

DAWASA

STAFF REGULATIONS



JULY 2006

TABLE OF CONTENTS

<i>Rule</i>		<i>Page</i>
	PART I:	
1.0	INTRODUCTION	1
1.1	Establishment	1
1.2	Title	1
1.3	Scope and Application	1
1.4	Effective Date	1
1.5	Purpose of Regulations	1
1.6	Interpretation	1
1.7	General Obligation of Employees	3
1.8	Corporate Visions, Mission & Values	4
	1.8.1 Vision	4
	1.8.2 Mission	4
	1.8.3 Values	4
	PART II:	
2.0	EMPLOYMENT	4
2.1	Appointing and Disciplinary Authority	4
2.2	Employment Policy	4
2.3	Types of Appointment	5
	2.3.1 Permanent Employment	5
	2.3.2 Contract Appointment	5
	2.3.3 Temporary Appointment	5
	2.3.4 Acting Appointment	5
	2.3.5 Casual Appointment	5
2.4	Date of Appointment	5
2.5	Medical Examination	6
	2.5.1 Pre- Employment	6
	2.5.2. During Employment	6
	2.5.3 Cost for medical examination	6
2.6	Probation	6
	2.6.1 New Employee	6
	2.6.2 On Promotion	6
2.7	Promotion Policy and Procedure	6
2.8	Employees Performance appraisal	6
	PART III:	
3.0	TERMINATION	7
3.1	Circumstances of Termination	7
3.2	Procedure for Termination of Appointment	7
3.3	Payments on Termination of Employment	7
	PART IV:	
4.0	TRAINING AND DEVELOPMENT	8
4.1	Training Policy	8
4.2	Types of Training	8
4.3	Selection Procedures	9
4.4	Self Development	9

PART V:		
5.0	EMPLOYEE'S BENEFITS	9
5.1	Salary Policy	9
5.2	Criteria of Awarding Salaries	9
5.3	Payment of Salaries	9
5.4	Payment for an Employee on Sick/Convalescent Leave	9
5.5	Corporation Quarters	9
5.6	Parastatal Pension Benefits	9
5.7	Gratuity	10
5.8	Allowances	10
	5.8.1 Acting Allowance	10
	8.5.2 Subsistence Allowance	10
	8.5.3 Subsistence allowance outside Tanzania	10
	5.8.4 Disturbance allowance	10
	5.8.5 Medical Treatment	10
	5.8.6 Safari Imprest	10
	5.8.7 Transport and Travelling On Duty	11
5.9	Leave Travel	11
PART VI:		
6.0	LEAVE	11
6.1	Annual Leave	11
6.2	Maternity Leave	11
6.3	Sick Leave	12
6.4	Convalescent Leave	12
6.5	Compassionate Leave	12
6.6	Leave without Pay	12
6.7	Working Hours for the Operation Department	12
6.8	Overtime	12
PART VII:		
7.0	INDUSTRIAL RELATIONS	13
7.1	Corporate Philosophy	13
7.2	Recognition/Special Award	13
7.3	Retirement Notice	13
7.4	Burial Expense	13
7.5	Certificate of Service	14
7.6	Health and Safety	14
7.7	Insurance Policy	14
	7.7.1 Vehicle Insurance	
	7.7.2 Buildings Insurance	14
	7.7.3 Staff Insurance	14
7.7	Security	14
PART VIII:		
8.0	CODE OF CONDUCT	14
8.1	purposes	14
8.2	Categories of Offences falling under misconduct	14
8.3	Offences falling under Substantial gross misconduct	15
8.4	Penalty for contravening the disciplinary code of conduct	15
8.5	Rules and Procedures in Issuing Disciplinary Measures	15
	8.5.1 Just cause for discipline	15

8.6	Principles to Be Followed	16
8.7	Hearing Procedures	16
8.8	Individual Problems and Grievances	17
8.9	Communication and Coordination	17
	8.9.1 Press Communication	17
	PART IX:	
9.0	TRANSFERABILITY	17
9.1	Transfer and Travel on Duty	17
9.2	Subsistence/disturbance allowance on Transfer	17
9.3	Rates of Subsistence allowance (RSA)	18
	9.3.1 Subsistence Allowance for Urban Centres	18
	9.3.2 Subsistence Allowance for Rural Areas	18
	PART X:	
10.0	MISCELLANEOUS	18
10.1	Protective gear and Clothing	18
10.2	Membership fee with professional bodies	18
10.3	Corporate Car Policy:	18
	10.3.1 Operational Vehicles	18
	10.3.2 Pool Vehicles	18
	10.3.3 Operational Motorcycles and Tuk-tuk	18
	10.3.4 General Rules governing Driving of Corporation's car	18

PART I:

1.0 INTRODUCTION

1.1 Establishment

DAWASCO was established by Government Order through the Government gazette No 139 of 05

1.2 Title

This Manual is to be cited as the DAWASCO – Staff Regulations.

1.3 Scope and Application

These Regulations shall apply to all employees of the Corporation who are on permanent terms of service. The terms and conditions of service for other categories of employees such as contracted and temporary employees shall specifically be determined and set out in their letters of appointment.

1.3.1 These Staff Regulations are issued with the approval and consent of the Board of Directors.

1.3.2 Notwithstanding the generality of the foregoing the Board shall have the power to review and amend any regulation as the need arises and the same shall be issued by Chief Executive Officer in the form of circulars.

1.3.3 Where any provision of these regulations may be interpreted to convey a meaning contrary to any written law or Government circulars, such written law or Government circulars shall prevail.

1.3.4 In the day-to-day administration, the responsibility for interpreting these Regulations will rest upon the Chief Executive Officer as advised by the Chief Human Resources Officer. The CEO shall be the final arbitrator in any dispute regarding the interpretations of these Regulations.

1.3.5 This manual is available to all employees and they should feel free to consult their respective heads on any aspect of the terms and conditions of service which might not be understood.

1.4 Effective Date

1.4.1 These Regulations shall come into force on 01/07/06 as approved by the DAWASCO's Board, but notwithstanding the generality of the foregoing subparagraphs:

1.4.2 The Provisions relating to Parastatal Pension scheme shall be deemed to have come into force on the 1st July 1978.

1.4.3 The Salary Scales attached to these Regulations shall come into force as will be announced by the Board from time to time.

1.4.4 The terms and conditions of service applicable to employees transferred from City Water shall not be less favourable than those which were applicable to them immediately prior to transfer. For the purposes of determining any right to gratuity or other superannuation benefits, employee's service with City Water prior to their transfer to DAWASCO shall be regarded as continuous.

1.5 Purpose of Regulations

The purpose of this manual is to provide terms and conditions of service, and to guide employees to be aware of what is expected of them.

1.6 Interpretations

In these Regulations, unless the context otherwise requires, the terms or words used shall be understood as follows:

“**Acting Allowance**” means an allowance payable to an employee who is appointed to act in a higher position.

“Acting Appointment” means the appointment of a serving employee to a higher position either for administrative convenience or with a view to confirmation.

“Appointing Authority” means the Minister, the Board, and Appointment Committee.

“Approved Medical Officer,” means a Medical Practitioner duly registered according to written law and approved by DAWASCO.

“Board” means the Board of Directors of DAWASCO

“Bonus” means extra payment payable to an employee from time to time in the event the Company attains and surpasses targets set by management.

“Casual Staff” means staff who are engaged on a day to day, or part thereof basis. Their engagement is terminable at the end of each day or part thereof and they are not entitled to vacations, gratuity, and other medical benefits

“Chairman” means the Chairman of the Board of Directors and includes the Vice-Chairman and any other person presiding at any meetings.

“Chief Executive Officer” means the Chief Executive Officer of DAWASCO appointed by the Minister responsible for water at the time and authorised to act in such a capacity.

“Child” means an unmarried person, legally adopted person or person of a deceased near relative who is below 18 years and who is wholly maintained by the employee. Where-as the dependant is above 18 years of age but not more than 22 years he/she should be a pupil at a primary or secondary school. Also it includes a person of any age who because of infirmity is unable to earn a living and is therefore wholly maintained by the employee

“Compulsory retirement age” means 60 years.

“Confidential matter” means any matter that is being handled by confidential employee.

“Contract Staff” means staff who is employed pursuant to a specific period of time with specific terms of service between the person and DAWASCO.

“DAWASCO” means Dar es Salaam Water and Sewerage Corporation as per Government Notice No 139 of 2005.

“Dependant” means a Child of an employee, step children, legally adopted or children of a deceased near relative, wholly maintained by the employee.

“Employee” means any person under the contract of employment with DAWASCO whether on probationary, secondment, permanent or on contract terms, but it does not include casual staff.

“Employer” means DAWASCO.

“Family” means the employee’s spouse and dependants.

“Grievance” means any employment related matter which an employee feels is unfair other than a claim for changes in wage or conditions of employment or an appeal against disciplinary action.

“Management” means the Chief Executive Officer or any other person or body dully appointed to act or carry out managerial functions on his behalf in accordance with the Schedule of Delegated Authority as approved by the Board of Directors.

“Masculine” in these regulations the masculine also denotes the feminine

“Medical Board” means a group of medical practioners appointed by the Ministry of Health

“Overtime” means pre-authorised time worked in the excess of the employee’s scheduled normal daily, weekly or monthly working hours, and it is calculated on employee’s basic rate of pay.

“Minister” Minister for Water & Livestock Development.

“Near relative” means a biological related member of an employee’s family and it includes spouse, children, father, mother, and father/mother in law, brother or sister of the employee.

“Place of Domicile” means a place in Tanzania where one was born or chooses as a permanent place to live and has been recognized by DAWASACO

“Promotion” means appointment of an officer to a higher grade or position.

“Regulations” means these staff regulations and any amendments as may be made and approved by the Board.

“Records” means reports, letters, memorandum, cable, charts, maps, photographs or any documentary materials that have been made or received by DAWASACO.

“Temporary Employee” means a person who is engaged for a period not exceeding six months.

“Trainee” means a person who has been sponsored by the Corporation to follow a course of study at an institution within or outside the Corporation.

“Transfer” means the appointment of an employee to a different position with no alteration in salary or salary scale and also includes movement of an employee from one geographical location to another.

“Salary” means basic payment or remuneration, excluding bonus, commission, overtime, fringe benefits or other fluctuating payments.

“Safari Imprest” means money paid before expenditure has been made to an employee travelling on duty, to enable him to meet all expenses out of his working station and upon return he must account for the monies spent.

“Severance pay” means an amount of at least equal to 7 days basic wage for each completed year of service with the Corporation up to the maximum of ten years.

“Spouse” means the employee’s marital partner as evidenced by proper and or accepted marriage documents.

“The Corporation” means DAWASACO established by Government Order No. 139

“Union” means Trade Union of Industrial and Commercial Workers. (TUICO).

“Union select Committee” means negotiating team approved by general secretary of TUICO which legally represents all field branches in the corporation.

“Written Laws” means all ordinances, Acts, subsidiary legislation, Presidential orders, Acts and any laws indicated in the interpretation and General Clauses, Ordinance (Cap. 1 of the Laws of Tanzania) as amended from time to time.

1.7 General Obligations Of Employees

- 1.7.1 All employees shall be required to record or sign an Attendance Register or any other document or matter in lieu thereof when reporting for duty or leaving place of work.
- 1.7.2 An employee shall work 8 hours per day starting from 8.00 -am to 4.00pm from Monday to Friday and at least a maximum of 45 hours per week.
- 1.7.3 All persons including employees are strictly prohibited to loiter in DAWASACO’s premises after official hours without reasonable cause.
- 1.7.4 DAWASACO expects all of employees to put on good attire and unobjectionable dress. All employees shall observe corporate regulations on decency during working hours.
- 1.7.5 No employee and or direct family members of an employee are allowed to own, or have an interest in, and or trade in water supply.

1.7.6 No employee shall accept any gift of valuable consideration, in whatever form or description, from any person, persons or firm with whom he has been, or may likely to be, dealing with in the course of his duties as an employee of the Corporation.

1.8 Corporate Vision, Mission and Values

1.8.1 Vision

To be the region's leader and fore runner in the provision of Water, Sewerage and Environmental Protections.

1.8.2 Mission

To provide affordable and quality water supply and sewerage services on sustainable basis and in environmentally friendly manner at all times.

1.8.3 Values

1.8.3.1 Customer

We will identify and meet the realistic needs of all our customers.

1.8.3.2 Safety and Health at Work Place

We will strive to ensure a safe and healthy work Environment.

1.8.3.3 Employees Development.

We value the contribution by our employees; we will therefore encourage our employees to develop to their full potential for the benefit of themselves and the corporation.

1.8.3.4 Effective Organisational Re-sourcing

The objective of this manual is to provide the Corporation with guidelines on the required minimum standards for the human resource management function and to ensure organizational effectiveness.

1.8.3.5 Continuous improvement

We strive to be creative and innovative in all our undertakings to ensure continuous learning and improvement.

PART II:

2.0 EMPLOYMENT

2.1 Appointing and Disciplinary authorities

	LEVEL OF EMPLOYEE	AUTHORITY
A	Chief Executive Officer	Ministerial appointment
B	Heads of Departments/ Senior staff	Board of Directors
C	Other staff	Management appointment Committee / CEO

2.2 Employment Policy

With respect to appointments, promotions and transfers, the policy of the Corporation shall be as follows:

- 2.2.1 All appointments, promotions and transfers shall be made by the relevant Appointing Authority.
- 2.2.2 In filling job vacancies, regard shall be made to the highest standards of qualification and technical competence of the applicant.
- 2.2.3 In general, vacancies shall be advertised either internally or externally or both, and the most suitable candidate will be appointed. However, the Management retains the right to use other methods such as promoting a specific employee without advertising the post or

through head hunting, provided it is satisfied that it is in the best interest of the Corporation.

- 2.2.4 Appointments, promotions and transfers shall be planned in order to allow the persons involved a reasonable amount of time to prepare themselves and to ensure the best development of DAWASCO's human resources.
- 2.2.5 An employee shall not be assigned to a position under the jurisdiction of a member of his or her immediate family when the latter, in the normal course of his duties, would be personally involved in the former's assignment of work, wage or salary administration, promotion and discipline.
- 2.2.6 The number of posts will be reviewed by the Board towards the end of each financial year and any changes will be approved thereby for the new financial year. Amendments found to be necessary or desirable during the year will be made only with the approval of the next sitting of the Board.
- 2.2.7 No post shall be filled unless it is budgeted and or funded.
- 2.2.8 No person with a known criminal record or convicted criminal offences or moral turpitude shall be appointed without a written clearance from the Board.
- 2.2.9 All appointments shall be subject to the candidate passing a medical examination carried by an approved medical practitioner. The Corporation shall meet the expenses for such medical examination.

2.3 Types of Appointment

the Corporation will have the following categories of appointments:

2.3.1 Permanent Employees.

- a. This is a category of employees who have been appointed and confirmed in their appointments to serve for an unspecified period by means of an individual contract setting out the nature of the appointment its general terms and the condition of service.
- b. No employee, who has attained the age of fifty years at the date of joining the Corporation shall be eligible to be so appointed unless at such date he has to his credit such public service, which when aggregated with the period for which he would serve as an employee of the Corporation until his retirement upon attaining the age of sixty years, shall not be less than ten years. Public service means employment in the Government Service or Parastatal sector.
- c. Employees appointed on permanent basis are expected that they will remain loyal and serve the Corporation until retirement age.

2.3.2 Contract Appointments.

Comprising of staff engaged for a specific period of time. This would particularly apply where the period will not last longer than 24 or 36 months.

2.3.3 Temporary Appointments.

Comprising all staff engaged on day-to-day, week-to-week or month to month basis for a period not exceeding six months.

2.3.4 Acting Appointments.

These shall be made to fill vacant positions of the Chief Executive Officer, Chief Officers and Managers.

2.3.5 Casual Appointments.

Workers within this category include those engaged and paid on a daily basis.

2.4 Date Of Appointment

The date of first appointment of a newly appointed employee shall be the date on which he assumes duty. If he is required to assume duty at another place from the place of his

appointment, the date of his appointment shall be the date on which he leaves the place of appointment, by the most direct route to the place where he is required to assume duty.

2.5 Medical Examination

2.5.1 Pre-employment

Employees are encouraged at individual level and at any time to undergo medical examination once a year at the cost of the Corporation.

2.5.2 During employment

Employees may at individual level and at any time be required to undergo medical examination once a year.

2.5.3 Cost for Medical Examination

All cost of such medical examination shall be borne by the corporation.

2.6 Probation

2.6.1 New employees:

- i. All appointments to permanent terms on first appointment shall be on probation for a minimum period of six months, upon satisfactory completion the employee shall be confirmed in the appointment. The service of an employee whose probationary period had not been satisfactory, may be extended for a further period not exceeding three months as directed by the appropriate appointing authority or shall be terminated.
- ii. The appointment may be terminated at any time during the probationary period if the employee's performance is unsatisfactory.
- iii. Where the employee's probation of any period is extended or terminated, he/she should be told in writing the reasons thereof.

2.6.2 On promotion

An employee promoted to a higher position shall also undergo a six months probationary period before being confirmed to the higher post. On failure to perform, he shall be demoted to the previous position and revert to previous salary.

2.7 Promotion Policy and Procedure.

2.7.1 One of the strategies of the Corporation is to retain its able people. In order to fulfil this strategy the Corporation shall establish a clear promotion path to all employees which shall be based on ability to perform, experience, long service, however it should be noted that seniority is no guarantee of competence or high salary or post.

2.7.2 An Effective Promotion Policy offers higher morale among workers.

2.7.3 The procedure to be used when promoting people will much be based on periodic evaluation of the employee's performance and vacant or availability of place.

2.8 Employee Performance Appraisal

2.8.1 The Corporation shall use a perfect appraisal system, which is collaborative venture between Management and staff.

2.8.2 The Corporation shall conduct a perfect performance appraisal frequently which will be on going process; this will involve a day to day coaching which is the necessary source of nourishment and growth to employees.

2.8.3 The periodic performance appraisal shall be an open system whereby each Supervisor should make for each of his subordinate and the result of which should be communicated to the subordinate.

2.8.4 The appraisal will focus on

- i) How the Job is going
 - ii) How they are doing
 - iii) What they can develop
 - iv) What can be done to make it happen.
- 2.8.5 Annual performance appraisal reports signed by both parties shall be dully completed and submitted to the Human Resources Department .
- 2.8.5 The Human Resources department shall summarize the major recommendations by heads of departments and submit to appointing authorities which may use such information to effect the followings:-
- i. Promotion or Demotion
 - ii. Training
 - iii. Transfer
 - iv. Annual salary increment

PART III:

3.0 TERMINATION

3.1 Circumstances of Termination

The service of employment may be terminated under the following grounds:

- (i) Upon attaining a compulsory retirement age;
- (ii) On medical grounds, i.e. where the employee has become unable to discharge his duties to an unacceptable standards by reason of any disease, of body or mind. When an employee is to be terminated under this clause the Corporation will rely upon the recommendation of the Medical Board;
- (iii) Upon the employee's position becomes redundant;
- (iv) Upon Appointing Authority finding that the best interest of the Corporation is threatened because of the employee's sustained an unacceptable behaviour including inefficiency which cannot be attributed to failing health or negligence;
- (v) Upon disciplinary action resulting in termination
- (vi) Upon resignation of employee
- (vii) Upon death of an employee.

3.2 Procedures for Termination of Appointment

Procedures for termination of employment shall be governed by the existing Labour Laws or according to the agreed terms of service for Contracted employees

3.3 Payments upon Termination of employment

- 3.3.1 Amount accrued for work done before the termination
- 3.3.2 Any annual leave accrued by an employee for leave that an employee has not taken.
- 3.3.3 Notice pay if notice has been preferred within 24 hrs
- 3.3.4 The Corporation shall pay severance pay on termination if the employee has completed at least 12 months continuous service with the Corporation. However Severance pay shall not apply to an employee terminated on disciplinary ground, or upon employee's own resignation.
Severance pay shall not affect other statutory pay payable to an employee.
- 3.3.5 Transport on termination
The Corporation shall have the discretion to either:-

- i. To provide transport to the employee and his/her family recognized by the Corporation and transportation of personal effect to the maximum of three tones to the place of domicile or;-
- ii. To pay transport charges to the employee, his/her family and cost for transportation of personal effect to the maximum of three tones.

PART IV:

4.0 TRAINING AND DEVELOPMENT

4.1 Training Policy

It is the policy of the Corporation to develop and maintain an effective and well-balanced organisation and management team capable of performing the duties of Corporation properly and thus special consideration is given to training and development of Corporation's staff. The aforesaid policy will broadly be geared to:

- i. Improving and developing the knowledge, skill, and attitudes of serving employees with a view to supplying better or improved services
- ii. Providing rational management and administration strategies, which are favourable to the Corporation and trainees by having each party contributing reasonably to the costs and expenses of the development of individuals.
- iii. To assess and where possible meet the training and development needs and desires of its employees, focuses on the training and development actions which will be of greatest benefit to the corporation.
- iv. To develop general guidelines for organisation and management practices, this will promote the growth and development of employees.
- v. To regularly review the corporate training needs and ensure progress towards meeting such needs.

4.2 Types of training

The types of training offered will be determined on an individual basis and will be selected to primarily meet the needs of the Corporation and where applicable, those of the employees for the enhancement of competences for the Job and carrier development

The following are categories of training to be used by the Corporation

- (i) On Job Training (Coaching)- the Corporation shall recognize training done on the Job by more experienced Supervisors and colleagues at the work place hence management shall continue: to attach staff requiring training to more experienced senior staff for coaching in areas where training gaps has been identified.
- (ii) Job Rotation
 - a) It is considered that job rotation will help staff to acquire a wide experience, management shall move employees from one task to another.
 - b) Job rotation shall be done in consultation with the relevant heads of department and will be approved by the Chief Executive Officer.
 - c) The Corporation shall also encourage inter transfer of staff to functions or offices that require similar skills /knowledge to promote multi-skills.
- (iii) Workshops – this will involve In House courses, Seminars and Workshops, Conferences and meetings. The Corporation shall full sponsor this type of training.
- (iv) External exposure: the Corporation shall arrange visits to other water Organizations to enable staff to share experiences, expertise problems and methods of tackling them with their counterparts outside the Corporation.
- (v) Courses of Instructions

- (vi) Local & Overseas- these are either Part-time or full time lasting not less than nine months. Such training may be taken either locally or outside the country. They will be conducted in Technical Institutions, Business Institutions, Regional Institutions or Universities. Since such type of training is expensive employees who are interested are advised to apply for loan assistance from the Government.

4.3 Selection Procedure for Training

- (i) The Corporation shall carry out Annual Training plan based on Training Needs Analysis.
- (ii) Through the Training Needs Analysis, budget will be prepared and only training with approved Budget will be implemented.

4.4 Self Development

The Corporation encourages self development and training and will assist employees embarking on training education and/or development courses provided that such courses are of direct benefit to the Corporation. The employee needs to seek permission from management prior to signing up for the course, at which stage the level of assistance, if any, to be provided by the corporation will be agreed.

PART V

5.0 EMPLOYEES BENEFITS

5.1 Salary Policy

The Corporation shall maintain a competitive salary structure and benefits based on the **financial ability** of the Corporation.

5.2 Criteria of Awarding Salaries

5.2.1 All jobs in the Corporation shall be graded by means of a systematic job evaluation procedure:

5.2.2 Salary for all employees shall be reviewed on the basis of performance appraisal, the grade of employment and market related factors.

5.2.3 Salary adjustments can be made during the year in the event of promotion, interim increases or other market related factors.

5.3 Payment of Salaries

Salary for employees shall be paid monthly in arrears through their respective bank accounts.

5.4 Payment for an Employee on Sick/Convalescent Leave

An employee proceeding on sick / convalescent leave may, if s/he so wishes, be paid salary on the day he is proceeding on such leave up to the extent of one month's salary.

The continued payment of such sick / convalescent leave shall be governed by labour legislations in force.

5.5 Corporation Quarters

The Corporation shall not provide housing to its staff, salary is inclusive of housing except:-

- (i) Certain employees who by nature of their job require them to work nearby, employees falling in this group will be housed in the corporation's quarters available in such locality.
- (ii) Such allocation will be under the direction of the Corporation Housing Committee and employees provided with quarters shall be required to adhere to such regulations as shall be issued from time to time.

5.6 Parastatal Pension Scheme Benefits

All employees on permanent employment shall on retirement be entitled to pension and life assurance benefits in terms and conditions of the Parastatal Pension Scheme Act No. of 1978.

5.7 Gratuity

Employees on contract shall be eligible for a gratuity of 25% of their total salary paid during their work period or part of their contract, as stated in their Contract of employment.

5.8 Allowances

5.8.1 Acting Allowance

5.8.1.1 The posts defined in Regulation 2.3.4 of part II of these Regulations shall carry acting allowance

5.8.1.2 No acting allowance shall be given for a vacant post.

5.8.1.3 No Acting Allowance will be authorised unless the period for which acting appointment to be given is more than 14 days

5.8.2 Subsistence Allowance

5.8.2.1 Payment of subsistence allowance to defray essential boarding and accommodation to an employee or other person is deemed to be travelling on duty outside his duty station shall be paid at appropriate category.

5.8.2.2 An employee shall be entitled to subsistence allowance as determined by the Board.

5.8.2.3 Hotel bills shall not include costs for beer, wines and spirits and additional meals for guests, except for those officers whose by nature of their duty are authorised by the Board to entertain.

5.8.2.4 The rates of subsistence allowance shall be determined by the Board from time to time.

5.8.2.5 The Corporation shall not be liable to pay subsistence expenses in respect of an employee who is away from his station travelling on leave or upon termination of appointment.

5.8.3 Subsistence Allowance outside Tanzania

Where the employee travelling on duty has his full board and lodging paid for by the host Government or organisation he shall only be entitled to 50% of the allowance as per Treasury Circulars issued from time to time.

5.8.4 Disturbance Allowance

Disturbance Allowance shall be paid to an employee when transferred from one station to another to defray incidental transfer expenses such as for packing breakages, water and power connections at the rate of 1/60 of annual salary

5.8.5 Medical Treatment

5.8.5.1 Medical facilities shall only be provided to an employee, his/her spouse and not more than four dependant children of an employee.

5.8.5.2 An employee, shall be provided with medical treatment at the corporate clinics or be referred to hospitals approved by the Board at the expense of the Corporation.

5.8.5.3 Medical treatment shall also be provided to temporary employee only to himself.

5.8.6 Safari Imprest

5.8.6.1 Safari imprest shall be given to an employee before travel.

5.8.6.2 When an imprest has been given in accordance with the rule, the staff must account for the imprest fully within 14 days from the date of return.

5.8.6.3 An employee who fails to account to the satisfaction of the Chief Executive

Officer on how the imprest was spent shall repay it from his salary.

5.8.6.4 No employee shall be granted an imprest if he has an outstanding Safari Imprest.

5.8.7 Transport and Travelling on Duty

- (i) Except the CEO, Chief Officers and certain categories of employees due to nature of their duty shall be entitled to transport or allowance.
- (ii) No transport allowance other than the above categories of employees shall be provided to employees for coming to and from work.
- (iii) Employees shall only be provided free transport at the expense of the Corporation when travelling on duty out of station, upon retirement, on transfer, upon termination of service by the Corporation.
- (iv) Staff under category (i) above when travelling on duty are entitled to air passage at Economy Class.
- (v) Air passage may also be provided to other staff when travelling on duty, but this will depend on the nature and urgency of the business to be carried on.

5.9 Leave Travel

- 5.9.1 An employee proceeding on leave will be paid an allowance to cover the cost of travelling to and from his place of domicile or to any other place, at the rate of one month salary.
- 5.9.2 Paid fare to and from place of domicile once in every two years
- 5.9.3 Married employees shall enjoy this right irrespective of whether their spouses are employed or not.

PART VI:

6.0 LEAVE

6.1 Annual Leave

- 6.1.1 Every employee shall once in every calendar year be entitled to 28 consecutive days leave in respect of each leave cycle and such leave shall be inclusive of any Public Holiday that may fall within the period of leave.
- 6.1.2 Employees on first appointment shall be required to serve a minimum of 8 months before proceeding on leave.
- 6.1.3 The Chief Executive Officer or his nominee may refuse, vary or cancel leave at any time or may grant them subject to the constraints of the service.
- 6.1.4 Leave must be applied for and approved in advance by completing the official leave forms. Leave will become valid when it had been recommended by the employee's supervisor and authorised by the Head of Department.
- 6.1.5 No employee shall be granted payment in lieu of leave under any circumstances, save on death, retirement, resignation and termination of service with the Corporation.

6.2 Maternity Leave

The following regulations shall apply in respect of maternity leave:-

- 6.2.1 Paid maternity leave of 84 days shall be granted to female employees, except those serving on casual contracts or temporary terms, in respect of whom a medical officer has given a certificate that she is expected to deliver a child.
- 6.2.2 Paid maternity leave shall be granted once in every three years. The three years period is counted from the date of which the employee completed her last, paid maternity leave.

- 6.2.3 If an employee takes paid maternity leave and due to unforeseen circumstances pregnancy is terminated or a child dies within one year after delivery, an employee will be entitled for paid maternity leave irrespective of whether the three year qualification period for subsequent pregnancy has been fulfilled.
- 6.2.4 Lactation period has been allowed to be one hour every working day for three months starting from the first day after maternity leave.
- 6.2.5 Other regulations on maternity leave shall be as provided under the current legislation.
- 6.3 Sick Leave**
 - 6.3.1 An employee shall be entitled to sick leave to at least 126 days. The said leave shall be calculated as follows:-
 - 6.3.1.1 The first 6 months shall be paid full wages/salary
 - 7.3.1.2 The second 6 months shall be paid half salary.
 - 6.3.2. Notwithstanding the provision above the corporation shall not be required to pay an employee the sick leave if:-
 - 6.3.2.1 The employee fails to produce a medical certificate recognized by the corporate.
 - 6.3.2.2 The employee is entitled to be paid sick leave under any law/fund
- 6.4 Convalescent Leave**

On the recommendation of an approved Medical Officer, an employee may be allowed convalescent leave for such period as the approved Medical Officer may recommend.
- 6.5 Compassionate Leave**

An employee may be granted paid compassionate leave up to a maximum of 7 days per incident in the event of :-

 - 6.5.1 The death of a biological related member of the employee's immediate family. For the purpose of this regulation immediate family means Spouse, Father, Mother, Children and mother / father in law of an employee.
 - 6.5.2 If the employee requires more than 7 days she will be required to utilise due after which leave without pay will be considered.
- 6.6 Leave without Pay**
 - 6.6.1 Leave without pay may be granted at the discretion of management to an employee who may wish to attend some exception events such as studying. The granting of leave without pay shall take place only after the employee has exhausted his entitlement of annual leave.
 - 6.6.2 Recommendations for leave without pay must be confirmed by respective heads of departments who will exercise their discretion on the matter, but in any case such leave shall be subject to the approval of CEO.
- 6.7 Working Hours.**
 - 6.7.1 The Corporation operates seven days per week, 24 hours per day. As a result the specific hours of work applicable to an employee may vary from section to section and from time to time.
 - 6.7.2 Sunday and Public holidays are rest days and any employee required to work on these days will be compensated according to the Labour law.
- 6.8 Overtime**
 - 6.8.1 All employees who are eligible for compensation in respect of overtime hours worked above the normal hours of work will be paid overtime.

- 6.8.2 All employees in Senior Cadre and who are called up to work over and above their normal hours of work shall also be eligible for compensation in respect of the extra hours worked.
- 6.8.3 The said compensation can also be made in the form of release from work for an appropriate number of hours or cash payments in lieu of time off.
- 6.8.4 Overtime is subject to management's approval, thus no compensation in respect to overtime can be guaranteed if such overtime was not approved by management.

PART VII

7.0 INDUSTRIAL RELATIONS

7.1 The Corporation's philosophy.

- 7.1.1 It is the corporation's determination to ensure sound and fair Industrial relations through consultations with employees through their Union representatives in all matters affecting them directly or indirectly. However the corporation retains the right to communicate and consult with employees as it deems necessary and appropriate, it will therefore communicate with union when appropriate.
- 7.1.2 Freedom of association is freely guaranteed and accordingly the right of individuals to belong or not to belong to a union or association.
- 7.1.3 Union membership is not to be a condition of employment to any category of staff.
- 7.1.4 Coercion and or intimidation of employees to join, not to join or to withdraw membership from a Union shall not be tolerated.

7.2 Recognition Award / Special Award

An employee may be awarded for outstanding performance, including the detection of crime or apprehending offenders or saving the property of the Corporation from destruction, damage and loss.

7.3 Retirement Notice

The Chief Human Resources Officer shall advise the employee within a period of not less than six months of his retirement date

7.4 Burial Expenses

- 7.4.1 the Corporation shall accept responsibility for cost of burial of an employee who dies, irrespective of his or her denomination, religion equivalent to 400,000.00 (Four hundred thousands) to cover:-
 - i) Coffin
 - ii) Grave
 - iii) Shroud
 - iv) Wreath
 - v) Condolence
- 7.4.2 The corporation shall further bear the cost of transportation of the dead body only of the employee to the place of burial.
- 7.4.3 the Corporation shall also accept responsibility for cost of burial for employee's dependant who dies, irrespective of his or her denomination, religion equivalent to 300,000.00 (three Hundred thousands) to cover:-
 - i) Coffin
 - ii) Grave
 - iii) Shroud
 - iv) Wreath

v) Condolence

7.5 Certificate of Service

7.5.1 DAWASCO shall provide an employee leaving its service, with a Certificate giving an assessment of the employee's general conduct and efficiency.

7.5.2 The Certificate shall be signed in person by the CHRO/CEO

7.5.3 The original Certificate shall be delivered to the employee and a copy shall be retained in the employee's file.

7.5.4 A Certificate of Service may be issued to an apprentice trainee or an employee engaged on a temporary appointment, contract.

7.6 Health and Safety

The Corporation recognises the importance of health, safety and welfare in all aspects of its work. It is therefore the policy of the Corporation to ensure that its work is carried out in accordance with the relevant statutory provisions and that all reasonable practical measures are taken to avoid risk to its Employees and others whom may be affected.

7.7 Insurance Policy

The Corporation shall implement the following Insurance Policy

7.7.1 Insurance of the Corporation Fleet

All Corporation Vehicles and other transportation facilities like motorcycles, TukTuk (three wheelers) shall be comprehensively insured.

7.7.2 Buildings

The Corporation shall full insure all the premises held under lease together with furniture and other property belonging to the Corporation against fire and other risks.

7.7.3 Staff Insurance

- (i) The Corporation shall comply with the workmen's Compensation Ordinance by insuring all the employees against accident and injury whilst on duty.
- (ii) Apart from the compulsory insurance to all employees the Corporation shall furthermore ensure all senior staff against personal accident within 24 hrs under cover of group insurance, this is due to the fact that such category of staff are required to be available 24hrs on call.

7.7 Security

The corporation reserves the right to search an employee and belongings or any vehicle at any time and employees will be obliged at all times to consent for such search.

PART VIII

8.0 CODE OF CONDUCT

8.1 Purpose

The purpose of establishing the Code of Conduct is to ensure smooth running of the corporate operations. The Corporation shall take disciplinary measures against employees who violate these regulations as one way of correcting undesirable behaviours.

It is hereby established that disciplinary offences are of two categories.

- (i) Offences constituting misconduct and
- (ii) Offences constituting gross misconducts

8.2 Categories of offences falling under misconduct

8.2.1 Lateness, absenting from work during working hours, and absence from work without permission.

- 8.2.2 Failure to complete a task.
- 8.2.3 Neglect of duties
- 8.2.4 Failure to comply with instruction given by the employer/Supervisor.
- 8.2.5 Failure to observe any rules in this manual which is considered by management to constitute element of misconduct.

8.3 Offences falling under gross misconduct

- 8.3.1 Wilful damage of corporate property.
- 8.3.2 Negligence to comply with instructions related to safety or welfare.
- 8.3.3 Misappropriation of corporation property including participating in illegal water connection.
- 8.3.5 Insubordination.
- 8.3.6 Committing assaults at the place of work or, committing the same on the Employer or members of an employer's family, or any members of management or of the workforce.
- 8.3.7 Absent from work for four consecutive days without any reasonable cause.
- 8.3.8 Failure to perform one's duties by reason of the use of alcohol or drugs (narcotics)
- 8.3.9 Committing an immoral act at the place of work.
- 8.3.10 Fraudulent and or dishonest behaviour, including un-authorized adjustments
- 8.3.11 Disclosing technical trade or confidential information without authority to the detriment of the Corporate.
- 8.3.12 Any misconduct which contravene the welfare of the Corporation or the Public in general
- 8.3.13 Use of abusive language to another employee or customer.
- 8.3.14 Failure to adhere to these regulations for the interest of the Corporation.

8.4 Penalty for contravening the disciplinary code of conduct.

- 8.4.1 Employees who commit any offences falling under category (i) above shall be given two oral warnings which should be recorded in writing and at least two written warnings for any breach and with summary dismissal effected on a third breach of a similar offence occurring within six months.
- 8.4.2 Employees who commit any of the offences under category (ii) shall be summarily dismissed on the first breach.
- 8.4.3 In issuing disciplinary penalty Management has the discretion of awarding lesser penalty instead.
- 8.4.4 Summary dismissal is the heaviest penalty, therefore management may award any of the following punishment instead.
 - (i) Termination of service and employee will be entitled with certain terminal benefits
 - (ii) Reduction in rank and salary (demotion)
 - (iii) Fines or loss recovery from employee's earnings as compensation for value of any property damaged owing to employee's negligence etc.

8.5 Rules & procedures in instituting disciplinary measures.

8.5.1 Just Cause for Discipline

The corporation believes in the basis of fairness in enforcing Organizational rules, therefore it is imperative for the Management to have a just cause when imposing discipline, in spirit of fairness the following steps shall be observed.

- (i) Adequate warning must have been given.

- (ii) Fair and objective Investigations must be conducted before administering discipline.
- (iii) Interested parties and final decision makers on the matter should be excluded from investigation
- (iv) Investigation must produce substantial evidence of proof of guilt.
- (v) The evidence must be preponderant or conclusive generally.
- (vi) In case of alleged criminal misconduct it must be beyond reasonable doubt.
- (vii) Rules, orders and penalties shall be applied without discrimination, bias, or favour

8.6 Principles to be followed

- 8.6.1 Where investigations have been carried in a manner described above and proceedings are likely to result in institution of disciplinary penalty the employee must be availed with a letter charging him with the offence alleged to have been committed.
- 8.6.2 The letter of accusation shall set out in details the nature of the offence and seek for a written explanation from employee as to why appropriate disciplinary measures should not be levelled against him/her.
- 8.6.3 The letter should also set out the period within which the written explanation sought should be made.

8.7 Hearing Procedures

- 8.7.1 Basing from explanation given by the employee management shall consider all mitigating factors and if satisfied management shall inform the employee in writing and the charges dropped.
- 8.7.2 If however explanation is not satisfactory and management considers that the employee still has a case to answer a formal memorandum shall be prepared and submitted before the appropriate appointing/disciplinary Authority for a full hearing.
- 8.7.2 Depending on the nature of an issue at hand an employee may further be instructed to stop from work but with full salary pay, pending the hearing and final determination of his case.
- 8.7.3 Management shall then set a date, time, and place for hearing.
- 8.7.4 The accused employee shall be given an adequate notice to appear before the appropriate disciplinary body to make his defence. Failure to appear by the employee on the date and time fixed for hearing shall not invalidate the proceedings and shall be taken that he has no defence to make.
- 8.7.5 In the spirit of fairness the accused employee shall be permitted to be accompanied by an employee of his choice during the hearing if he feels necessary.
- 8.7.6 Upon completion of the hearing the appointing and disciplinary authority shall deliberate the matter in the absence of the accused employee and the member of management who instituted the charges and arrive at a decision whether the employee is guilty of the charges and what is the appropriate penalty.
- 8.7.7 The decision of the Appointing and Disciplinary Authority shall be communicated in writing to the accused employee in strict confidence as soon as it applicable and a copy of such judgement shall be given to the head of department.
- 8.7.8 The letter will also direct the CHRO to issue a letter of imposing the appropriate penalty or waiving charges to the accused employee.

8.8 Individual Problems and Grievances

- 8.8.1 A grievance may be raised by an individual employee or by a group of employees who have a common grievance.
- 8.8.2 If an employee has an individual problem or grievance not being a matter of discipline, he should first approach his immediate supervisor.
- 8.8.3 In making such approach, an employee may be (if he wishes) accompanied by a Union representative.
- 8.8.4 The immediate superior will carefully consider the submission made to him and endeavour to settle the matter or indicate what other action he proposes to take.
- 8.8.5 Grievances are to be resolved as soon as possible, but in any event, within five days. However, by mutual consent, these time limits may be extended.
- 8.8.6 If an employee is not satisfied with the decision or action proposed, he may appeal direct to his divisional head or head of department. If the decision of the divisional head or the head of department is not acceptable, the employee may appeal to the Chief Human Resource Officer and if necessary to the Chief Executive Officer.
- 8.8.7 Once the grievance and dispute procedures have been exhausted and the grievance resolved, that grievance may not be raised again in the future.

8.9 Communications and Co-Ordination

8.9.1 Press communication

- 8.9.1.1 Only the Chief Executive officer and any person with the authority of the Chief Executive Officer shall communicate with the Media with regard to any matter concerning DAWASCO.
- 8.9.1.2 The Corporate activities impinge on the interest of several people and institutions to the extent that much of what the Corporation does is newsworthy, therefore any information should be released with a more sense of care.
- 8.9.1.3 Breach of this regulation shall constitute an offence of gross misconduct.

PART IX:

9.0 TRANSFERABILITY

9.1 Transfer and Travel on Duty

- 9.1.1 Since the Corporation operates in Dar es salaam and some parts of Coastal Region an employee may be relocated and transferred from one locality to another when the exigencies of the service demand.
- 9.1.2 All employees shall serve the Corporation at such places as they may from time to time be directed. the Corporation reserves the right to transfer them from one station to another and from one post to another if the requirement of the service so demands.
- 9.1.3 Such transfer may be either on permanent or on temporary basis and in any case the CHRO should be involved from the start..
- 9.1.4 In case an employee is being transferred on a permanent basis the Corporate will provide vehicle to carry personal effects or pay for the actual fare, which will be the cost for the employee and his dependant not exceeding four children and only one spouse.

9.2 Subsistence/disturbance allowance on Transfer

- 9.2.1 Apart from the above the employee will be entitled to disturbance allowance, subsistence allowance for the first 14 days for the employee and his spouse and half of subsistence allowance for each dependant children not exceeding four.

- 9.2.2 Payment of Subsistence allowance shall not apply to an employee staying in a hotel at the corporate expense.
- 9.2.3 The basic aim of the Corporation is to manage the enterprise so that employees will find personal satisfaction while working toward the accomplishment of the corporate objective.
- 9.2.4 It is hereby cautioned that certain allowances are susceptible to abuse and fraud, and the corporation will treat such fraud and abuse as a gross disciplinary offence falling under substantial gross misconduct meriting dismissal and criminal prosecution.

9.3 Rates for subsistence allowance (SA).

These rates are subject to change from time to time by the Board as and when it deems fit.

9.3.1 Rates applicable for Urban Centres

S/N	CATEGORY OF PERSON/STAFF	RATE IN TSHS.
1	CEO & Board Members	150,000.00
2	Chief Offices	100,000.00
3	Managers And Senior Staff	75,000.00
4	Other Staff	60,000.00

9.3.2. Rates applicable for Rural Areas

For rural areas, the applicable rates will be 50% of SA payable for Urban Centres.

PART X:

10.0 MISCELANEOUS

Protective gear and Clothing

- (i) The corporation shall provide protective clothing and equipment to employees whose jobs require them to wear such uniforms and it should be worn all the time during working hours.
- (ii) The careless use, loss or destruction of uniform and equipment issued by the Corporation shall result in disciplinary action, which may include compensating the Corporation for the damage or loss of such item.

10.2 Membership fee with professional bodies

The Corporate shall pay for the membership fee in respect of employee required by law to be registered with professional bodies like the NBAA, NBMM or Engineering Association etc.

10.3 The Corporation Car Policy:

The Corporation shall maintain the following categories of transport

10.3.1 Operational Vehicles.

These are field Vehicles used in the provision of service.

10.3.2 Pool Vehicles

These are used for various errands especially at the Head Office.

10.3.3 Operational Motorcycles and TukTuk (three-wheelers)

These shall be used for both field work and errands.

10.3.4 General Rules Governing Driving of Corporation's Car

Except for an employee employed as driver, no other person may drive DAWASCO's Vehicles unless authorised by the Chief Executive Officer.

Approved by the Board on its meeting held on

Chairperson