



# **HUMAN RESOURCE MANUAL**

**Tanzania Paralegal Network  
(TAPANET)**

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## 1. INTRODUCTION

### Purpose of the Manual

This Human Resource Manual provides guidelines for managing employees and volunteers at the Tanzania Paralegal Network (TAPANET). It aims to ensure consistency, fairness, and compliance with Tanzanian labor laws and supports TAPANET'S mission to coordinate and network all paralegal organizations to fight for and educate people about their constitutional rights.

### About Tanzania Paralegal Network

Tanzania paralegal's Network is a non-governmental organization, it was established in 2010 and its objective is to coordinate and network all paralegal organizations across Tanzania. Our focus is on advocating for human rights, educating citizens on constitutional rights, and providing legal support to communities.

### Vision, Mission, and Core Values

- **Vision:** A society where justice and human rights are accessible to all.
- **Mission:** To empower communities by networking paralegal organizations and promoting legal awareness.
- **Core Values:** Accountability, Transparency, Integrity, Collaboration, and Empowerment.

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## 2. EMPLOYMENT POLICIES

### Equal Opportunity Employment

TAPANET is committed to providing equal employment opportunities regardless of race, gender, religion, disability, or any other status protected by law.

### Recruitment

The following are detailed recruitment guidelines and procedures which shall be followed by TAPANET network shall recruit highly qualified and experienced staffs on competitive basis

- a) The recruitment of staff shall be done through sourcing for professionals outside the network; through promotion of existing staffs or through interdependent transfers.
- b) The Chairman/person and the Chief Executive Officer of the network shall be appointed by the Governing Board

### **Job Applicants Identification and selection**

The following are detailed job applicant's identification and selection guidelines and procedures which shall be followed by TAPANET

In case of a post falling vacant or new post established, the network shall advertise the vacancy in the media for local market stating the following:

Job Title, key duties, and responsibilities of the post (the job description) and background information.

Any requisite academic/professional qualification or area of knowledge desirable for the post

Any previous experience which is considered essential or desirable for the post

Skills, competencies and abilities which are essential or desirable

Application materials required (updated CV and referee names and addresses)

The most suitable candidates will be shortlisted from the applications received and constitute the respective interview panels.

The shortlisted applicants shall be invited to appear before the interview panel, which interview shall put equal emphasis on both intellectual and practical skills evaluations, as the case may be.

In the case of appointing the interviewer panel shall present the interview report to the top management specifying the most suitable candidate (s) for their adoption.

The successful applicant shall then be invited to take vacant posts in writing.

## **Probation**

All contracted employee shall be subjected to a 6 months probationary period. During the probationary assessment period an employee's contract may be terminated by the network with a 30 days payment in lieu of notice equivalent to 30 days salary.

## **Confirmation**

Network shall confirm in writing the employment of all staff who would have successfully concluded their probation

Any such confirmation shall be informed by staff performance appraisals that shall identify the achievement capacity and skills requirements of the respective staff.

In the case of the Chief Executive officer and the management/Technical staff, confirmation of employment shall be done by the executive committee, while in the case of the support staff, their confirmation shall be the done by project I charge.

## **Remuneration**

The network shall offer salaries and other benefits that are sufficient to attract motivate and retain high caliber staff.

Salaries shall be paid in accordance with the terms and conditions specified in the appointment contract and letter appointment of each individual staff.

The staff salaries shall be subject to periodic reviews considering the changing socio-economic factors, the prevailing salary scales for similar staff in organizations and financial resources available within the network.

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## **3. Code of Conduct**

### **Professional Behavior and Ethics**

Employees and volunteers must uphold the highest standards of professionalism, honesty, and integrity in their work.

## **Conflict of Interest**

Employees must disclose any potential conflicts of interest and avoid situations where personal interests conflict with organizational goals.

## **Confidentiality**

Network shall confirm in writing the employment of all staff who would have successfully concluded their probation.

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## **4. WORKPLACE POLICIES**

### **Working Hours and Attendance**

- The minimum working hours shall be 8 each working day excluding the lunch hour 40 hours a week

Office working hours will be:

Monday to Friday:

Morning 8:00 a.m -1:00 p.m

Lunch Break 1:00 p.m-2:00 p.m

Afternoon 2:00 p.m -4.00 p.m

Lateness or early departures is a reason for termination

- Employees must record their attendance daily.

### **Remote Work and Flexibility**

Remote work may be allowed with prior approval from the supervisor.

## **Dress Code**

Employees should dress in professional attire appropriate for their roles.

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## **5. COMPENSATION AND BENEFITS**

### **Salary policies**

Salaries are paid on a monthly basis. Salaries will be paid through the employee's bank account wherever possible and will not be available for cashing before the 25<sup>th</sup> of every month depending on the availability of fund.

### **Social Security Fund Contribution**

TAPANET will contribute to the social security fund scheme for all its one month and above contract/probationary staff whenever possible.

### **Contribution**

#### **By staff**

Each staff shall contribute monthly an amount equal to 10% of such member's monthly gross salary.

#### **By Employer**

The employer will contribute in respect of each eligible staff a monthly amount equal to 10% of such members monthly gross salary.

### **Allowances and Per Diem Policies**

- Staff traveling for work purposes will receive per diem allowances as per TAPANET's policy.

### **Leave Policy**

#### **Annual Leave**

An employee who has completed twelve months continuous services with TAPANET shall be entitled to 28 days leaves inclusive of week-ends or twenty working days with full pay. Annual leave must be taken in the year it is due at time mutually convenient to

both employer and the employee. If an employee refrains from taking leave when it is due and convenient for the employer, such leave will automatically be forfeited unless there is written approval from project in charge to accrue to the following leave cycle.

Leave shall be taken within the 12 months following the anniversary of one's appointment and shall not normally be accumulated.

In the Employment and labour Relation Act of 2004 (employment standards-sub part D) sect. 29 (1) Subject to the provisions of subsection (2), an employee with less than six months shall not be entitled to paid leave under the provision of this part.

(2) Notwithstanding the provision of subsection (1)

- An employee employed on a seasonal basis is entitled to paid leave under the provision of this part;
- An employee with less than six months services and who has worked more than once in a year for the same employer, shall be entitled to paid leave under the provisions of this part if the total period worked for that employer exceeds six months in the that year.

### **Recall from leave**

An employee who is on leave may, if the exigencies of services require be recalled at any time prior to the completion his/her leave. Where this occurs, the remaining leave days will be allowed to be carried over if it cannot be completed after the employee has finished the task he/she has been recalled to undertake.

### **Sick Leave**

An employee or regular appointment including those on probationary and contract terms will be entitled to a maximum of 126 days in any leave circle.

- (a) The first 63 days shall be paid full wages
- (b) and the second 63 days should be paid half wages
- (c) According to the Labour Relations Act of 2004

(d) Where sick leave exceeds two months, annual leave will be forfeited in that year

If the employee does not recover to working strength even after completing the second 3 months sick leave on halfway, and need arises for leave excess of the six months, TAPANET will in consultation with the Medical Doctor put such employee under a disability plan and arranges for the termination of the employee's services on medical ground with benefits.

### **Absence from duty on account of Illness**

TAPANET employee who fails to show up for work after the expiry of his/her annual or sick leave and claims to have visited a clinic or hospital, will required to inform his/her supervisor/project in charge immediately forwarding at the same time, a certificate from medical practitioners stating the nature of the illness and its probable duration.

Unless this procedure is observed, an employee absenting him/herself from work on account of illness will not be paid for the day (s) he/she has been absent, and will be liable for disciplinary action.

### **Absence from duty on Account of a Child's illness**

In general absence from duty of a child's illness will not be accepted. Absence for such reason will be treated as an exception and not a rule.

Where absence from duty on account of a child's illnesses is necessary immediate supervisor acting on his/her direction, must approve. Unless such approval is obtained, an employee absenting himself/herself from work on account of his/her child's illness will not be paid for the day (s) he/she has been absent, or will be liable for disciplinary action.

## **Maternity Leave**

TAPANET recognizes the need for expectant mothers to have adequate rest both before and after delivery. Therefore, accepts a female employee if who a Medical Doctor or Registered Nurse has given a certificate that she is expected to deliver a child will be entitled to maternity leave with pay of 84 days (12 weeks) and 100 days if the employee gives birth to more than one child at the same time in each period of three years which may be taken before and after confinement and delivery. The period of three years shall be determined from the last day of her previous maternity leave

A female employee shall give notice to TAPANET of her confinement and the expected date of confinement at least 3 months before the expected date of birth and that notice shall be supported by medical certificate. The appropriate Maternity leave Application form will be filled immediately the female employee delivers forwarding at the same time a written certificate signed by Medical Officer or a Registered Nurse and Midwife certifying the date of delivery.

Two additional weeks of maternity leave may be requested to take care of prolonged suffering. The granting of this additional extension is not automatic and the decision off the executive director will be final. Hence the, maximum allowed maternity leave is 14 weeks.

An employee shall forfeit the annual leave entitlement for the year shall avail herself of maternity leave; leave benefits however, may be provided. Adequate notice must be given to the supervisor and Project in charge as to when the maternity leave will be taken.

If a female employee has already taken her annual leave when she knows that she is expectant, she will be required to pay for the annual leave taken or shall forfeit her annual leave for the succeeding year.

Maternity leave with full pay may be granted to an employee within the three-year cycle where the first pregnancy has aborted or a child dies immediately or within a year of its birth.

Where a female employee wishes to breastfeed a child or otherwise feed in herself, TAPANET will permit her to do so for an hour once a day during the hours of work for six months after return to work.

### **Paternity Leave**

During any leave circle (36 weeks), an employee shall be entitled to at least 3 days paid paternity leaves if

- a) The leave is taken is taken with 7 days of the birth of a child
- b) The employee is the father of the Child.

### **Compassionate Leave**

Compassionate leave may be given to an employee on the following grounds: -

- a) Sickness of spouse or child or parent of spouse 5 days per annum.
- b) On of the above mentioned leave might be granted as follows
  - Child 14 days per annum
  - Spouse/Parent 14 days per annum
  - Parent of spouse 7 days annum

Any request for compassionate leave shall be made to the Project in charge.

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## **6. PERFORMANCE MANAGEMENT**

### **Performance Appraisal System**

Employees will undergo annual performance reviews to assess achievements and identify growth opportunities.

### **Career Development and Training**

TAPANET will support employees' professional growth through training and development programs.

### **Promotions and Transfers**

Promotions and transfers will be based on merit, organizational needs, and employee performance.

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## **7. EMPLOYEE RELATIONS**

### **Grievance Handling Procedure**

Employees may raise grievances through a formal process outlined in the grievance policy.

### **Disciplinary Actions**

Disciplinary actions will follow due process, including warnings and hearings, as per organizational policy.

### **Termination and Resignation**

Termination or resignation must adhere to the notice periods outlined in employment contracts.

## **8. HEALTH, SAFETY, AND WELL-BEING**

### **Workplace Safety**

TAPANET will ensure a safe and healthy working environment for all staff and volunteers.

### **Mental Health Support**

Employees will have access to mental health resources and counseling support.

### **Health Insurance Coverage**

TAPANET provides health insurance coverage for all permanent staff.

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## **9. ANTI-DISCRIMINATION AND HARASSMENT POLICIES**

### **Zero Tolerance for Harassment and Discrimination**

TAPANET prohibits any form of harassment or discrimination in the workplace.

### **Reporting and Investigation Procedures**

Employees can report incidents anonymously, and all reports will be investigated promptly.

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## **10. USE OF ORGANIZATIONAL RESOURCES**

### **IT and Communication Systems**

Employees must use IT resources responsibly and avoid unauthorized use.

### **Vehicle and Equipment Use**

Organizational vehicles and equipment should only be used for official purposes.

## **Social Media Guidelines**

Employees must represent the organization responsibly on social media platforms.

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## **11. TRAINING AND CAPACITY BUILDING**

### **Orientation for New Employees**

New hires will undergo an induction program to familiarize them with TAPANET's policies and culture.

### **Ongoing Training**

Regular training sessions will be conducted to enhance staff skills and knowledge.

### **External Training Support**

Employees may receive support to attend relevant external training programs.

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## **12. VOLUNTEER AND INTERN MANAGEMENT**

### **Recruitment and Roles**

Volunteers and interns will be recruited based on organizational needs and undergo an onboarding process.

### **Expectations and Evaluation**

Volunteers and interns will be evaluated regularly to ensure alignment with organizational goals.

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## **13. COORDINATION AND NETWORKING POLICIES**

### **Collaboration with Paralegal Organizations**

TAPANET will maintain active partnerships with paralegal organizations to advance its mission.

### **Advocacy and Outreach Programs**

TAPANET will engage in advocacy campaigns to educate communities about their rights.

### **Reporting Standards**

Partner organizations must adhere to standardized reporting procedures.

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## **14. OFFICE MANAGEMENT**

### **Communication**

The system of communication within and out of TAPANET, filing of documents and the use of, e- mails and telephone shall be as follow:

In as much as possible internal communication shall be verbal, through Memos or E-mail and where the issues discussed are of significance for the institutional memory of the project this should be documented in the form of minutes reports.

### **Meetings**

There shall be weekly meetings as a way of improving monitoring of TAPANET activities. These meetings should also make it easy to monitor and ensure adherence to set objectives and work plan. The Project in charge or Accountant in the absence of the Project in Charge shall chair all staff meetings.

### **Correspondences**

TAPANET shall have two stamps, one of which will be used for stamping every incoming correspondence.

The second stamp shall be kept under safe custody by the Accountant and it will be used for official purposes.

### **Incoming correspondence**

Accountable documents should be checked for correctness of serial numbers, missing copies etc. before being recorded in the register. Any missing numbers should be reported.

All incoming correspondence addressed to 'TAPANET' should be received, stamped, and registered in the mail register book, clearly indicating the source, subject and to whom it has been addressed to.

Correspondence should then be circulated to staff. Upon receipt of the correspondence, staffs is required to give comments or instructions, initial against their names and pass it to the next staff so that there is a fast flow of communication on the subject within the office. Should staff feel the need to retain the correspondence a little longer, he/she should make a photocopy of the correspondence (if it is a small document) and pass the original to the colleagues. At the end of the circulations the original document should be filed in the relevant subject for the future.

### **Outgoing Correspondence**

All official outgoing correspondences excluding e-mail messages shall be on the official headed paper. Reference numbers should be given to all outgoing correspondences according to the subject and as copy of the correspondence filled on the relevant subject file. Depending on the confidentiality of the outgoing letter, a copy of the outgoing letter could be placed on the floating file to enable the staff have an idea of the issues that are being addressed.

Referencing out going Correspondence

Outgoing letters should be referenced as, for instance:

TAPANET MOROGORO/12/001

TAPANET MOROGORO=TAPANET MOROGORO letter

12=Year 2025

001=First letter going out.

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## **15. OFFICE DOCUMENT, FILLING AND ARCHING**

### **Filing System**

Filing is important in project implementation because it keeps records of projects activities and thus acts at all the time as the backup/memory of the organization.

TAPANET will maintain both electronic and manual filling systems. The day today manual filling system shall be done by the Account who will always as liaise with the other staffs for clarity and consistency.

### **Fixed Assets Engraving/ Labelling**

All assets acquired by the network must be recorded in the fixed asset register to make easily identifiable posting to this register shall be from suppliers invoice, payment voucher and transfer authorities in case of transfer. For each asset, the register shall indicate the following information:

- Asset description Location
  - Manufacturer identification code/serial number
  - Supplier estimated useful life
  - Purchase/acquisition date depreciation, method and rate
  - Invoice number and date annual depreciation chargeable
  - Acquisition/purchase price estimated salvage value
  - New/second hand made/make
  - Department
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## **16. Review and Amendments**

### **Frequency of Manual Review**

The manual will be reviewed every two years or as needed.

### **Procedures for Amendments**

Proposed amendments must be approved by the board of directors.

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## **Appendices**

- **Organizational Structure**
- **Templates and Forms:**
  - Leave Application Form
  - Grievance Submission Form
  - Performance Appraisal Form

