In such circumstances the rent shall be shared equally between the parties concerned.

### **5.4. RENT**

Unless entitled any employee allocated a house shall be required to pay a percentage of his salary as rent, as determined by the Treasury Registrar's Circulars.

### **5.5. GENERAL CONDITIONS OF TENANCY**

- 1) Where the house is the property of the Institute, IAE shall arrange and bear the capital cost of the supply of water, and electricity to the premises. The employee will pay the bills for water and electricity respectively either by cash or cheque.
- 2) Where appropriate the Institute may arrange to bear the capital cost of installation of a telephone service but consumption charges shall be borne by the occupier.
- 3) No employee shall be allowed to let or sublet, in full or part the premises allocated to him nor shall an employee be allowed to occupy the house with any person other than his wife, children dependants and, his guests.
- 4) No employee shall cause any alteration to the house rented without the prior written approval of the Institute

- 5) All matters pertaining to repairs, renovations, redecorations, replacement of furniture and fittings shall be directed to the Principal.
- 6) It shall be the responsibility of the employee to keep the house and premises clean and maintain good condition in all internal fittings and fixtures.
- 7) Where a house has been left unattended to and is in bad shape due to the negligence and carelessness of the occupant, the Institute may redecorate it and recover the cost of redecoration from the employee's salary by monthly deductions. In case of an employee who has left the services of the Institute the cost of redecoration will be recovered in one lump sum from any monies due to him and/or from his terminal benefits.
- 8) An employee who has been allocated a house shall be required to sign an inventory form - (Ref. Appendix XII) and shall be held responsible for any damage or loss other than that resulting from normal wear and tear or damage/loss noted at the commencement of his occupation of the house.
- 9) When vacating a house, the employee concerned shall sign an Inventory of all Institute's furniture and fittings in the house and make a declaration as to the conditions of the house and articles therein, and hand over the same to management to certify the accuracy of declaration and Inventory.
- 10) Any damage, loss or theft of any property of the Institute shall be reported to the Principal explaining the circumstances under which it occurred and the cost of damage, loss or theft, management may consider the facts of the case whether or not to hold the employee accountable. The Institute shall have the right to remove any furniture or articles belonging to the Institute from any house if deemed necessary.
- 11) No Institute's furniture and fittings may be removed from the house without the written authority of the Principal.

- 12) The Institute shall be at liberty to authorize any of its employees with or without prior warning to enter houses or premises, for the purpose of inspecting or carrying out repairs which it considers necessary and requires attention.
- 13) Houses are also allocated to employees on the clear understanding that such allocation shall not create any tenancy of such accommodation but purely as a servant of the INSTITUTE.  
The Institute therefore shall have the right to demand any employee to vacate the house allocated to him through a three months' notice.
- 14) It is emphasized that the INSTITUTE will rent houses only to entitled officers and subject to availability of funds.



## **PART VI: TRAINING AND STAFF DEVELOPMENT**

### **6.1. OBJECTIVES**

The Institute shall provide training to its employees at all levels, in order to achieve the following objectives:-

- 1) To give employees basic ideas/skills involved in the jobs they have to do.
- 2) To improve efficiency in the performance of their jobs, and
- 3) To provide opportunities for promotion to those who prove capable of being appointed to specific jobs.
- 4) As incentive and motivation
- 5) To provide better scope of marketing and confidence.

### **6.2. BONDING**

Before proceeding on studies, the employee will be required to enter into Agreement to work for 3/5 years with Institute of Adult Education after completion of his studies if the study duration is more than a year. See (Ref. Appendix XIII).

### **6.3. INTERNAL TRAINING/ON THE JOB/IN HOUSE**

Induction training shall be given to new entrants on the structure and functions of the Institute. Employees of the Institute will be given on the job training in fields geared to the needs of the Institute, to acquaint themselves with the procedures and for eventual promotion when vacancies arise.

### **6.4. IN-SERVICE TRAINING**

- 1) Employees considered suitable for higher studies may undergo in-service training to enable them qualify for appointment to specific jobs within the INSTITUTE; further to that, the employees will be encouraged to pursue studies within Africa and elsewhere, subject to the availability of funds. The decision to send an employee for higher studies shall remain with the management, based on manpower needs and projections.

- 2) When an employee, is selected to undergo training of a specific nature leading to approved qualification within Africa or elsewhere, the INSTITUTE will be responsible for the payment of fees, book allowance and cost of the employee's package to and from the institution by the most direct route and approved means of transport.

## **6.5. MAINTENANCE AND OTHER ALLOWANCES**

- 1) Maintenance allowance shall be paid to employees from the date of arrival at an institution within Africa or overseas. The employer will be responsible for meeting all his day to day living expenses as long as he remains at such/ institution or overseas. Such expenses will include the cost of his lodging, fares for journeys between his lodging and place of study, and other incidental expenses. However all payment will cease immediately if proved that the employee is not performing well and is likely to fail the examinations.
- 2) The allowance payable to such employees will be at the rate applicable to other scholars in such or similar institutions as advised by the institution. Book allowance and outfit allowance shall also be the same as those applicable to other sponsored students in the institutions.
- 3) In the great majority of cases employee attending course overseas do so with the assistance of scholarship provided by foreign donors and almost invariably such donor make provision for an adequate maintenance allowance. In such cases no maintenance allowance will be paid from the funds of the INSTITUTE. In all case where an employee finds the maintenance allowance inadequate for his subsistence and personal needs, the Employee shall arrange to utilize up to one fifth of his gross salary and INSTITUTE shall remit the same each month to the employee at his place of study in the currency of the country concerned

## **6.6. SALARY WHILE ON HIGHER TRAINING**

- 1) An employee attending a “higher education” course leading to a first degree or its equivalent will be on leave with pay for all the period of his studies. Dates of increment and promotion will not be affected.
- 2) An employee attending postgraduate course will continue to draw his salary throughout the period of his course.

## **6.7. EMPLOYEE’S OBLIGATION DURING AND ON COMPLETION OF STUDIES**

- 1) An employee shall be required to pursue the course of study within the time stipulated right from the commencement of the course.  
Only in exceptional circumstances such as illness, marginal failure in the examinations or such other cause that shall be approved by the management, the employee will be allowed a longer time than that originally stipulated.
- 2) In any case, the employee shall not be allowed to continue his studies after he has failed to complete part of course in two academic years. In such a case, and depending on the institution’s report, he will either be recalled from his studies.
- 3) The employee shall be under obligation to return and work for the Institute on completion of his studies or on being recalled. Failing to return within a month without genuine reasons of the completion or termination of his studies, he will be required to refund all expenses incurred by IAE during the period of his training and his services will be terminated.
- 4) At the completion or termination of his studies, an employee will be bound to work for the Institute for a minimum of five years if the course lasted for 3 years or more or for three years if the course lasts for less than 3 years.

## **6.8. PART-TIME TRAINING**

- 1) The INSTITUTE will meet cost and provide facilities to enable employee's enrol for part-time education in Tanzania, provided that the course they wish to take is appropriate to their work and the employees are able to benefit from it and the knowledge gained therefore is beneficial to the service of the INSTITUTE. If no evening classes are available for such a course at the IAE, employees will be allowed time off duty, without loss of pay, to enable them to attend the classes during working hours.
- 2) If in the first attempt, the employee fails he will be given an advance to cover the full cost of tuition and examination fees for each year or studies which will be recovered in 12 equal monthly instalments commencing with the salary for the month next after the advance.
- 3) Employees, who complete the attempted course of studies successfully, will be refunded the full amount of fees on production of satisfactory evidence of having successfully completed the course.

## **6.9. CORRESPONDENCE COURSE**

Employees may also be given assistance for a course and examination fees, and time off to sit for examinations, (to take up distance learning course conducted by bona fide correspondence schools,) provided the course of studies is such that the course will be of benefit to the Institute.

## **6.10. EMPLOYEE FAILING IN EXAMINATION**

An employee who fails to appear for examination on the completion of the part-time course of studies or correspondence course, and employees failing in the examination, shall not be given any assistance to continue with the same course. An employee failing in a mid-term examination or failing to pass part time examination in any course of studies, shall not be offered further assistance to continue with the

studies unless and until he succeeds in passing the examination in which case he may be provided further assistance to complete the course of studies.

## PART VII: LEAVE

### 7.1. LEAVE POLICY

Annual leave for Institute employees shall be 28 days. Leave should be respected as a right and when not granted by the employer, if requested, the employee shall be paid a salary in lieu thereof. The amount payable in lieu of leave will be calculated in proportion to the number of days due.

- 1) Leave will be granted on the basis of the completion of eight months calculated on a personal basis from the date of first engagement or appointment of each staff member. In the following years leave will be granted in accordance with the Institute leave roster and one's leave cycle. (Ref. Appendix XIVA)
- 2) Accumulation of leave in writing may, be permitted on grounds of exigencies of service but not beyond two periods.
- 3) Accumulated leave not taken during the second year without due reason (s) will be forfeited.
- 4) No cash in lieu of leave will be paid to an employee who fails to go on his earned leave. An employee whose leave is forfeited on exigencies of work may be paid his salary in lieu.
- 5)
  - (a) The grant of transport assistance will be related to two year leave cycle which will be reckoned from first appointment with the Institute. Employees will be granted free assistance once during the two year leave cycle in the form of cash grant calculated on the basis of the prevailing fare rates by the railway service or by recognized public motor transport or steamer service at the appropriate grades set out by the Institute.
  - (b) The cash grant privilege may be granted to an employee either to travel to his home or to any other named destination provided that in the latter case, the cash grant will be limited to what would have costed the INSTITUTE had he travelled home.

- (c) It is the INSTITUTES policy not to grant leave without pay to employees. However, the Principal may grant leave without pay to the INSTITUTES employees provided he is satisfied that it is in the INSTITUTE or public interest to do so. Such an approval must be obtained before an employee goes on leave without pay.
- 6) An employee recruited locally will not be entitled to overseas leave terms irrespective of his place of domicile or race.

## **7.2. ANNUAL LEAVE**

Will be granted to all employees locally recruited at the rate of twenty eight days a year.

## **7.3. COMPASSIONATE LEAVE**

With full pay shall be granted to an employee a maximum of four days a year to attend death of father, mother, spouse and child of the employee.

## **7.4. OVERSEAS LEAVE**

To the employees whose place of domicile is abroad and have been recruited from abroad will enjoy such privileges on exactly the same terms and conditions specified in their contract of employment.

## **7.5. MATERNITY LEAVE**

- 1) Paid maternity leave will be granted to female Employees other than those serving on temporary or daily terms.
- 2) A female Employee concerned will be entitled to a paid maternity leave of 84 days/or 100 days if she gives birth to more than one child at same time which may be taken all at once at any time between commencement of the seventh month of the pregnancy and the day following the delivery. However, a female employee may in relation to any pregnancy:-
  - (i) On the recommendation in writing of a medical officer

avail herself of the whole or any portion of her paid maternity leave entitlement before the seventh month of pregnancy.

- (ii) No part of paid maternity leave can be carried forward for subsequent pregnancy.
  - (iii) Subject to the provision below, paid maternity leave may be granted only once in three years, from the date on which the employee completed her last maternity leave. Provided that where a female employee has availed herself of the whole or part of the maternity leave entitlement in relation to any pregnancy and the pregnancy ended in an abortion or a child death within twelve months of delivery, the female employee concerned shall be entitled to a paid maternity leave in relation to the subsequent pregnancy notwithstanding that such subsequent pregnancy occurs within the period of three years referred to.
- 3) It is emphasized that under no circumstances shall maternity leave be considered as sick leave.

## **7.6. PATERNITY LEAVE**

A male Employee concerned will be entitled to paid paternity leave of at least 3 days if:

- 1) the leave is taken within 7 days of the birth of a child, and
- 2) the employee is the father of the child.

## **7.7. SICK LEAVE**

Is an excuse from duty on account of illness on the recommendation of a Medical Officer. Any period of absence from duty granted on recommendation by a Medical Officer for the purpose of recovery; following any sick leave is regarded as convalescent leave.

### **7.7.1 Terms of Sick Leave and Convalescent Leave**

For an employee serving on: -



- 1) Temporary terms may be granted sick leave on the following terms:
  - (i) Full pay for the first one month;
  - (ii) Half pay for the next one month;
  - (iii) No other leave may be granted after that.
- 2) Permanent terms may be granted sick leave for at least 126 days in any leave cycle on the following terms:
  - (i) Full pay for the first sixty three (63) days
  - (ii) Half pay for the next sixty three (63) days
  - (iii) This shall be in any one year of service counting such service from the date of engagement.
- 3) Any leave granted on grounds of sickness in excess of these amounts will be unpaid.
- 4) When it is recommended by Medical Officer that an employee should take sick leave in some place other than his normal working station the INSTITUTE will bear the cost of travelling provided that the Principal is satisfied that such travel is justified by the circumstances.
- 5) Sick leave which results from an act of carelessness on the part of the employee will not normally attract remuneration or travel assistance but such cases will be treated on their merits after investigation as deems necessary.

### **7.7.2 Special leave**

May be granted to an employee for the purposes of sitting for examination recognized by the INSTITUTE, representing the INSTITUTE or Government in a special event e.g. meetings, seminars sports etc. Such leave will not affect his leave entitlement.

### **7.7.3 Public Holidays**

The INSTITUTE shall observe public holidays announced by the Government.

#### **7.7.4 Recall from Leave**

- 1) Any employee who is on leave may be recalled at any time if the exigencies of service so require prior to the completion of his leave.
- 2) Pending on the availability of funds, such an employee may be paid for those days or be given days off.
- 3) Calculations will be his monthly salary divide by monthly working days and multiply by the number of days recalled.

#### **7.7.5 Unpaid Leave**

- 1) Under special circumstance unpaid leave may be allowed for not more than three months by the approval of the Principal as stipulated in relevant circulars.

An employee shall not be entitled to any salary during the period of unpaid leave although such period shall count as part of employment.

- 2) Copies of approved leave application shall be maintained by the employee concerned (one copy) and the office will retain the rest.

### **7.8. SABBATICAL LEAVE**

- 1) An employee may be granted a sabbatical leave in order to enhance his experience and potential value to the services rendered. Such an employee may be granted sabbatical leave to work with international organizations in which Tanzania is a member or to make study tours to other institutions or research visits or secondment in Government; as the case may be necessary.
- 2) Sabbatical leave shall be granted under the following conditions:
  - (a) The employee must be on permanent terms and confirmed in his employment and must produce a letter of appointment in case of study or employment.
  - (b) Must have the necessary skills and knowledge, qualifications and experience required by the job.

- (c) Sabbatical leave shall be limited to twelve months and will be granted once in every five years. – (Ref. Appendix XIVB).

## PART VIII: TRANSPORT AND TRAVELLING

### 8.1. GRANT OF PAID TRANSPORT

Subject to the approval of the Principal an employee may be granted paid transport to travel by rail/ steamer or any recognized public transport at the expense of the INSTITUTE and may claim refund of incidental expenses thereto in accordance with the prevailing rates. The INSTITUTE will meet the costs of travelling on the following circumstances.

- On first appointment
- On duty
- On transfer
- On leave
- On medical treatment
- On training, seminars or similar terms approved by the INSTITUTE.
- On termination of appointment and dismissal

### 8.2. TRAVELING ON FIRST APPOINTMENT

A new employee shall be entitled to travel assistance from his place of recruitment. The cost of travelling will exclude the cost of taxi and any other costs other than railway, bus or marine tickets.

### 8.3. TRAVELING ON LEAVE

- 1) An employee may be granted once in two years, a return travel ticket by a recognized public transport for himself, spouse and up to four dependent children to travel from their duty station to their home in Tanzania. The Principal may grant free transport by air for an employee and the family where air communication is the only practical means of transport.
- 2) Where an employee wishes to spend his leave elsewhere other than his home in Tanzania, he may do so on the condition that travel expenses will be limited to what would

cost the INSTITUTE had he travelled to the place of his domicile.

#### **8.4. TRAVELING ON MEDICAL GROUNDS**

- 1) Where an employee is required to travel for medical treatment outside his work station, but within Tanzania and the treatment has been recommended by an approved medical officer, such an employee shall be entitled to free transport to the place of treatment.
- 2) An employee proceeding on sick leave shall be entitled to free transport for him and one escort.

#### **8.5. TRAVELING ON TERMINATION OF APPOINTMENT/ DISMISSAL**

An employee terminated on grounds other than abscondment or resignation shall be entitled to free transport together with his family and personal effects.

#### **8.6. TRANSPORT OF PERSONAL EFFECTS**

An employee on termination of service, retirement, transfer, dismissal or those who are proceeding on training of a period of more longer than one year, shall be entitled to free transportation of their personal effects to their place of domicile at the rate fixed by prevailing Government Circular.

#### **8.7. TRANSPORT FOR FAMILIES**

- 1) An employee may be granted free transport for himself, spouse, and not more than four children who follow him on:
  - (a) First appointment
  - (b) Termination of appointment
  - (d) Transfer.
- 2) Local Transport privilege in respect of the spouse and children of an employee may also be granted in connection with:
  - (a) Convalescent leave, medical treatment.
  - (b) Leave

- (c) Death of an employee
- (d) Departure of an Employee on training for more than one year, whether sponsored by the Institute or otherwise.

### **8.8. MEANS OF TRAVEL**

- 1) The class of accommodation for the various categories of employee while travelling at the Institute's expense will be as follows:-
  - (a) Principal, Deputy Principal (Academics, Research and Consultancy) and Deputy Principal (Planning, Finance and Administration) may travel by air and any other officer as may be deemed necessary.
  - (b) Employee in salary scales of PHTS, PTSS/PGSS 17 and above may travel by first class railway, steamer or bus.
  - (c) Other employees will travel by 2nd and 3rd classes as per government circulars depending on their status.
- 2) The normal route of travel will be the most direct and economic route to one's destination.

## **PART IX: DISCIPLINE**

### **9.1. GENERAL DISCIPLINARY MATTERS**

- 1) The Council requires every employee of the INSTITUTE to conduct himself in a manner designed to promote the interest and well being of the IAE as prescribed in the Code of Conduct and Professional Ethics. Any employee failing to conduct himself in such manner, through wilful acts of omission or negligence, shall be guilty of misconduct and subject to disciplinary penalties.

### **9.2. DISCIPLINARY AUTHORITY**

- 1) The Principal shall have an authority in respect of all employees holding posts, with a basic salary of POSS 1 - 6 and PGSS 4-6.
- 2) The Disciplinary Authority in respect of employees, with a basic salary of POSS 7-9 and PGSS/PHTS, PTSS 7-16 shall be the Appointments Committee.
- 3) The Disciplinary Authority in respect of employees, with a basic salary of PGSS/PHTS, PTSS 17 and above shall be the Council, following the procedures laid down in the Security of Employment Act No. 62 of 1964.

### **9.3. INSTILLING DISCIPLINE**

In order to instil and maintain discipline the Institute shall ensure that:

- 1) Its' leaders conduct themselves with the highest ethical standards and integrity
- 2) Its' established policies are clear and encourage ethical behaviour;
- 3) Employees of the Institute are regularly made aware of the standard of discipline expected from them

### **9.4. BREACH OF DISCIPLINE**

Breach of discipline includes:

- 1) Corruption
- 2) Abuse of office
- 3) Criminal acts
- 4) Breach of Code of Conducts and Professional Ethics
- 5) Insubordination
- 6) Negligence.
- 7) Dereliction of duty
- 8) Other forms of breach as may be stipulated by regulations or administrative instructions of the INSTITUTE.

## 9.5. MISCONDUCT

- 1) Misconduct is generally defined as any act done or left to be done without reasonable excuse by an employee which amounts to a failure to perform, in a proper manner, any duty upon the employee as such which to the efficient conduct of the business of the Institute or tends to bring the Institute into disrepute.
- 2) Notwithstanding the generality of the above paragraph of this regulation, misconduct includes:
  - (a) Absence from duty without leave or reasonable excuse;
  - (b) Late attendance at duty;
  - (c) Absence from work place during working hours without permission;
  - (d) Insubordination;
  - (e) Use, without consent of the relevant authority, of any property or facilities of the Institute for purposes not connected with official duties;
  - (f) Engagement in any activity outside official duties which is likely to lead to taking improper advantage of the employee's position in the Institute;
  - (g) An act or omission involving or resulting in moral turpitude/wickedness, e.g. theft, corrupt practices;
  - (h) Act or omission which tends to bring the INSTITUTE into disrepute;
  - (i) Failure to perform satisfactorily any duty by the



- employee;
- (j) Unauthorized disclosure of confidential information about the INSTITUTE;
- (k) Disclosure of information in contravention of the National Security Act, 1970;
- (l) Act or omission that is against the interests of the INSTITUTE;
- (m) Inability to perform duties efficiently due to excessive use of alcohol or abuse of drugs;
- (n) Negligence occasioning loss to the institute;
- (o) Gross negligence in the performance of duty;
- (p) Indecent assault or indecently insulting employees.

## 9.6. INTERDICTION

- 1) Where the Principal considers that it is in the interest of the Institute that an employee should cease to perform the duties of the post while the employee is being investigated, due to a breach of discipline the Principal may interdict the employee and shall inform the employee of the reasons.
- 2) Interdiction shall be done immediately or within thirty days, from the day the charges have been served against that employee.
- 3) If a charge cannot be instituted within 30 days of interdiction, the Institute may on justification by the Principal grant an extension and state the period within which charges may be preferred against the employee.
- 4) Where no application for extension has been made or where the Council does not grant an extension the interdiction shall be lifted and any salary withheld shall be refunded to the employee.
- 5) An interdicted employee will be on half pay of the basic salary. The salary withheld shall be paid to the employee on reinstatement.
- 6) An employee who is interdicted may not leave the duty station without a written permission of the Principal.

## **9.7. APPELLATE AUTHORITY**

- 1) The Appellate Authority for disciplinary decisions of the Institute as Institute shall be the Minister responsible for Education and Vocational Training.
- 2) The Appellate Authority for disciplinary decisions of the Appointment and Disciplinary Committee shall be the Council.

## **9.8. FORMAL DISCIPLINARY PROCEEDINGS**

- 1) Except where any other law provides for disciplinary procedures against an employee, the provisions of these regulations shall apply.
- 2) Disciplinary proceeding may be formal or summary. Formal disciplinary proceedings will be instituted where the gravity of the breach warrants dismissal, demotion, and reduction in salary or a surcharge. Summary proceedings will be instituted for disciplinary breaches of less gravity and they will be quick and without much formality excepting for adherence to natural justice.
- 3) Formal disciplinary proceedings shall be instituted by the Disciplinary Authority by deferring a written charge against the employee concerned which shall clearly set out the allegations against the employee.
- 4) Any charges against the Principal, shall be signed and submitted by the Chairman of the Council to the Principal.
- 5) The Disciplinary Authority shall appoint a Probe Committee comprising two to three members to hold an inquiry into the charge; In the case of the Principal, the Council may advise the Minister to appoint a probe committee to enquire into the charge.
  - (a) The Probe Committee conducting the inquiry shall notify the accused of the day, date, time and place where the inquiry shall be held.
  - (b) The accused shall be given an opportunity to be heard before the Probe Committee in person or by the

- assistance of some other person including an advocate. The defence of the accused may be presented in writing, orally or both.
- (c) The Probe Committee shall take into consideration any evidence that is considered relevant to the subject of the inquiry before it, notwithstanding that such evidence would not be admissible under the Law relating to Evidence.
  - (d) The Probe Committee shall record the gist of the evidence adduced before its hearing
  - (e) An inquiry born under this regulation shall not be open to the public.
  - (f) Upon conclusion of an inquiry, the Probe Committee shall forward the record of proceedings together with its report to the Disciplinary Authority.
- 6) After the Disciplinary Authority has considered the representation made by the charged employee, it shall make its decision, containing reasons for that decision and may impose an appropriate penalty and shall provide the employee with a copy of the written decision.
  - 7) If an employee is found guilty of a breach of discipline and a penalty of dismissal, reduction in rank or salary or surcharge is imposed, there will be a right of appeal and the employee shall be so informed.
  - 8) Breaches of discipline must be investigated speedily except where the Council directs otherwise, disciplinary proceeding must be instituted and concluded within a maximum period of ninety days (90).
  - 9) Where breach of discipline also constitutes a criminal offence, no disciplinary proceedings may be instituted if criminal proceedings have been instituted against the employee until after the conclusion of the criminal proceedings.

## 9.9. SUMMARY PROCEEDINGS

- 1) Summary proceedings shall be instituted by a letter

addressed to the employee setting out the allegations against the employee and informing the employee of the penalty intended to be imposed and requiring the employee to show cause in writing within a specified period why the penalty should not be imposed.

- 2) On receipt of the response of the employee or if there is no response within the specified period of time, the Disciplinary Authority may impose the penalty or stoppage of salary increment depending on the gravity of the disciplinary breach.

#### **9.10. PUNISHMENT**

The following penalties may be imposed on employees found guilty:

- 1) Surcharge, that is recovery of loss or damage to the property of the INSTITUTE caused by the employee by act or omission or by reason of the employee's failure to take reasonable action or to discharge duties in a reasonable manner.

#### **9.11. APPEALS**

- 1) An employee who is aggrieved by the decision and/or penalty imposed by the Disciplinary Authority in formal disciplinary proceedings may appeal to the appellate authority in writing and copy to the Disciplinary Authority.
- 2) The appeal shall be made within 30 days of the decision of the Disciplinary Authority but the appellate authority may accept an appeal made by an employee out of time where it is satisfied that special circumstances precluded the submission of the appeal within the prescribed time.
- 3) Except where the appellate authority is satisfied that the Disciplinary Authority is not in possession of a copy of the appeal, the appellate authority shall serve a copy upon the disciplinary Authority.
- 4) Upon receipt of a copy of the appeal, whether from the appellant or from the appellate authority, the Disciplinary

- Authority shall within fourteen days of the receipt, submit to the appellate authority its representations in writing with a copy to the appellant.
- 5) The appellate authority may determine the appeal in the absence of the appellant.
  - 6) After the appellate authority has considered the appeal, it may confirm, vary or rescind the decision of the Disciplinary Authority and shall inform the employee concerned and the Disciplinary Authority together with reasons.
  - 7) No findings made or penalty imposed by a Disciplinary Authority shall be reversed or set aside on the ground only any irregularity in the conduct of disciplinary proceedings, which would not substantially have affected the decision of the disciplinary proceedings.

#### **9.12. ACCUSED ENTITLED TO A COPY OF DECISION**

- 1) In all disciplinary proceedings and in every appeal under these regulations, the accused employee shall be entitled to a copy of the decision made by the Disciplinary Authority or as the case may be, the appellate authority, proceedings and if disciplinary proceedings have been instituted, they will be stated once criminal proceedings have been instituted.
- 2) Where criminal proceedings have been instituted and concluded and the employee is convicted of the criminal offence which also constitutes the (offence) the conviction shall be adopted and the employee shall be deemed to have been found guilty of disciplinary charge.
- 3) Where the employee has been acquitted of the criminal charge, the acquittal shall not normally be a bar to disciplinary proceedings being instituted or continued except where the disciplinary authority is satisfied that on the evidence tendered before the court, the employee did not commit the disciplinary breach.

### **9.13. GRIEVANCE PROCEDURE**

- 1) An employee who has a grievance on any matter connected or concerned with his service at the Institute shall appeal to the Trade Union in writing or orally on the nature and substance of his grievance. The Trade Union will investigate his grievance and if found necessary, liaise with the Principal and obtain for the employee a satisfactory answer or solution to his grievance or problem.
- 2) In the event of the Trade Union being unable to obtain an answer for the worker, the matter shall be referred to the relevant Committee of the Council (and if un-resolved to the Council) whereby the matter will be investigated and obtained for a satisfactory answer or solution to his problem.
- 3) An employee who still remains dissatisfied, and the matter is of such nature that a solution cannot be found by the necessary authorities within the administration of the INSTITUTE, then the Trade Union may take up the matter with zonal Trade Union.

### **9.14. WORKERS' COUNCIL**

There shall be established a Workers' Council which shall set and exercise such functions in accordance with the principles and practices defined in the Presidential Order No.1 of 1970. The Workers' Council's activities shall be conducted once in a year in such a manner without interfering with the day-to-day work and conduct of business of the Institute.

## **PART X: MEDICAL SERVICES**

### **10.1. PROVISION ON MEDICAL SERVICES**

The employees of INSTITUTE are required to join a National Health Insurance Fund to cover medical treatment for themselves, their spouses and children.

### **10.2. SICKSHEET**

Employees requiring medical treatment for themselves, their spouses or children shall obtain a sick sheet for treatment in a Government hospital or chosen private hospital approved by the Institute.

### **10.3. MEDICAL TREATMENT OUTSIDE TANZANIA**

Medical treatment outside Tanzania will be met by the Government of Tanzania as stipulated under Circulars issued by the Ministry of Health and Social Welfare.

## **PART XI: RETIREMENT AND TERMINATION**

### **11.1. RETIREMENT ON GROUNDS OF AGE**

- 1) Employees may retire voluntarily at the age of fifty five years (55) and compulsorily upon attainment of the age of sixty (60) years or as the Government may review from time to time.
- 2) An employee shall be served with a retirement notice six months prior to the date of retirement.

### **11.2. RETIREMENT ON PUBLIC INTEREST**

Where the Appointing Authority is satisfied that to the best interest of the Institute's welfare are in jeopardy due to employee's inefficiency which cannot be attributed by negligence or failing health, the Appointing Authority may recommend to the minister to seek authority of the President to retire an employee under section 24 of the public service Act, 2002 and regulations, 2003 in the Institute's interest and shall be paid full retirement benefits upon the retirement.

### **11.3. CIRCUMSTANCES OF CESSATION OF EMPLOYMENT:**

The employment of the staff to the INSTITUTE may cease on the following reasons.

- 1) Where an employee has attained a compulsory retirement age.
- 2) Where an employee has opted to retire at voluntary retirement age of 55 years.
- 3) Where an employee is obliged to retire on medical grounds.
- 4) Where an employee has failed to complete his probation period satisfactorily.
- 5) Where an employee decides to resign on his own accord.
- 6) Where an employee is retired on public interest or in accordance with any law of the United Republic of Tanzania.
- 7) Where an employee dies.



#### **11.4. TERMINATION OF SERVICES**

Termination of service other than on grounds of age shall be effected as follows:

- 1) Employees on permanent pensionable terms shall be given a one month notice or twenty-four hours notice with one month's salary in lieu of notice.
- 2) Employees on contract service shall be terminated according to the terms of the contracts.
- 3) Employees on temporary employment shall be given one month's notice or twenty four hours' notice with one month's salary in lieu of notice.
- 4) Employees on secondment terms shall be terminated in accordance with the terms of such appointment.
- 5) Casual employees' or daily paid workers shall be terminated at the end of each working day.

#### **11.5. TERMINATION/RETIREMENT ON MEDICAL GROUNDS**

- 1) Where an employee has been found unfit to carry out his normal duties due to prolonged illness or ill-health, the Principal shall require the employee to submit himself to a Medical Board (to be appointed by Chief Medical Officer) for examination. If the Medical Board is of the opinion that the employee is unfit to continue with employment, the Principal shall submit the report to the Appointing Authority together with the recommendations as to whether or not the employee should be terminated or retired on medical grounds.
- 2) If the Appointing Authority approves that the employee is to be terminated or retired on medical grounds, the employee shall be terminated or retired on medical grounds.

#### **11.6. TERMINATION ON PROBATION PERIOD**

When an Appointing Authority is satisfied that an employee on first appointment fails to complete his probation period successfully, the authority may decide to terminate the service of such employee on the grounds of non-performance.

### **11.7. RESIGNATION**

- 1) An employee on permanent and pensionable terms may resign from the service of the INSTITUTE by giving one month notice in writing or by giving twenty four hours' notice with one month's salary in lieu of notice.
- 2) The employee shall forfeit his terminal benefits except his contributions to a pension/provident fund scheme.
- 3) An employee on contract terms may resign from the services of the Institute according to the terms of the contract.

### **11.8. TERMINAL BENEFITS**

An employee who is terminated from the services of the Institute shall be entitled to the following terminal benefits:

- 1) One month's salary in lieu of notice if action is taken immediately.
- 2) Pension from the Parastatal Pension Scheme as stipulated in the Parastatal Pension Act No. 14 of 1978 or National Social Security Fund as revised.
- 3) Transportation of personal effects to the employee's place of domicile shall be subject to limitation of his entitlement.
- 4) Fare for an employee, his family to his place of domicile shall be subject to limitation set out in these Regulations.
- 5) Employees working on contract terms shall be entitled to receive gratuity after successful completion of the contract. The rate of gratuity shall be twenty five per cent (25%) of the total substantive salary drawn during the period of contract. Gratuity shall be paid at the end of each contract.

### **11.9. RECOVERY OF DEBT ON CESSATION OF EMPLOYMENT**

- 1) Outstanding debts against an employee whose employment has ceased shall be recovered from his terminal benefits.
- 2) Where the terminal benefits are not sufficient to cover the outstanding debt, the Institute may resort to legal action in order to recover the debts.

### **11.10. CERTIFICATE OF SERVICE**

An employee leaving the services of the INSTITUTE may, upon request, be issued with a Certificate of Service. (Ref. Appendix XV)

### **11.11. SEVERANCE PAY**

- 1) When an employment contract terminates, the employer shall pay to the employee severance pay at least equal to 7 days basic wage for each completed year of continuous service with that employer, up to a maximum of 10 years.
- 2) The employer is not required to pay severance pay if the employment is terminated.
  - (a) Before the completion of the first year of employment.
  - (b) Fairly on the grounds of misconduct.
  - (c) On grounds of incapacity, incompatibility or operational requirements and the employee unreasonably refuses to accept alternative work with the employer or alternative employment with any other employer.
- 3) What constitutes an “unreasonable refusal” in sub-rule 2(c) above, will depend on the circumstances of each case.

## **PART XII: GENERAL REGULATIONS**

### **12.1. COMMUNICATION**

- 1) The Principal shall be the Chief spokes-person of the Institute.
- 2) The normal channel of communication shall follow the linear chain of command.
- 3) Communication outside the INSTITUTE through letters, faxes or e-mails shall be done by the Principal or by persons authorized to sign for and on behalf of the Principal.

### **12.2. REPORTING OF LOSS**

- 1) All losses or suspected losses of the Institute property due to theft, fraud or negligence shall be reported at once to the Principal who will arrange for an investigation to be done at once.
- 2) The report on loss shall be prepared by the Head of the department concerned immediately after the event and will submit it to the Principal. The report should be prepared and submitted to the Principal not later than twenty four hours after the loss has come to the notice of the head of the Department.

### **12.3. REPORTING OF LOSS/BURGLARY TO THE POLICE**

Any incident of theft or burglary shall be reported by the employee immediately both to the Police and to the Principal by the fastest means possible followed by a written report of the incident and action taken.

### **12.4. REPORTING OF ACCIDENTS**

Where an accident occurs causing bodily injury to any person or damage to the property of the INSTITUTE, or its employees, the person causing the accident shall report the matter to the Principal immediately.

## **12.5. REPORTING MOTOR VEHICLE ACCIDENTS**

Where vehicles belonging to the INSTITUTE are involved in any accident, any employee at the scene of the accident in case the driver or staff of the Institute in the vehicle is badly injured or dead; shall report the matter immediately to the Police and to the Head of Administration, who shall report the accident to the Principal explaining the action already taken.

## **12.6. TELEPHONE CALLS**

- 1) Employees of the INSTITUTE shall be restricted from using Institute's telephones to make personal telephone calls. Where employee decides to make personal calls by using the INSTITUTES telephones, they shall do so at their own expense.
- 2) Employees of the INSTITUTE shall pay from their own pockets for unauthorized international calls, except when an employee has an emergency.

## **12.7. MAIL**

Employees shall be prohibited from using the INSTITUTE'S stationery (including stamps) for personal letters, parcels or faxes, telexes to transmit personal letters or messages.

## **12.8. PERSONAL BUSINESS**

No employee shall be permitted to conduct personal business within the premises of the INSTITUTE, whether during office or after office hours.

## **12.9. LOITERING**

- 1) Employees shall not be allowed to loiter around during working hours.
- 2) Employees shall not be allowed to loiter in the Institute's premises after office hours.

## **12.10. OTHER EMPLOYMENT AND PART-TIME JOBS**

- 1) Employees shall be prohibited from taking up full

employment elsewhere while they remain employed by the INSTITUTE without prior permission from the Principal.

- 2) Employees of the INSTITUTE may take up part-time jobs elsewhere provided the job is not done during office hours, when they are is required to perform Institute's duties.

#### **12.11. SECURITY OF OFFICE EQUIPMENT AND DOCUMENTS**

- 1) All employees of the Institute shall take great care of office equipment and machinery to ensure their security.
- 2) Employees shall be required to lock all confidential documents.
- 3) All confidential documents, which are no longer required for office use shall be destroyed by fire.
- 4) Office equipment such as calculators, laptop computers when not in use should be kept in safe and secure places.
- 5) It shall be the responsibility of each employee to ensure that lights are switched off and water taps turned off before closing offices. All employees responsible for handling of office documents including files and reports shall ensure that such files and documents are kept in cabinets or shelves and not on the floor.
- 6) Employees are not allowed to give official documents to outsiders unless they are authorized in writing by the Principal.

#### **12.12. VISITORS**

- 1) All official Visitors shall be required to sign a visitor's book
- 2) Personal visitors during working hours shall be discouraged.
- 3) Any employee who notices a suspicious visitor, shall immediately report such visitor to the Head of Administration.
- 4) All employees are required to be helpful and polite to Institute's visitors.

## **PART XIII: CODE OF CONDUCT AND ETHICS**

### **13.1. APPLICATION**

The Code of Conduct and Ethics has been prepared to establish the principles of good conduct which the employees of the IAE are required to comply with, in the performance of their duties and responsibilities, both in their public and private lives in the projection of the good image of the INSTITUTE at all times. The provisions of the Code apply to all employees of the Institute.

### **13.2. CORE VALUES**

#### **13.2.1 Pursuit of Excellence in Service**

An employee of the INSTITUTE shall strive to achieve the highest best in the performance of work and shall have regard to the special obligations, which the official position imposes on him.

#### **13.2.2 Loyalty to the Institute**

An employee shall loyally serve the Institute.

#### **13.2.3 Integrity**

An employee of the Institute shall conduct oneself with integrity, honesty and objectivity in the performance of duties and shall not, either by him or in connection with any other person, solicit, accept, obtain or attempt to obtain any advantage or favour as an inducement to do anything (in relation) to the functions of the INSTITUTE (Revenue will also apply).

#### **13.2.4 Courtesy**

An employee of the Institute shall be courteous to clients and colleagues and will always focus on meeting the needs of clients.

#### **13.2.5 Cost Consciousness**

An employee shall at all times be scrupulous and conscientious in the use of resources of the Institute.

### **13.2.6 Impartially**

- (a) An employee of the Institute shall not engage in political activities, nor allow personal political views to influence performance of his duties at the Institute.
- (b) Employees shall act impartially, avoiding all favourable treatment, rejecting all undue pressure and taking decisions with the maximum transparency, refraining from creating or exploiting situation.

### **13.2.7 Diligence on Duty**

An employee of the Institute will attend to his duties regularly and will devote and commit wholly to his work.

## **13.3. DETAILED OBLIGATIONS**

### **13.3.1 Devotion on Duty**

An employee of the Institute shall devote his/her time, energy and effort in the performance of assigned duties and shall: -

- 1) Obey the law;
- 2) Obey all lawful instructions and work as instructed;
- 3) Ensure competence and efficiency in the performance of assigned duties;
- 4) Refrain from conduct which might impair work performance;
- 5) Keep punctuality with respect to the hours of arrival at work and other official appointments and engagements;
- 6) Not leave his workplace before the official closing time without authorization;
- 7) Not absent himself from duty without authorization.
- 8) Be ready to work beyond official business hours including weekends and public holidays; when the exigencies of service so demand.
- 9) Discharge not only the duties pertaining to his job, but also any other duties which he may be called upon to perform in the interests of the Institute.



### **13.3.2 Proper Use of Official Information**

An employee of the Institute will not unnecessarily withhold information which clients or the public have the right to know. On the other hand an employee may not divulge or misuse confidential information obtained or to which he has access owing to his position, except with authority.

### **13.3.3 Political and Other Influences**

An employee of the Institute shall not seek political influence with a view to obtaining advancement on matters relating to appointment, promotion, transfer, discipline and cessation of employment.

### **13.3.4 Private Interests**

No employee of the Institute shall engage in any occupation or undertaking outside his official duties which would require his attendance at any time for the business of the Institute.

### **13.3.5 Presents, Gifts and Voluntary Contribution**

An employee of the Institute is prohibited from giving or receiving valuable presents and gifts to or from personal friends and relatives whether in the form of money, goods, services or other personal benefits.

This prohibition applies also to gifts etc. received by members of the employee's family. The restriction shall not apply to presents of little value such as diaries, and pens, which are usually a token of goodwill or gifts given to partners and collaborators on behalf of the Institute.

### **13.3.6 Pecuniary Embarrassment**

Serious pecuniary embarrassment, from whatever cause, will be regarded as necessarily impairing the efficiency of an employee.

### **13.3.7 Sexual Harassment and Sexual Discrimination**

An employee of the Institute shall refrain from unwelcome

sexual advances, requests for sexual favours and other verbal or physical conduct of sexual nature.

### **13.3.8 Political Participation**

- 1) An employee of the Institute may participate in the following political activities:
  - (a) Voting at party elections and at presidential, parliamentary and local government elections;
  - (b) Attending lawful political party rallies outside office hours.
- 2) An employee of the Institute may not:
  - (a) Engage in political activities at work or while in the work place;
  - (b) Wear uniforms of any political party at work or while in the work place;
  - (c) By words or acts, bring the Institute or the Government into dispute on the basis of his political belief or affiliation;
  - (d) Offer services discriminatingly on account of his political belief or affiliation;
  - (e) Hold office in, or be employed by, a political party while still in the service of the Institute;
  - (f) Campaign for his own election or for aspirants to any political office while still in the service of the Institute; and
  - (g) Stand for election to office in any political party or to any other political office while still in the service of the Institute.

## **PART XIV: STAFF INCENTIVES**

An incentive incites or has a tendency to induce determination in performance. It stimulates action and is intended to motivate action or enhance/improve work performance.

It is important to note that incentives are privileges and can only be given where the Institute has the ability or funds to do so. The following are some of the incentive packages to be provided:-

### **14.1. PERFORMANCE BONUS**

Performance bonus may be provided when the INSTITUTE has achieved net target as determined by an "Incentive Scheme" as may be approved by the Institute, Ministry and the Treasury Registrar.

### **14.2. EXTRA DUTY/OVERTIME ALLOWANCE**

The extra- duty/overtime allowance may be paid at a rate to be determined by the Institute to all staff who are required to work after office hours or during weekends and public holidays upon request and Principal's authorization.

### **14.3. HONORARIUM**

The Principal may approve honorarium at a rate of his discretion to a senior employee assigned a duty of importance to the Institute.

An employee who makes special contributions to the service which lead to a greater economy efficiency or enhanced reputation, may be eligible for the payment of honorarium of an amount which the Institute and/or the Principal considers reasonable and justified under the circumstances.

**14.4. REFRESHMENT**

The INSTITUTE may provide refreshment for employees if funds are available.

**14.5. UTILITIES ALLOWANCES**

This allowance may be provided in respect of electricity and telephone expenses to top management staff as per the prevailing Government Circulars.

## APPENDICES

### Appendix I:

#### (ACADEMIC & ADMINISTRATIVE STAFF)

Form IAE/F.1 Institute of Adult Education,  
P. O. Box 20679,  
DAR ES SALAAM.

Ref: No. ....  
.....  
.....  
.....

Dear .....

#### **OFFER OF APPOINTMENT ON PERMANENT TERMS**

On behalf of the Council of the Institute of Adult Education, I am please to offer you the post of..... at this Institute with effect from ..... or as soon as possible thereafter. The followings is a brief Summary of the Terms and Conditions of service attached to your post:

1. **TENURE:** Your appointment is on probationary/permanent terms and you will be on probation for one academic year (for academic staff and six months for administrative staff).
2. **SALARY:** Your salary will be on the scale of PTSS/PGSS/POSS ..... x ..... x ..... the entry point in your case being Tanzanian Shs. .... with effect from the date you take up your appointment.
3. **TRAVEL ASSISTANCE:** Will be provided for you, your wife/husband, and four dependent children under the age of 18 years both at engagement and termination of appointment only if recruited outside duty station or when transferred to other centres from the engagement station.

4. HOUSING: Will be provided if available and entitled or housing allowance as per Treasure Circular TYC/P/10/3/01 of 2001 if provided for in budget.
5. MEDICAL BENEFITS: Medical attention for you and your family will be provided under the prevailing Government directives.
6. SUPERANNUATION/GRATUITY: All Academic, Library and Administrative Staff shall be required to join statutory contributory fund scheme (NSSF/PPF) Under these schemes 5% of your gross monthly salary is deducted each month and credited to your pension fund Account, together with 15% of your monthly salary contributed by the Institute.
7. DUTIES: As a ..... You will be responsible to the Head of ..... for the performance of your duties.
8. HOME: For the purpose of passages entitlement please indicate to what should be taken as your Home or place of domicile
9. RESIGNATION: Is by three months notice or a one month salary in lieu of notice.
10. MEDICAL CERTIFICATE: This offer is subject to receipt by Institute appointed Doctor/Government medical officer satisfactory Medical Report ..... including a chest X - ray report from a recognized medical practitioner, who should send it directly to the Principal of the Institute of Adult Education P.O. Box 20679, Dar Es Salaam.
11. APPOINTMENT: Your appointment/promotion is subject to satisfactorily complying to the requirements of the staff policy regulations of the IAE.
12. CODE OF CONDUCT OF EMPLOYEES UNDER MULTIPARTY SYSTEM: For your case you will comply with the regulation governing the employees in the public service as per Presidential circular No. 1 of 1992.
13. ACCEPTANCE: If you accept this offer, will you please sign and return to the Principal Institute of Adult Education, P.O. Box 20679, Dar es Salaam the duplicate copy of this letter.

14. FINALLY: Should you accept this offer, I would like on behalf of the Council of the Institute of Adult Education to welcome you to our growing academic community and hope that you will find the work both challenging and satisfying.

Yours sincerely,

SECRETARY TO THE COUNCIL

Copy to: The Head,  
Department of .....  
Institute of Adult Education,  
DAR ES SALAAM.

" The Chief Accountant,  
Institute of Adult Education,  
DAR ES SALAAM

1. I, ..... confirm my compliance with the terms of employment as specified above and accept the appointment being offered to me on the terms and conditions of service specified above.
2. For purposes of Para 8 of this letter, my home is .....
3. I shall take up my appointment on .....

Signature .....

Date .....

**Appendix IIA**

**(NON CITIZEN)**

Institute of Adult Education,  
P. O. Box 20679,  
DAR ES SALAAM

Date.....

Ref: No. ....  
.....  
.....  
.....

Dear, .....

**OFFER OF APPOINTMENT ON CONTRACT TERMS**

On behalf of the Council of the Institute of Adult Education I am pleased to offer you the post of ..... with effect from ..... 20..... or as soon as possible thereafter. The following is a brief summary of the Terms and Conditions of Service attached to your post:

1. **TENURE:** Your appointment is on contract terms for 2 years. This period of two years includes 56 days salaried leave taken prior to the day of completion of the contract.
2. **SALARY:** Your salary will be on the scale of Tanzanian Shillings..... the entry point in your case being Tanzanian Shs ..... per annum with effect from the date you take up your appointment. In addition to this you will be paid an expatriate allowance of Tanzanian Shs. .... per annum.
3. **TRAVEL ASSISTANCE:** Will be provided for you, your wife husband and four dependent children under the age of 18 years on appointment and termination of appointment only. Your entitlement is as a general rule depends on your entry salary scale.
- 4 **BAGGAGE:** You will be given a baggage allowance of 300 kgs.



Depending on item 3 above.

5. HOUSING: Will be provided, if available or housing allowance as per Treasury circular TYC/P/10/3/01 OF 2001

6. MEDICAL BENEFITS: Medical attention for you and your family will be provided under the prevailing medical conditions in the country.

7. GRATUITY: A gratuity of 25% of your annual gross salary will be paid to you on satisfactory completion of contract.

8. DUTIES: As ..... you will be responsible to the Head of ..... for the performance of your duties.

9. HOME: For the purpose of passages entitlement, will you please indicate what place should be taken as your home.

10. RESIGNATION: Is by three months notice or a month's salary in lieu of notice. Should you voluntarily terminate your appointment within 6 months after arrival at IAE no return passage and other expenses will be incurred by the Institute.

11. MEDICAL CERTIFICATE: This offer is subject to receipt by the Institute of Adult Education Authorities, of a satisfactory medical report, including a chest X ray report, from a recognized medical practitioner, who should send it direct to the Principal of the Institute of Adult Education P. O. Box 20679, Dar es Salaam.

12. ACCEPTANCE: If you accept this offer will you please sign and return to the Principal a duplicate copy of this letter.

13. FINALLY: Should you accept this offer may I on behalf of the council of the Institute of Adult Education welcome you to our growing academic community and hope that you will find the work both challenging and satisfying.

Yours sincerely

**SECRETARY TO COUNCIL**

Copy to: **Resident Tutor** .....  
Institute of Adult Education

“ **The Chief Accountant**, .....  
Institute of Adult Education

1. I, ..... accept the post of .....  
at the Institute of Adult Education on the Term and Conditions of  
Service summarized in this letter dated .....
2. For the purpose of paragraph 9 of this letter, my home is  
.....
3. I shall take up my appointment on ..... 20 .....

Signature .....

Date .....

**Appendix IIB**

**(CITIZEN)**

Institute of Adult Education,  
P. O. Box 20679,  
DAR ES SALAAM

Date .....

Ref: No. ....  
.....  
.....  
.....

Dear, .....

**RE: OFFER OF APPOINTMENT ON CONTRACT TERMS**

On behalf of the Council of the Institute of Adult Education, I am pleased to offer you the post of ..... with effect from the ..... following is brief summary of the terms and conditions of service attached to your post:

- 1. TENURE:** Your appointment is on contract terms for two/three years. This period of two/three years include salaried 56/84 days leave taken prior to the day of completion of contract.
- 2. SALARY:** Your salary will be in the scale of PTSS/PGSS/POSS ..... per month. PTSS/PGSS/POSS per annum (fixed).
- 3. TRAVEL ASSISTANCE:** Travel assistance shall be provided for you, your wife/Husband and 4 dependent children under the age of 18 years both at engagement and termination of appointment only if recruited outside duty station or transferred to other centres from the engagement station.
- 4. BAGGAGE:** You shall be given a baggage allowance of 3000 kgs. depending on item 3 above.
- 5. HOUSING:** Housing will be provided to you where and when available for which you will be required to pay rent as set out in the

GOVERNMENT DIRECTIVE for those not entitled. For the entitled, they will be paid as stipulated by Government Circulars.

**6. MEDICAL BENEFITS:** The cost of medical attention and care for you and your family, will be that of cost sharing with the Institute of Adult Education.

**7. GRATUITY:** A gratuity of 25% of your annual basic salary will be paid to you on satisfactory completion of your contract

**8. PLACEMENT:** Your station of work shall be .....  
Institute of Adult Education

**9. DUTIES:** For the performance of your duties you will be responsible to the Principal.

**10. RESIGNATION:** Resignation is by three months notice or a month salary in lieu of notice

**11. TERMINATION:** The Institute can terminate the contract by giving three months notice or a month's salary in lieu of notice.

**12. ACCEPTANCE:** If you accept this offer, will you please, sign and return the duplicate of this letter to:-

The Principal  
INSTITUTE OF ADULT EDUCATION  
P. O. Box 20679  
**DAR ES SALAAM**

**13 LASTLY:** Should you accept this offer. I would like, on behalf of the council of the Institute of Adult Education to welcome you to our growing academic community, and assure you that you will find the work both challenging and satisfying.

Your sincerely,  
SECRETARY TO THE COUNCIL  
C .C : **The Chief Accountant**  
Institute of Adult Education  
" **The Head of Department**  
Institute of Adult Education

### Appendix III

**INSTITUTE OF ADULT EDUCATION**  
P. O. BOX 20679 DAR ES SALAAM

Ref. No. ....

Date .....

.....  
.....  
.....

Dear, .....

#### **OFFER OF APPOINTMENT ON TEMPORARY TERMS**

1. I have pleasure in offering you appointment in the Institute of Adult Education on temporary terms for a period of ..... months.
2. The salary attached to your post will be at the basic rate of TShs .....
3. The Institute of Adult Education may terminate your appointment at any time by giving one month's notice in writing or by paying you an amount equal to one months' salary in lieu of the notice
4. Your appointment is subject to termination without notice in the event of insubordination, misconduct or inefficiency
5. You are at liberty to terminate your appointment by giving one month's notice in writing or by paying to the Institute of Adult Education an amount equal to one month's salary in lieu of the notice.
6. Your appointment is subject to the relevant regulations of the Institute of Adult Education Council as supplemented by circular

instruction and as may be amended from time to time. If you accept this offer, please return the duplicate of this letter with your acceptance endorsed thereon in the space provided below.

7. Your appointment will take effect from ..... or the date on which you assume duty. You have been posted to .....  
.....

8. Finally, it's our hope that you will find the job both challenging and satisfying.

Yours sincerely,

SECRETARY TO THE COUNCIL

Copy to: **The Chief Accountant,**  
Institute of Adult Education

**" The Head of Department**  
Institute of Adult Education

I accept your offer of employment on the terms set out in your letter above dated ..... and will take up my appointment on.....

Date .....

Signature .....

## Appendix IV

### NEXT OF KIN FORM (TO BE RENEWED YEARLY)

SURNAME .....

OTHER NAMES .....

APPOINTMENT DATE .....

RELIGIOUS DENOMINATION .....

WITH WHOM 'WILL' SHALL BE DEPOSITED .....

#### PARTICULARS OF NEXT OF KIN

FULL NAME .....

RELATIONSHIP TO OFFICER .....

Particulars of alternative NEXT OF KIN (in case the person named above cannot be traced)

ADDRESS .....

DATE .....

SIGNATURE OF OFFICER .....

#### FILL IN PARTICULARS IN BLOCKLETTERS

**Note:** 1. The information contained in this form is intended to assist the employer to contact close relatives of the officer in case of need.

2. If you are of overseas origin and your next-of-kin has addresses both in Tanzania and overseas, both such addresses should be given.

3. The information should be updated from time to time.

**Appendix V**

**RE: REQUEST FOR MEDICAL EXAMINATION**

**PART A: TO THE MEDICAL OFFICER**

From .....  
.....  
.....

\*Mr./Mrs/Miss .....  
Please examine the above named as to \*her/his fitness for appointment/  
reengagement as a ..... on temporary terms.

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

**PART B: MEDICAL CERTIFICATE**

(To be completed by a Medical Officer)

I have examined the above named and consider that \*she/he is/is  
not physically fit for appointment/re-engagement as above (delete  
as necessary).

Date ..... 20..... Signature .....

Station .....

Designation .....

\* Delete as necessary



**Appendix VI A.**  
**PERSONAL RECORD FORM**

Date .....

1. Surname or Last Name: .....

2. Other Names: .....

Date of Birth: .....

3. Sex: ..... 4. Religion: .....

5. Home District: .....

6. Nationality: ..... \*By Birth/Registration. If acquired by registration, give Reg. No. ....

Date:..... Place: .....

7. \*Wife's/Husband's Full Name: .....

Address: .....

\*delete whichever inapplicable

8. Children:

Name	Sex	Date of Birth	Place of Birth

9. Next of Kin: (a) Name: .....

Address: ..... Relationship: .....

(b) Name: .....

Address: ..... Relationship: .....

(c) Name: .....

Address: ..... Relationship: .....

\*Next of kin people whom you wish to be notified first when death or accident occurs.

10. First Appointment: (a) Designation: .....

b) Terms of Services .....

- (c) Salary Scale..... (d) Salary shs ..... p.a
- (e) Leave Terms .....

- 11. Qualifications: (a) Academic: .....
- (b) Professional: .....
- 12. Training/Courses Attended or Taken:

Name of course	From	To	Place

- 13. Private Examinations Passed/Correspondence Courses:

Examination/course	Date	Qualification


- 14. Previous Service in Other Organizations:

Post Held	Organisation	From	To

- 15. End of Service (Give date, cause and short description leading to end to service):

.....  
.....  
.....

Appendix VI B

	<p><b>INSTITUTE OF ADULT EDUCATION</b></p> <p><b>TANZANIA</b></p> <p><b>PROBATION PERIOD ASSESSMENT FORM</b></p>	<p>Document Owner: HR Department Issue Date: 15/08/2010</p>
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The form must be completed by immediate supervisor of the employee on probation. Comment below on the overall performance of the jobholder throughout the review period, in respect of their key responsibilities, safety, and associated performance indicators.


<b>Name of employee</b>	ID
Department	
Probation/Performance review from:	
From	To
dd/mm/yyyy	dd/mm/yyyy

**KEY ATTRIBUTES**

**PERFORMANCE GRADING**

	Not Full Proficient	Proficient /Good	Outstanding
<p><b>SAFETY ATTITUDE</b> Consider the extent to which your employee’s actions contribute towards safety awareness, safe practices and good office keeping</p>			
<p><b>JOB KNOWLEDGE</b> Consider your employee’s knowledge of principles, methods and procedures necessary to be effective in the execution of his/her job? Consider his/her ability to assimilate tasks</p>			
<p><b>QUALITY OF WORK</b> Consider you employee’s performance on tasks assigned in terms of volume of work generated, sense of urgency shown and his/her productivity</p>			

<p><b>QUALITY OF WORK</b> Does your employee consistently achieve good quality work in accordance with the standards required of the position?</p>			
<p><b>TEAM RELATIONSHIP</b> Is your employee's committed to contributing to the team and willing to help and support members of the team</p>			
<p><b>TIME &amp; ATTENDANCE</b> Consider your employee's record of time and attendance. Does he/she turn up for work on time and/or gain prior approval for absences?</p>			
<p><b>Dependability</b> Consider your employee's approach to assigned work. Can he/she be depended upon to carry out routine tasks without constant reminder?</p>			
<p><b>Reliability</b> Consider your employee's ability to impart reliable information on time. Can he/she be relied upon to check facts before committing himself/herself</p>			
<p><b>EFFORT AND ENTHUSIASM</b> Regardless of his/her capabilities, consider your employee's desire to learn and assimilate new tasks</p>			
<p><b>Motivation</b> Consider your employee's motivation; ability to get things done and his willingness to take responsibility without constant supervision.</p>			
<p><b>Flexibility</b> Has your employee the ability and willingness to adapt to changing circumstances? Is he/she objective and open minded to alternatives</p>			

	<p><b>INSTITUTE OF ADULT EDUCATION</b></p> <p><b>TANZANIA</b></p> <p>PROBATION PERIOD ASSESSMENT FORM</p>	<p>Document Owner: HR Department Issue Date: 15/08/2010</p>
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General comments by the supervisor.

Having conducted the above review I have rated the above jobholder at the following level of performance in line with how he/she has been performing. (Please tick)

Not fully proficient

Proficient /Good

Outstanding

Comments on Probation:

Successfully completed

Probation extended  
(Specify please)

APPROVING LEVEL	NAME	SIGNATURE	DATE
Employee			
Supervisor			
Department Head			
HR Head			
Deputy Director(PFA)/ARC			

**Appendix VII**

**LETTER OF PROMOTION**

Office of the Principal,  
DAR ES SALAAM

Date .....

Ref. No. ....

Mr. ....  
.....  
.....  
.....

**LETTER OF PROMOTION**

I am pleased to inform you on behalf of the Council that, at its meeting held on..... the IAE Appointments Committee approved your promotion on-trial to the post of ..... with effect from..... The post carries the salary scale.....i.e. .... and you will enter this scale at Shs.....per annum rising by annual increment to Shs..... per annum.

You will be on trial for six months, exclusive of any period of leave. It should be clearly understood that in the event of your failing to prove suitable for substantive promotion during the trial period, you will be liable to be restored, subject to the approval of the Council, to the post in which you were serving prior to your promotion.

Your other terms and conditions of service will remain unchanged. I shall be glad to receive your written acceptance of promotion on the foregoing terms.

I take this opportunity to congratulate you on your well-earned promotion.

Yours faithfully,

Principal/SECRETARY  
For: **CHAIRMAN, COUNCIL**  
INSTITUTE OF ADULT EDUCATION

**Appendix VIII**

TFN 832

**INSTITUTE OF ADULT EDUCATION**

**OPEN PERFORMANCE REVIEW AND APPRAISAL FORM**

(To be filled in Double)

From: July ..... to June .....

This Form replaces all other appraisal forms in the Public Service Institutions. It is intended to meet the requirements of the performance management system and development process.

**NOTES ON HOW TO FILL THIS FORM:**

1. This Form must be filled by all employees at Institute of Adult Education. Once fully completed, the forms should be sent to the Head of Department Human Resource.
2. Where appropriate, each box shall carry only one letter or figure. Letters to be in capitals.
3. Personal/Agreed objectives are derived from the IAE work plan (Strategic plan, Annual operating plans or Action plans) and are expected to be implemented in the current year.
4. Sections 2, 3 and 4 of this Form shall be filled by the Appraisee in consultation with the Supervisor and sections 5-6 in the presence of a third party if necessary.
5. Please note that appraisals that are rated as 1 are the best performers and appraisals rated as 5 are the worst performers. These should be brought to the attention of top management and usually to the attention of the Chief Executive Officer of their respective Organisation.

**SECTION 1: PERSONAL INFORMATION**

Check Number

Present Station

Name in Full  Surname  First name  Middle name

M	F
Gender	

Academic Qualification

Duty Post

Date of First Appointment

D D M M Y Y Y Y

Date of Appointment to present post

D D M M Y Y Y Y

Salary Scale

Period served under Present Supervisor

No. of Months

Date of Birth

D D M M Y Y Y Y

Terms of Service

DD= Day, MM= Month, YYYY= Year, F= Female, Male= Male



**SECTION 2: PERFORMANCE AGREEMENT**

*To be filled by the Appraisee in consultation with the Supervisor*

2.1 S/N	2.2 Agreed Objectives	2.3 Agreed Performance Targets	2.4 Agreed Performance Criteria	2.5 Agreed Resources

2.6 Appraisee

2.7 Supervisor

.....  
Name (in capital letters)

.....  
Signed

.....  
Name (in capital letters)

.....  
Signed

Date .....

Date .....

**SECTION 3: MID-YEAR REVIEW (DECEMBER .....)**  
*To be filled by the Appraisee in Consultation with the Supervisor*

3.1 S/N	3.2 Agreed Objectives (As per Section 2)	3.3 Progress Towards Target	3.4 Factors Affecting Performance

**SECTION 4: REVISED OBJECTIVES (if any)**

4.1 S/N	4.2 Agreed Revised Objective(s)	4.3 Agreed Performance Targets	4.4 Agreed Performance Criteria	4.5 Agreed Resources

4.6 Appraisee

4.7 Supervisor

.....  
Name (in capital letters)

.....  
Signed

.....  
Name (in capital letters)

.....  
Signed

Date.....

Date.....

**SECTION 5: ANNUAL PERFORMANCE REVIEW & APPRAISAL (JUNE .....**)  
*To be filled by the Appraisee and the Supervisor*

5.1 S/N	5.2 Agreed Objective(s)	5.3 Progress made	5.4 Rated Mark		
			App-raisee	Super-visor	Agreed Mark
<b>Overall Performance Mark:</b> <i>This should reflect the overall performance and achievement of agreed objectives in Section 5.</i>					

**Rating:**

- 1 = Outstanding performance      2 = Performance above average      3 = Average performance  
 4 = Poor performance                5 = Very poor performance

**SECTION 6: ATTRIBUTES OF GOOD PERFORMANCE**

*To be filled by the Appraisee and the Supervisor*

6.1 S/N	6.2 MAIN FACTORS	6.3 QUALITY ATTRIBUTE	6.4 RATED MARK		
			Appraisee	Supervisor	Agreed Mark
1	WORKING RELATIONSHIPS	Ability to work in team			
		Ability to get on with other staff			
		Ability to gain respect from others			
2	COMMUNICATION AND LISTENING	Ability to express in writing			
		Ability to express orally			
		Ability to listen and comprehend			
3	MANAGEMENT AND LEADERSHIP	Ability to train and develop subordinates			
		Ability to plan and organize			
		Ability to lead, motivate and resolve conflicts			
4	PERFORMANCE IN TERMS OF QUALITY	Ability to initiate and innovate			
		Ability to deliver accurate and high quality output timely			
		Ability for resilience and persistence			
5	PERFORMANCE IN TERMS OF QUANTITY	Ability to meet demand			
		Ability to handle extra work			
6	RESPONSIBILITY AND JUDGEMENT	Ability to accept and fulfil responsibility			
		Ability to make right decisions			
7	CUSTOMER FOCUS	Ability to respond well to the customer			
8	LOYALTY	Ability to demonstrate follower ship skills			
		Ability to provide ongoing support to supervisor(s)			
		Ability to comply with lawful instructions of supervisors			
9	INTEGRITY	Ability to devote working time exclusively to work related duties			
		Ability to provide quality services without need for any inducements			
		Ability to apply knowledge abilities to benefit Government and not for personal gains			
<b>Overall Performance Section 6</b>					

**Rating:**

- 1 = Outstanding performance      2 = Performance above average      3 = Average performance  
 4 = Poor performance                5 = Very poor performance

**SECTION 7: OVERALL PERFORMANCE (AVERAGE OF SECTIONS 5 & 6)**

COMMENTS BY APPRAISEE (if any):

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\_\_\_\_\_  
Name of Appraisee

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

COMMENTS BY OBSERVER (if any):

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\_\_\_\_\_  
Name of Observer

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

COMMENTS BY SUPERVISOR (if any):

---

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\_\_\_\_\_  
Name of Supervisor

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**SECTION 8: EMPLOYEE REWARDS/DEVELOPMENTAL MEASURES/SANCTIONS**

The supervisor will recommend the most appropriate reward, developmental measures or sanctions against the appraisee in accordance to the level of agreed performance targets.

## Appendix IX

### AGREEMENT FOR AN ADVANCE FOR THE PURCHASE OF SPECIFIC ITEMS AND VEHICLE REPAIRS

AGREEMENT made this ..... day of .....  
20..... between (NAME) .....

Designation..... (hereinafter  
called the "Purchaser") of the one part and the Institute of Adult  
Education (hereinafter called the IAE) of the other, whereby it is  
agreed as follows:

1. The purchaser agrees to purchase outright a\* pedal cycle/  
refrigerator/cooker of a value not less than the amount to be  
advanced by IAE.
2. The IAE agrees to advance the purchaser a sum not exceeding  
TShs ..... the receipt of which the purchaser  
hereby acknowledges.
3. The purchaser agrees:
  - (a) To repay the sum advanced by ..... approximately  
equal monthly instalments to be deducted each month from  
his salary.
  - (b) Not to sell, transfer or dispose in any way of his property  
in the said \*pedal cycle/refrigerator/cooker/or (with the  
exception of the latter) to remove it from Tanzania, without  
the written permission of the Principal, until the whole of the  
sum advanced has been repaid.
  - (c) That if he shall die or leave the service of IAE before the sum  
advanced by the IAE is repaid in full, then and in that case the  
whole of the balance of the said sum shall be deducted from  
the employee's terminal benefits.

Witness our hands the day and year above written:

SIGNED by the said .....

In the presence of:

Signature of witness: .....

Address: .....



## Appendix X

### ADVANCE FOR A PURCHASE OF SPECIFIC ITEMS

To: The Principal,  
Institute of Adult Education  
DAR ES SALAAM

u.f.s. ....

u.f.s. ....

.....

#### PART A: PERSONAL DETAILS

Full Name .....

Designation .....

Department/Division.....

station.....

Salary: Scale ..... Present gross salary Shs: .....

..... per annum

Terms of service \*confirmed/probation.

#### IMPORTANT

Advances will only be granted subject to the following conditions, and successful applicants will be required to complete a valid agreement giving effect thereto prior to actual payment of the advance.

1. The \*pedal cycle/refrigerator/cooker must be purchased outright and any difference between the actual purchase price and the amount of the advance must be paid from the applicants own resources.
2. Unless and until the whole of the sum advanced is repaid the \*pedal cycle/refrigerator/cooker/may not be sold or transferred,

or with the exception of the latter, removed outside Tanzania without the previous permission of the Principal recorded in writing.

3. If this application is approved, the advance will normally be paid direct to the seller, but applicants who desire payment by any other means should state full reasons thereof.
4. An agreement in the form of Appendix/IAE/form 14 to these Regulations shall be entered between the "purchaser" and Institute of Adult Education before the advance is paid.

**PART B: APPLICATION**

I hereby apply for an advance of Shs ..... for the purchase of a \*new/second-hand \*pedal cycle/refrigerator/cooker. Make..... Type..... model ..... Size ..... etc ..... From (name of seller) ..... Of (address of seller) ..... and attach hereto Proforma Invoice from the above-named seller.

I wish to repay this advance in..... approximately equal monthly instalments to be deducted from salary payable for the month of.....20.....

**I CERTIFY THAT THE PARTICULARS STATED HEREIN ARE CORRECT IN EVERY DETAIL**

Date.....20..... Signed .....

**PART C: RECOMMENDATION**

To the best of my knowledge and belief:

- (a) That above particulars are correct

- (b) The applicant has no other outstanding advances
- (c) The applicant will/will not be able to afford repayment of both instalments of the loan, and running and maintenance costs
- (d) Additional comments, if any .....

I RECOMMEND/DONOT RECOMMEND that the above application should be approved.

Date ..... 20..... Signed .....

Designation .....

\*Delete as necessary

**PART D: DECISION**

The advance is approved/not approved.

Repayment period ..... months commencing in the month of ..... 20 .....

Additional comments or instructions .....

Date ..... 20 ..... Signed .....

**Appendix XI**

**APPLICATION FOR RESIDENTIAL HOUSE**

The Principal  
Institute of Adult Education  
P. O. Box 20679  
Dar es Salaam

**APPLICATION FOR RESIDENTIAL HOUSE**

Name: .....

Family status: married/single/divorced .....

Number of children and their age

1. .... Age .....

2. .... Age .....

3. .... Age .....

4. .... Age .....

Salary scale ..... entitled/eligible station .....

Signature .....

## Appendix XIA

### ALLOCATION OF RESIDENTIAL HOUSE

**Note:** This form must be completed in Block Capitals or Typescript in duplicate and submitted to the Principal. One copy to be returned to the applicant as a reference and acknowledgement of reacceptance.

1. Full name .....
- Date of appointment .....
2. Length of service with the Institute of Adult Education .....
3. Marital status .....
4. Number and age of children .....

No.	Name	Date of Birth	Age	Sex	Remarks

5. Salary (PA) and salary scale .....
6. Signature .....

**Appendix XIB**

**ACCEPTANCE OF RESIDENTIAL HOUSE**

The Secretary,  
Housing Committee,  
Institute of Adult Education,  
P. O. Box 20679,  
DAR ES SALAAM

**Re: ALLOCATION OF HOUSE ON PLOT NO .....**

**AREA .....**

I acknowledge receipt of your letter of offer Ref. No: .....  
..... dated .....

I have carefully read the letter and conditions of tenancy therein. I  
accept/do not accept the offer.

Name .....

Signature .....

Date .....

**Appendix XII**  
**INVENTORY FORM**

LOCATION: HOUSE/PLOT NO. ....

AREA: .....

ITEM (Description)	QUANTITY	IDENTIFICATION		COST PARTICULARS	CONDITION
		Office Code Number	Maker's Serial Number		

OFFICIAL STAMP

Signature of Issuing Officer ..... Date .....

Signature of Occupant ..... Date .....

## Appendix XIII

### BONDING AGREEMENT

THIS AGREEMENT is made on the ..... day of .....  
..... BETWEEN INSTITUTE OF ADULT EDUCATION  
Tanzania an Institute established by the Act, No. 12 of 1975 (hereinafter  
called INSTITUTE OF ADULT EDUCATION) on one part and .....  
..... of the Institute of Adult Education headquarters  
hereafter ..... refer to an employee on the other  
part.

WHEREAS the Employee is in the employment of the Institute of  
Adult Education AND WHEREAS the employee has been selected  
to attend a training course at ..... (hereinafter  
called "the institution wholly/partly" at the expense of the Institute  
of Adult Education.

IT IS HEREBY AGREED as follows:

1. In consideration of the payment by the Institute of Adult Education  
of the whole/part\* of the expenses of the course the employee  
undertakes:
  - (i) To pursue and complete the course in accordance with the  
directions contained herein and in accordance with any  
other such directions as may be given to him/her\* by the  
Institute
  - (ii) To proceed as and when directed by the Institute of Adult  
Education to the Institute.
  - (iii) To begin his/her\* training at such time the institution may  
appoint and to pursue and continue diligently with such  
training until the completion of the course unless he/she  
is prevented from doing so by sickness not self-induced by  
his/her\* conduct.
  - (iv) To comply with all the rules or any directions which may  
be given to him/her\* by the Authorities of the institution  
concerning residence therein.
  - (v) To devote his/her\* full time and attention to follow the  
course of training.



- (vi) At all times to comply with rules and directions regarding conduct and discipline of the institution.
  - (vii) One in every 12 months to write to the Institute of Adult Education, keep the Institute of Adult Education advised of his/her\* progress and at least one month before the completion of the training to inform the Institute of Adult Education in writing of the expected date of such completion. However, the Institute of Adult Education shall have the right to demand the employee's progress report from the respective Institute.
  - (viii) To sit for and pass any prescribed examination or group of examinations within the time fixed by the Authorities of the Institution or by the Institute of Adult Education unless he/she\* is prevented from so doing by sickness proved by a certificate from a medical practitioner or by other circumstances beyond his/her\* control.
  - (ix) To complete the course without interruption in a satisfactory manner and to fulfil all the conditions under which he/she\* was selected to attend the course.
2. Immediately after the conclusion of the course or at such other times as the Institute of Adult Education may direct, the employee shall leave the institute and report to the office of the Institute of Adult Education.

OR

3. On the successful completion of the course, the employee undertakes to continue to serve the Institute of Adult Education for a period of ..... years from the date he/she\* reports for duty after the course in such capacity at such salary and subject to such terms and conditions as the Institute of Adult Education may in its absolute discretion determine, provided that the Institute of Adult Education shall be entitled to terminate his/her\* employment by giving him/her\* one month's notice or payment of one month's salary in lieu of such notice and any other emoluments required by law.

4. If the employee fails and/or neglect:
  - (a) To pursue or complete the course diligently.
  - (b) To comply with all the rules of and direction whatsoever give by the institution.
  - (c) To comply with any directions given by the institution, the Institute of Adult Education may discontinue the arrangement for the course and thereupon the employee shall be liable to pay the Institute of Adult Education total cost incurred until then in his/her\* respect in connection with the said course. The Institute of Adult Education shall be the sole judge of whether the employee is diligently pursuing the course or not.
5. (a) If the employee fails to enter into a contract of employment as provided in paragraph 4 above, besides other damages, he/she\* shall be liable to repay to the Institute of Adult Education the whole of the cost of his/her\*/training immediately.
  - (b) If having successfully completed the course the employee wrongfully terminates his/her\* contract of employment with the Institute of Adult Education besides other damages, he/she\* shall be liable to repay to the Institute of Adult Education an amount equivalent to the whole of the cost of his/her\* training spread over the period of ..... years with a prorate reduction as to the period of the contract already served by the employee after the date of resumption of duties upon the successful completion of the course.
6. While the employee is receiving the training, the Institute of Adult Education shall continue to pay the employee his/her\* salary and formal incremental progressing shall not normally be affected by this training, provided that a certain percentage, to be determined from time to time by Treasury Registrar, shall be abated from the Employee's salary towards the cost of such training.

OR

The Institute of Adult Education shall pay to the employee during the time that he/she\* is attending the course at the Institution an allowance of ..... per month.

7. During the period of the training and service with the Institute of Adult Education the employee will contribute all his/her\* efforts, knowledge and skill to the maximum of his/her\* ability to the benefit of the Institute of Adult Education.

IN WITNESS WHEREOF the parties hereto have set their hands/ the day and/ year first above written.

SIGNED BY.....}

For and on behalf of the said employer in the presence of}

Signature .....

Postal Address .....

Qualification .....

## Appendix XIVA

### LEAVE APPLICATION FORM

(To be completed in duplicate and submitted to the Head Personnel Dept./Deputy Principal - Planning, Finance & Administration/ Deputy Principal-Academic, Research & Consultancy or Principal)

#### PART A: PERSONAL PARTICULARS

(To be completed by Applicant)

1. Name in full .....
2. Designation .....
3. Serving year .....
4. I hereby apply for ..... days leave to commence on ..... and terminate on ..... 20.....
5. I wish to travel to ..... I am entitled to first/second/third\* class travel and my place of domicile is .....
6. My spouse and ..... children, whose details are given below will accompany me/travel separately by road/rail.

Name of child	Date of Birth	Name of Child	Date of Birth

7. My salary is Tshs: ..... per annum in scale ..... and

I wish my leave salary to be paid:

- (a) To me personally by cheque/cash
- (b) To be credited to my account with ..... at .....
- (c) In advance prior to my departure on leave as my destination is far from the nearest Bank

8. My leave address will be .....

Date: ..... Signature of Applicant: .....

**PART B: LEAVE PARTICULARS**

(To be completed by Supervisor)

9. I recommend this application with/without/free transport\* and certify that:

(a) Date of departure on last leave was .....

(b) Applicant was granted/not granted free transport in respect of leave taken from ..... to .....

(c) Applicant was granted ..... days leave in respect of this period.

10. This years' leave will therefore expire on .....

11. I do/do not\* recommend this leave for the following reasons: .....

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

**PART C: FOR HEADQUARTERS USE**

I do/do not approve this leave.

Remarks .....

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

Principal

**Note:** 1. Leave may be taken every year.

2. There will be no payment of any annual cash allowance to

meet leave travel expenses

3. An employee will be granted ONCE in each period of TWO YEARS free transport by rail/motor/steamer service - for himself, wife and up to four dependant children from his station of posting to his place of domicile in Tanzania.

ENDORSED BY THE PRINCIPAL AND HEAD OF DEPARTMENT

.....

.....

Date: .....

Date: .....

APPROVED BY CHIEF ACCOUNTANT

..... Date .....

## Appendix XIVB

### REGULATIONS GOVERNING SABBATICAL LEAVE

1. All candidates eligible for sabbatical must be approved by the Principal. For eligibility a member must have completed at least four years since he/she obtained his/he Ph.D. or equivalent. All academic staff eligible for sabbatical leave must be approved by the Academic Committee of the Institutes Council.
2. Departments which have more than one candidate eligible for a sabbatical leave will determine the order in which such candidates can take their sabbaticals. Under no circumstance should teaching be allowed to suffer as a result of these arrangements
3. Individuals will be required to present satisfactory study/work programmes to their Departments before the Academic Committee can be requested to approve.
4. As far as possible sabbaticals shall be taken at a time most suitable for the candidates.
5. For purposes of financial arrangements, each case will be treated according to the conditions of the programme, e.g. where the member will receive full pay from a donor, that member will be regarded to be on study leave. Where no donor has made any substantial and adequate arrangements, the member will receive his full pay from Institute on the following conditions:
  - (a) For sabbaticals which do not exceed 12 months, the member will receive 100% of their pay.
  - (b) Where Sabbatical exceeds 12 months the rate of pay will be 90% i.e. there will be a deduction of 10%.
6. Where a sabbatical involves substantial financial need for research funds, the member of staff concerned will apply to the Principal for such funds.
7. Priority will be given to candidates planning their sabbaticals within the country.

**NOTE:** Since some individuals do take a year off on further

training or “fellowship” or “special assignments” or secondment in Government or “other organization” it will be necessary to consider such experience substitute for a sabbatical. Exceptions will be made where a Department does not have other members due for a sabbatical and have not had the opportunity for the other types of time - off.



**Appendix XV**

**CERTIFICATE OF SERVICE**

Name of officer .....

Rank/Position .....

Salary and Salary Scale .....

Period of Service .....

Date of Commencement of Engagement .....

Date of Termination of Service .....

Cause of Termination of Engagement .....

.....

.....

Ability and Efficiency .....

.....

General Conduct .....

.....

SIGNED BY .....}

The said employee in the presence of:

Signature .....

Postal Address .....

Qualification .....

**Appendix XVI**

**ACTING ALLOWANCE**

Ref. No. .... Date .....

The post of Principal; Deputy Principal - Academic, Research & Consultancy; Deputy Principal - Planning, Finance & Administration and Chief Accountant of the Institute of Adult Education shall carry an Acting Allowance.

When the substantive holder of that post is away from his desk for a period in excess of 14 days and an acting officer is appointed to shoulder the full duties and responsibilities of the post, the acting officer shall be paid an acting allowance at the rate of 50%. The difference between his/her substantive salary and that of the post in which he/she so acts, subject to the provision that in no case will the allowance payable exceed one half of the officer's substantive salary.

**Appendix XVIII**

**GRADES OF TRAVEL**

<b>Salary Scales</b>	<b>City &amp; Municipality</b>	<b>District &amp; Regional Level</b>	<b>Other Places</b>
PHTS 18 - 21 PGSS 18 - 21 PTSS 18 - 21	80,000/=	65,000/=	45,000/=
PHTS 6 - 14 PGSS 6 - 14 PTSS 6 - 14	65,000/=	45,000/=	35,500/=
PGSS 1 - 5 PTSS 1 - 5 POSS 1 - 9	45,000/=	30,000/=	25,500/=

**Appendix XVIIB**  
**GRADES OF TRAVEL**

Salary scales	Class of accommodation			Amount of luggage	
	Railways	Road service	Lake or coastal steamers	First appointment, transfer, termination of appointment	Duty, convalescent leave
PTSS/PGSS 18 to 21	1st	Upper	1st	Kgs 3,000	Kgs 100
PTSS/PGSS 6 - 17 and POSS 7 - 9	2nd	Upper	2nd	Kgs 2,000	Kgs 50
PTSS/PGSS 1 - 5 POSS 1 - 9	3rd	Lower	Deck	Kgs 1,000	Kgs 40

