

GLOBAL HEALTH NETWORK-UGANDA

GHN (U)

ADMINISTRATIVE MANUAL

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LIST OF ACRONYMS

AM	Administrative Manual
AO	Administrative Officer
APA	Annual Performance Appraisal
CBO	Community Based Organizations
CSOs	Civil Society Organizations
ED	Executive Director
HIV	Human Immune Deficiency Virus
IDA	International Development Agency
IEC	Information, Education & Communication
LO	Liaison Officer
NGO	Non-Governmental Organization
NSSF	National Social Security Fund
GHN (U) MU	Global Health Network Management Unit
PC	Global Health Network Policy Committee
OM	Operational Manual
PCF	Personal Confidential File
PRA	Participatory Rural Appraisal
WHO	World Health Organization

PREFACE

This Administrative Manual (AM) is divided into two parts. Part I provides the background information on Global Health Network (U) , including fundamental principles, objectives and institutional structure, roles, responsibility and accountability procedures. Part II provides the Terms and Conditions of Employment. These are complemented by charts, organograms and annexes.

PART I

Background

In 1978, at the Alma-Ata Conference, ministers from 134 countries in association with WHO and UNICEF called for 'Health for All by the Year 2000' and selected Primary Health Care as the best tool to achieve it. Unfortunately, that dream never came true. The health status of Third World populations has not improved. In many cases it has deteriorated further. Currently, we are facing a global health crisis, characterised by growing inequalities within and between countries. New threats to health are continually emerging. This is compounded by negative forces of globalisation which prevent the equitable distribution of resources fundamental to people's health, particularly the poor.

Within the health sector, failure to implement the principles of primary health care, as set out in the Alma-Ata declaration, has significantly aggravated the global health crisis. Governments and the international community are fully responsible for this failure. It is now essential to build a concerted national and international effort to put the goal of 'Health for All' in its rightful place on the development agenda. Genuine, people-centred initiatives must be strengthened to increase pressure on decision makers, governments and the private sector to ensure that the vision of Alma-Ata becomes a reality.

It's on this premise that the Global Health Network (U) was initiated- A network of professionals with a shared vision and goal of revitalising primary health care as well as addressing the desperate situations that underpin the health crisis among the poorest people especially in Sub-Saharan Africa. The Global Health Network (U) has its roots deep in the most vulnerable populations in Uganda and owes its genesis to many health networks and activists who have been concerned by the growing inequities in health over the last 25 years. The GHN (U) calls for a revitalization of the principles of the Alma-Ata Declaration which promised Health for All by the year 2000 and complete revision of international and domestic policy that has shown to impact negatively on health status and systems.

Global Health Network is managed by the Management Unit, whose headquarters is in Kampala. The administrative procedures are spelt out in this Administrative Manual, which outlines the organization, management and operational framework rules, regulations and procedures for the implementation of the GHN (U) activities. The GHN (U) program implementation will be made effective and efficient through people, organizational systems, tools, operating processes and procedures that guide the operations of the Program. The handbook thus provides guidelines and procedures on management of staff and other resources needed for successful program implementation, including procurement procedures and accountabilities required from staff and between operating units.

This manual provides clearly defined policies, requirements, and guidelines to assist in the management of the program. These guidelines will provide guidance and will enhance:

- (a) Compliance with the donor requirements on the procurement, administration and accounting of funds and human resources made available to GHN (U).

- (b) Organizational structure, staff policies, and individual roles within it, that enforce the optimal use of the available human and material resources in order to effectively and efficiently achieve the objectives of GHN(U).

GHN (U) Vision

To develop a society in which a healthy life is a reality; a society that appreciates, respects and celebrate all life and diversity; a society that encourages and supports local talents and abilities; a society where the rights of people guide the policy and decisions that impact on our lives.

Main Objectives of GHN (U)

- (a) Strengthen community participation, leadership development and encourage reforms that ensure that health systems contribute to health equity, social justice and the end of exclusion, primarily by advocating for universal access and social health protection.
- (b) To promote the Health for All goal through an equitable, participatory and inter-sectoral strategy and as a Rights Issue.
- (c) Initiate, promote, and advocate reforms that secure healthier communities, by integrating public health actions with primary care and by pursuing healthy public policies across sectors.
- (d) To participate in health services reform; around people's needs and expectations, so as to make them more socially relevant and more responsive to the changing world.
- (e) To promote health along with equity and sustainable development as top priorities in local, national and international policymaking.
- (f) To encourage people to develop their own solutions to local health problems.
- (g) Facilitate ongoing relationships between patients and clinicians, within which patients participate in decision-making about their health and health care.
- (h) Provide professional services in baseline studies, performance evaluations, and program designs.

Broad Principles of GHN (U)

The structure, roles and responsibilities of GHN (U) are based on the following principles:

- Active and intensive community participation in project identification prioritization, implementation and management
- Community contribution to the development effort
- Gender responsiveness
- Transparency and accountability to reduce corruption
- Re-inforce community self-reliance and indigenous knowledge utilization
- Non political interference
- Targeted interventions
- Evidence based

- Public Private Partnerships
- Utilizing existing institutions and strengthening the decentralization process.

Institutional Structure

Global Health Network Policy Committee (Board)

The GHN (U) Policy Committee (PC) will report to the Donors and all stakeholders through the Executive Director on the performance of the GHN (U) Programme. It will convene twice a year and receive reports from all projects under GHN (U). Its members will be appointed from sectoral ministries (2), academic institutions (2), civil society organizations (2), and the private sector (2).

The Executive Director of GHN (U), as the Accounting Officer, shall be the secretary to the PC meetings.

The PC will undertake advocacy and resource mobilization for health reforms, to ensure coherence and consistency of GHN (U) projects with national policies, review the on-going interventions in the country with a view to ensuring that they address the issues underpinning public health crisis and advise on broad government policy changes.

As part of its mandate to coordinate overall health reform, the PC will oversee a study on the formulation of a Development Strategy for health reform, including the policy issues that impinge on development strategies pursued. The role of the GHN (U) PC would include;

- (a) The development of policy guidelines that ensure the fulfillment of the affirmative interventions intended for primary health care reform in conjunction with the relevant sector ministries where specific sectoral policies are required e.g. in ensuring that the minimum standards set by a particular sector, say, health, are met during the implementation of programs, or solely at the initiative of the , but in consultation with other stakeholders, especially where non sector-specific policy guidance may not be required e.g. in selecting the target groups for some interventions.
- (b) Receive progress reports from the GHN (U) management unit and other projects' committees and where necessary provide some technical guidance on issues raised in progress reports, M&E exercises.
- (c) Approve Annual Reports and Audits of; and
- (d) Account to the donors and stakeholders on whether the Project funds have made the desired impact on beneficiary communities.

Co-ordination of GHN (U) Activities

In the GHN (U) Secretariat, a Liaison Officer (LO) will be appointed to ensure smooth coordination of its activities with other actors at the national and international level. The Liaison Officer's overall coordination and monitoring functions will include the following:-

- (a) The collection of all relevant information/data and its documentation and management. It is expected that a Resource Centre that will include a modern database on GHN (U) activities

and related issues will be created. This information will be useful for supporting the activities, the line ministries, the donors, NGOs and other stakeholders in all ways necessary e.g. development planning, investment location, problem identification, policy formulation, etc.

(b) Dissemination of information from GHN (U), on issues that pertain to its programs. The Liaison Officer will be the focal point for all the information relating to the program.

(c) Tracking activities of all stakeholders on behalf of the ED, to ensure harmonization of approaches and methodologies, as in the case of PRAs, and thereby reduce duplication and overlap among activities which may create conflicts during implementation;

(d) On behalf of the ED the LO will be the focal point for receiving information on the performance and the impacts of the project including timely production of monthly status reports. The ED and the PC may call upon the LO to make this information available for meetings, reference, etc.

(e) In addition to performing the coordination function of relaying information, data, etc., the LO should have technical skills to disaggregate data, information in order to inform on GHN (U) and inform on other stakeholders' activities (summarize discussions, access information, etc.);

(f) Any other functions assigned by the ED.

Delegated functions should be of technical and non-managerial nature since all communications should be for clarification and informative on behalf of the ED.

Management Unit

Management Unit, comprised of technical experts, will be constituted and specifically perform the following functions:-

- Organise capacity building programs to enhance the capacity of all its implementing agencies and institutions;
- Develop project component documentation (management and accountability handbook, training manuals, contracting and reporting guidelines, etc);
- Consolidate, develop and harmonise annual plans and budgets from its projects;
- Overall monitoring and evaluation;
- Engage operational staff and supervise their work programs;
- Manage donor funds on behalf of all projects implemented through
- Advocacy of and awareness-creation amongst all stakeholders

I

NATIONAL LEVEL

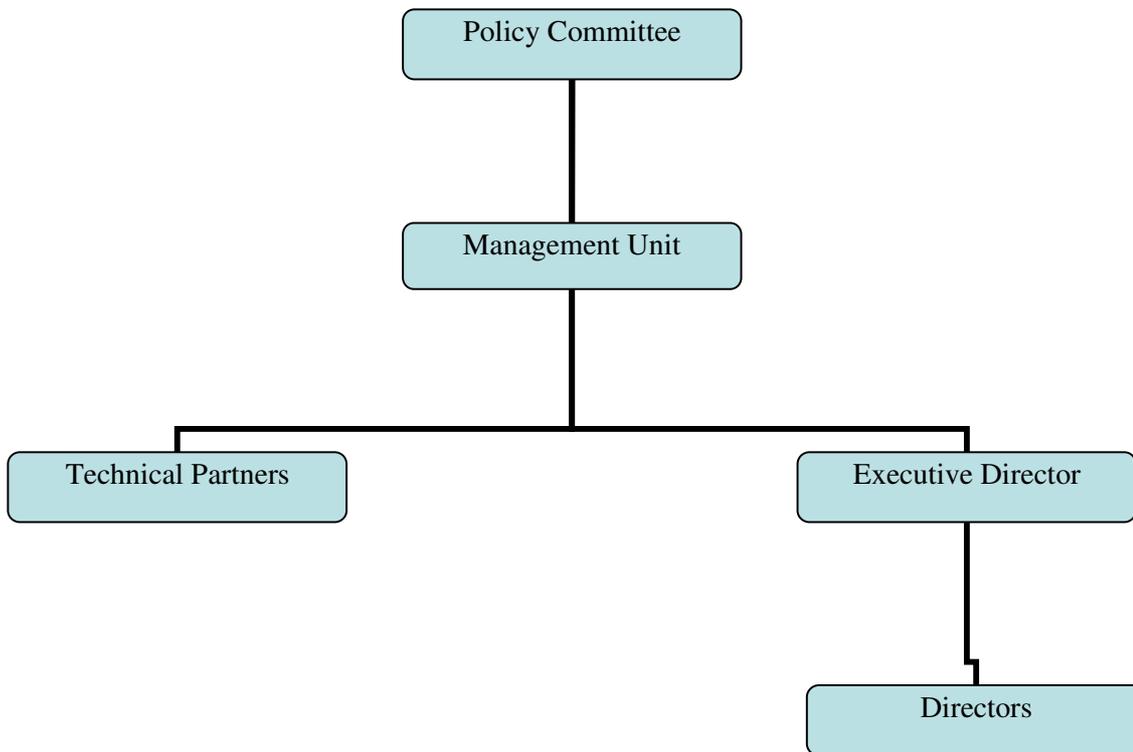


Figure 1 Policy and Technical Interfaces for operation of GHN (U)

MANAGEMENT UNIT ORGANOGRAM

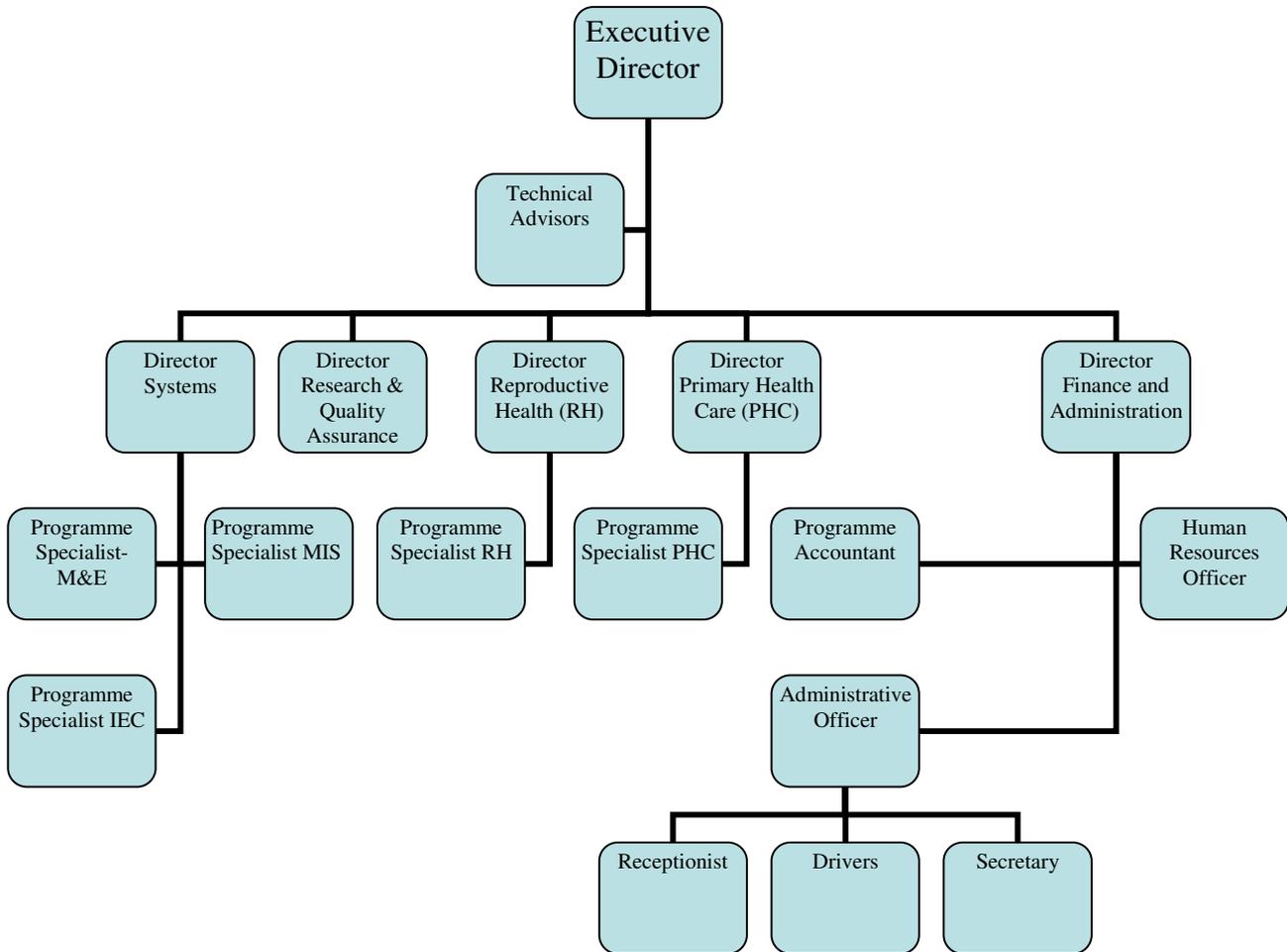


Figure 2 GHN (U) Management Unit Organogram

Part II

TERMS AND CONDITIONS OF EMPLOYMENT

1. Employment Contract

- 1.1 Every employee of GHN (U) will sign a contract as a sign of accepting GHN (U) working conditions of service. The employment contract is signed for a period of one year for all staff. The contract may be renewed based on the performance evaluation of the employee conducted through staff Performance Appraisal System (PAS). The contract form gives exhaustive details of terms of employment, benefits, and procedures for termination.
- 1.2. The contract can be terminated during the period of contract by either party if the employee performs unsatisfactorily, or the employee does not carry out the terms of the contract or at the employee's own request. In case of a decision by GHN (U) to terminate the contract, GHN (U) will provide terminal benefits, which are covered under staff Terminal Benefits Plan and as per the terms of the contract. In case of a decision by the employee to terminate the contract, subject to fulfillment of the required termination conditions, the staff will be paid benefits accruing up to the time of separation.
- 1.3. The contract will determine the employee's compensation and other benefits. GHN (U) salary levels and benefit schemes are intended to be competitive to similar market rates in order to attract and retain qualified personnel and provide them with sufficient incentives to ensure quality performance.
- 1.4. The employment contract will be managed in accordance with the Laws of the Republic of Uganda {The Employment Act, 2006 (Act No. 6); Uganda Gazette - Acts Supplement No. 5, 2006-06-08, Vol. XCVIX, No. 36, pp. 1- 74}.
- 1.5 Renewal of contract will be based on satisfactory Performance Appraisal.
- 1.6 All employment contracts are signed off by the ED except that of the ED which is signed by the Board Chairman.

2. Staff Travel Policy

The employee will be reimbursed business trip expenditures within the territory of Republic of Uganda according to the standards adopted by the Global Health Network. The payment shall be made in Uganda Shillings based on accurate documents and accounts kept by the employee. Business trip expenditures abroad are reimbursed according to the GHN (U) Standing Orders. The following expenditures are reimbursable: (i) travel tickets (car, train, and plane); (ii) accommodation; (iii) daily allowance; (iv) phone, email and fax business communications related to project activities; (v) photocopying of official documents related to project activities.

3. Staff Performance Evaluation

The performance evaluation of GHN (U) employees is the responsibility of the Executive Director and Directors of each Division and Unit, who discuss and document the performance and professional development of each staff. Progress in the previous period (6 months), functions and goals for the succeeding year, including suggestions for enhancing the individual's personal and professional development will be discussed and documented (See details attached as Annex II).

PAS also spells out staff development and training opportunities as part of performance appraisal (see attached PAS form). PAS is considered an annex of this Administrative Manual, and all its pronouncements, measurements, and performance standards shall be binding and part of the Administrative Manual.

4. Office Policies and Rules

The following procedures shall guide the operational structure of work hours in the office:

- 4.1 The working day starts at 8:00 a.m. and ends at 5.00 p.m. from Monday to Friday with a lunch break (1.00 -2.00 pm). Employees are entitled to a holiday on national public holidays.
- 4.2 In case of emergency leave, the employee will seek permission with justification from the Executive Director or Director for approval. The leave day(s) will be deducted from the Annual Leave.
- 4.3 Employees are encouraged to discuss personal and professional problems that may be affecting their work and productivity with their supervisors.
- 4.4 GHN (U) employees are responsible for the maintenance of goods and assets they are entrusted with, and may be charged for negligence.
- 4.5 GHN (U) maintains an alcohol and smoke-free workplace. It is strictly and expressly prohibited for GHN (U) employees to use alcohol in the workplace, while attending business-related activities, while on call, or while operating a vehicle or equipment owned or leased by GHN (U).

5 Staff Attendance and Leave

5.1 Staff Attendance and Leave

- i. Occasionally, it may be necessary for an employee to be absent from work as a result of illness, injury, or for personal reasons. In such cases, an employee is expected to give their supervisor as much advance notice as possible prior to being absent. This advance notification is necessary so that proper arrangements can be made to handle the workload during the employee's absence. If the absence cannot be predicted in advance, due to illness or personal reasons, the

- employee should make every attempt to immediately contact their supervisor to notify them.
- ii. In general, absences are classified in three categories:
 - (a) **Justified Absences:** Justified absences are a result of factors beyond the employee's control or through approved leave as defined herein where a Leave Request has been approved (see Appendix). For absence related to illness for three consecutive workdays, or more, a physician's statement indicating the inability to work must be provided for the absence to be justified.
 - (b) **Unjustified Absences:** Unjustified absences occur upon failure to report to work as expected. An employee may be subject to disciplinary action for each occurrence. Examples of Unjustified Absences could include illness over three days without a notice and a physician's statement thereafter, not arriving at work as expected, or an extension of prior approved leave beyond the return date as noted in a Leave Request, without notification to the employee's supervisor.
 - (c) **Working from Home:** In exceptional cases, with express permission from the Executive Director, a staff may be allowed to work from home to complete an assignment. This is not regarded as leave but working from home.
 - iii. For both Justified or Unjustified Absences, if the employee is absent from the office during regular working hours from 1 - 4 hours, leave time taken is calculated as ½ day and for absences over 4 hours, leave time taken is calculated as 1 day from earned annual leave
 - iv. Excessive absenteeism adversely affects productivity, disrupts normal operating effectiveness and overburdens other employees who must assume the responsibilities for employees who are absent. Therefore Management views excessive absenteeism seriously, and it could be grounds for disciplinary action up to and including dismissal. Unit Heads are responsible for reporting.

5.2 Employee Leave Entitlements

All leave days are defined as the number of workdays that may be taken by employees in a year. A workday is defined as a day that the office is open, excluding weekends and normally scheduled holidays. The types of justified leave available to employees include:

A) *Annual Leave*

Every employee shall be entitled to 30 work days for every year of service or prorated amount thereof for partial periods worked which is based on 2.5 days for each month of employment unless otherwise stated in the employees' contract. The Annual Leave days are accrued monthly and employees may take their allocation at anytime during the year with supervisor's approval. In the event an employee has taken Annual Leave days in

excess of their entitlement during the year, the value of the excess days will be recovered from their salary.

- i) Scheduling of annual leave is the responsibility of the employee's supervisor in consultation with the employee. The supervisor must discuss annual leave schedules with their staff on an annual basis and determine a schedule, which is mutually beneficial to employee requests and the objectives of the project.
- ii) When annual leave is to be taken, the employee must complete a Leave Request form and obtain the supervisor's approval one week in advance. The Leave Request is an estimate of the amount of time and actual dates of Annual Leave. The supervisor must maintain a file of Leave Requests for future reference.
- iii) An employee who does not apply and take accrued leave within the contract year will forfeit all the accrued leave days.

Payment of cash in lieu of leave will only be made to an employee who:

- (a) applied for the accrued leave days within the prescribed time and the leave is neither rescheduled nor granted due to work related reasons; or
- (b) Leaves the organization's employment when there are accrued and outstanding leave days.

In either case, payment of cash will be for all the leave days outstanding.

B) *Holiday Leave*

Holiday leave occurs when staffs are allowed to stay away from work on otherwise a normal working day. Holiday leave shall include all scheduled national public holidays. Each year, a list of all scheduled holidays to be observed by the project during the calendar year will be issued via an Internal Memo. All Ugandan official holidays will be included in the list.

C) *Sick Leave*

Sick Leave is defined as leave that an employee takes as a result of their own personal illness or injury. Sick Leave is not to be used for the care of ill family members. All employees are entitled to a maximum 15 working days of sick leave for every year of service. In the event that an employee uses all current sick leaves on an extended illness and more time is required, the employee can use annual leave and, subsequently be on Leave without Pay, with approval.

- i. For an illness or injury that results in an employee being absent from work, s/he must inform the immediate supervisor within three days and provide a Medical Report on return.

- ii. In the event that the employee fails to adhere to (i) above, any leave after the three days will be considered as Unjustified Leave subject to be recovered from salary.
- iii. If advance knowledge of an impending medical condition is known to an employee, the employee must complete a Leave Request Form and obtain their supervisor's approval.

Sick leave is given only on a needs basis no claim can be put for any benefit arising from not taking it.

D) Maternity Leave

Maternity Leave is applicable to female employees who may take up to 45 calendar days. The employee must complete a Leave Request Form for their supervisor's approval two months in advance of taking leave. The employee may negotiate with the supervisor about the dates of maternity leave commencement and end and, if working half days would be appropriate. In cases of complications arising from the birth or pregnancy, additional leave can be requested. Such additional leave would be considered as Sick Leave or Annual Leave, if available. Maternity leave is independent of any other leave entitlements.

Maternity leave is given only on a needs basis and no claim can be put for any benefit arising from not taking it.

E) Paternity Leave

Paternity Leave is applicable to male employees who may take up to 3 calendar days in connection with the birth of a child by his spouse within one month of delivery. In cases of complications arising from the birth or pregnancy, additional leave can be requested. Such additional leave would be considered as Annual Leave, if available. Paternity leave is independent of any other leave entitlements.

Paternity leave is given only on a needs basis and no claim can be put for any benefit arising from not taking compassionate it.

F) Compassionate Leave

In the event of a family crisis including death, illness of family member or other family issue, an employee may take up to 5 calendar days during the contract year. An Employee must make every effort to complete a Leave Request. If additional leave is requested in excess of the 5 days, additional leave will be considered as Annual Leave.

Compassionate leave is given only on a needs basis no employee will claim any benefit arising from not taking compassionate leave.

G) Compensatory Leave

In the event that an employee works in excess of the normal working hours on a regular basis inclusive of weekends or holidays due to deadlines or abnormal workloads, a supervisor may allow leave time as non-monetary compensation for the extra hours that have been worked. Compensatory Leave could take the form of an occasional workday taken off or early departure from or late arrival to work in recognition of extra hours that the employee may have worked. Such leave cannot be taken in conjunction with other leave. Compensatory Leave is not recorded and it is the responsibility of the Manager to judiciously allocate such leave equitably among employees, if required. It must be noted that Compensatory Leave does not apply to drivers and office attendants, as overtime will provide monetary compensation for those group of GHN (U) employees.

6 Attendance and Punctuality

- 6.1 All GHN (U) Staff shall devote full time attention to the business of GHN (U) and shall not engage in any other full time employment.
- 6.2 Supervisors are responsible for the proper and efficient use for employees assigned to the Project and therefore, attendance must be monitored by supervisors and they are accountable for prudent management of the investment and expense their employees represent.
- 6.3 In order to monitor attendance and make appropriate personnel decisions, a supervisor must institute an attendance record that provides information on each employee's daily attendance, tardiness and extra hours worked. The records will assist a supervisor in detecting poor attendance habits. It is essential to detect, at an early stage, the beginning of poor attendance habits and to determine underlying reasons for an individual's absence or tardiness. With knowledge of the reasons, the supervisor may be able to aid and counsel an employee whose attendance habits are not satisfactory before disciplinary action is required.

7. Staff Discipline/Conduct

Any member of staff who refuses, neglects or ignores to obey lawful instruction given by a superior commits the offence of insubordination.

7.1 Handling of Insubordinate Staff

Staff in the process of committing an act or acts of insubordination shall be cautioned. If he/she persists in his/her insubordination and maintains it, he/she shall be ordered to leave the official premises and report for duty the following morning with a written apology. If this act is repeated, a warning letter will be given. If the act is repeated after a warning letter, then the employee will be dismissed.

7.2 Guide for Disciplinary Action

- i. The project is expected to establish and maintain appropriate disciplinary procedures to ensure fair treatment for employees. The organization has a continuing responsibility to develop and administer disciplinary measures in a fair and consistent manner. All employees have an obligation to conform to the organization's policies,

procedures, rules, regulations and standards of conduct. Also, employees must recognize that willful and inexcusable breaches of these rules and regulations will be dealt with firmly and fairly under disciplinary policies and procedures which apply uniformly to all employees.

- ii. The role of a supervisor is to counsel an employee to obtain the best possible job performance and job behavior. To the extent that either of these is not consistent with desired work standards, it is a supervisor's responsibility to counsel an employee to achieve an acceptable standard of performance. Further, it is the responsibility of the supervisor to discipline employees if an acceptable standard of performance is not achieved or if willful or inexcusable breaches of the organization's rules and regulations occur.
- iii. To be effective, disciplinary action should emphasize correcting the problem rather than punishing the offender. Such discipline should be done in a manner that will maintain an employee's dignity and self-respect. Also, such disciplinary actions should provide for increasing serious steps if the problem is not resolved. Therefore, there are disciplinary procedures of increasing severity, which occur. Such procedures, noted below, are to be used by supervisors when implementing disciplinary action for performance standards or infractions, policies, procedures, rules, regulations and standards of conduct.
 - (a) **Verbal correction:** In the event performance standards have not been met by an employee or an infraction of a relatively minor policy, procedure, rule, regulation or standard of conduct has occurred, it is the responsibility of the supervisor to meet with the employee and discuss the issue. The supervisor must explain to the employee the specific performance standard(s) that have not been met or an example of a specific infraction of a rule or regulation that has been violated. The supervisor should offer possible alternatives to the employee to enhance or correct job performance and indicate that if the problem is corrected, no further action will be needed.
 - (b) **Warning Letter:** If a performance standard that has previously been brought to an employee's attention has not been resolved, or a serious performance standard has recently been identified or a serious infraction of a policy, procedure, rule, regulation or standard of conduct has occurred, it is the responsibility of the supervisor to issue a warning letter to the employee.

The Warning Letter must summarize one or more of the following: the ongoing nature of a performance standard not being met, with an indication of previous discussions; the seriousness of performance standard(s) not being met; or, the seriousness of an infraction of a rule or regulation. The supervisor must sign the Warning Letter and provide to the employee as soon as the problem has been identified or infraction has occurred. A copy of the Warning Letter must be placed in the employee's Personal Confidential File (PCF) and one copy provided to the Executive Director. All warning letters should be marked and kept confidential.

In the event that an employee disputes the content of the Warning Letter, the employee may present this dispute as a Grievance Letter to the Executive Director within 7 days of the receipt of the Warning Letter. Failure to provide such a Grievance Letter would indicate that the employee agrees with the content of the Warning Letter.

- (c) **Dismissal:** In the event an employee has intentionally violated a policy, procedure, rule regulation or standard of conduct that is extremely serious in nature and the facts are clear, the employee may be suspended and recommended for dismissal by the Executive Director. Such violations would include, but not be limited to: theft, criminal, dishonest or disgraceful conduct, fight, repeated violations of code of conduct, inability to correct ongoing performance issues or; reporting to work under the influence of intoxicants.

8. Grievance Procedures

- i. It will be a policy of GHN (U) that all employees have the right to voice issues of complaint. It is recognized that there is meaningful value and importance in a full discussion to resolve misunderstandings and preserving good relations between employees. Accordingly, the following procedure will ensure that all issues of complaint receive full consideration.
- ii. Initially, the employee meets with the supervisor to voice a complaint and attempt to resolve any conflict or problem. It is the responsibility of the supervisor to ensure that any issue receives prompt attention.
- iii. In the event the employee feels the complaint has not been addressed or the issue is unresolved and/or has not been addressed by their supervisor, the employee may bring the issue to the attention of the Executive Director. It is the responsibility of management, noted above to ensure any such issue receives prompt attention.
- iv. In the event the employee feels the complaint has not been addressed or the issue continues to be unresolved and/or has not been addressed by management, noted above, the employee may bring the issue to the attention of the Human Resource (HR) Sub-committee of the Management unit.

9. Termination of Employment

This is classified into three; initiated by the employee, employer or death.

9.1 Termination of Employment by the Employee

- i. The project defines this Termination as a termination that is not initiated by the project. One type of termination initiated by the employee is by resignation. Resignation of an employee is at the discretion of the employee. The employee has the responsibility to provide a written notification to his/ her supervisor 2 months prior to the resignation date. If the employee does not provide notice, GHN (U) will

- deduct the monetary value for the period that the employee has not provided notice from the employee's final payment.
- ii. At the time of departure from the organization and following an approved Hand-over Report, the following payments will be due to or from the employee, as applicable:
 - (a) In regards to resignation, only a deduction of the monetary value for the period that the employee has not provided notice from the employee's final payment.
 - (b) Payment in lieu of Annual Leave accrued but not taken to the last day of employment.
 - (c) Payment of salary up to the last day of employment.
 - (d) Deductions of advances or liabilities due from the employee at the time of departure, inclusive of taxes.
 - iii. When collecting final payment, all documents attesting to the employee's association with the Project, and other Project property in the employee's possession are to be returned to office within one month from the date of effective termination of service with GHN (U). Failure to provide such documents or items will result in withholding until such time as documents or items are returned.

9.2 Termination of Employment by the Project

The Project recognizes three types of Termination: Dismissal, Non- Renewal of Contract, and Retrenchment.

- i. **Dismissal:** GHN (U) defines dismissal as a prejudicial termination of the employee from service and is based upon an intentional violation of a policy, procedure, rule, regulation or standard of conduct that is extremely serious in nature. Such violations would include, but not be limited to: theft, criminal, dishonest or disgraceful conduct, fight, repeated violations of code of conduct, inability to correct ongoing performance issues or; reporting to work under the influence of intoxicants. Also included is the result of an Annual Performance Appraisal in which performance that is below requirement has been provided as the Final Overall Rating. The dismissal of an employee must be in writing under signature of the Executive Director. At the time of departure from the Project and following an approved Hand-over Report. The following payments will be due to or from the employee, as applicable:
 - (a) Payment in lieu of Annual Leave accrued but not taken to the last day of employment.
 - (b) Payment of salary up to the last day of employment.
 - (c) Deductions of advances or liabilities due from the employee at the time of departure, inclusive of taxes. Also, it is specifically noted that such liabilities of the employee could include the monetary results of the reason for the dismissal. Therefore, deductions could be made for the monetary value of items that were stolen, misused or the cost of items that have been stolen or misused as a result of negligence.

- ii. **Non-Renewal of Contract** ; Is termination of employment when the contract period comes to an end and the employee or employer (Project) chooses not to renew the contract.
 - (a) In the event above, either party (employee or employer) will give one month's notice or monetary value in lieu of Notice;
 - (b) Other than (a) above, and subject to payment in lieu of Annual leave.
- iii. **Retrenchment:** Retrenchment is a non-prejudicial termination of the employee from project service due to one or more of the following: the restructuring of a project, office or activity which results in an elimination of a position or a reduction in the force; the ending of a project, office or activity which results in an elimination of a position, or; the withdrawal of the project.

It is the responsibility of the Executive Director (ED) to provide a written notification to the employee one month prior to the retrenchment date. If the ED does not provide notice, GHN (U) will pay the monetary value in lieu of notice for the three months

At the end of the three months' notice, the employee shall provide an acceptable Hand-over Report and within one calendar month, the DFA will process the terminal benefits of the employee as applicable. A Hand-over Report will consist of:

- (a) Activities undertaken
- (b) Challenges/constraints encountered in execution of duties
- (c) Pending issues (short-term, medium and long term)

This Hand-over Report will be signed by both the incoming and outgoing officer and witnessed by the immediate supervisor. Following an approved Hand-over Report, the following payments or deductions will be due to or from the employee, as applicable:

- (a) Payment in lieu of three months notification, if notice has not been provided to the employee in writing.
- (b) Payment in lieu of Annual Leave accrued but not taken to the last day of employment.
- (c) Payment of salary up to the last day of employment.
- (d) Deductions of advances or liabilities due from the employee at the time of departure.

9.3 Termination of Contract by Death

- (a) In the event of death of an employee, the final payment will be paid to the recognized heir or the next of kin as stated in the PCF. Sufficient documentation must be presented in order for the final payment to be provided to the heir or next of kin.
- (b) The Project will contribute to burial expenses by way of providing a coffin, transporting body, funds for the grave.

9.4 Terminal Benefits

- (a) **Gratuity:** Every Project employee will be entitled to gratuity at 25% of the consolidated annual salary earned during his/her contract period.
- (b) **Separation Allowance:** On separation, staff will be entitled to a separation allowance of Uganda Shillings 100,000 – 700,000 as per grade indicated below and a refund for transport by the most direct route from duty station to the staff's home. This benefit will only accrue to a staff whose separation is either initiated by the employer or as a result of resignation. Staff dismissed on grounds of misconduct will not be entitled to these benefits.

GHN (U) STAFF CATEGORIES

<i>GRADE</i>	<i>TITLE</i>
<i>NF1</i>	<i>Executive Director</i>
<i>NF2</i>	<i>Directors</i>
<i>NF3</i>	<i>Program Specialists</i>
<i>NF4</i>	<i>Administrative/Human Resources Officers/Executive Assistants</i>
<i>NF5</i>	<i>Drivers</i>
<i>NF6</i>	<i>Support Staff</i>

10. Remuneration and Fringe Benefits

10.1 Salary Package

- i. It is the policy of the Project to remunerate each employee through the Consolidated Salary Package, for the value of their contribution to the organization through their assigned work. The consolidated Salary Package is defined as the total of salary payments and monetized benefits provided to employees of the Project. The Consolidated salary package must be cost-effective for the organization and comparable with other similar organizations.
- ii. Other benefits in addition to the Consolidated Salary Package include; an annual medical allowance in line with the Government of Uganda Regulations and employer's 10% contribution to National Social Security Fund (NSSF). It is the employee's responsibility to provide the Project with NSSF Number, Tax Identification Number (TIN) and Bank Account Number.

10.2 Salary Payment

- i. GHN (U) provides monthly salary payments as of the 25th of each month for the current month. For employees who have worked a partial month, a pro-rated portion of salary for the days worked will be paid. If the 25th falls on a weekend or holiday, the workday preceding the 25th will be the date of the monthly salary payment.
- ii. Salary is defined in two different categories, i.e. Gross Salary and Net Salary.

- (a) Gross salary is based on the employee's Appointment Letter and Contract.
- (b) Net salary is defined as the amount of salary actually paid to the individual employee less all tax and other salary deductions.
- iii. GHN (U) has authorized one means for the disbursement of salary to employees based on information provided on the Bank Information form. The employee's net salary will be directly deposited in the employee's bank account via a bank transfer each month. The Project will provide a monthly pay slip to each employee showing monthly gross salary amount, deductions and net salary amount.

11. Benefits

- i. GHN (U) defines benefits as monetary and non-monetary compensation which is provided to employees as a result of their position within the project. Benefits are in addition to salary payments and, depending on prevailing tax laws, may be subject to taxes.
- ii. GHN (U) has the following benefits that are allowable to employees based on their position, grade or length of service within the organization.
- iii. On assumption of duty at first appointment, GHN (U) staff will be entitled to a settling-in allowance of Ug. Shs. 100,000 - 700,000 depending on grade) and refund for transport by the most direct route to duty station and accommodation for the first 5 days, if the staff is not a resident of Kampala (all these must be supported by authentic receipts).

12. Performance Management

- i. The Performance Management System is the system by which individual performance is organized, monitored, guided, evaluated and rewarded. It is a system that reflects a shared organizational understanding and represents the concrete point of dialogue between each employee's activities and goals and the organization's goals and activities.
- ii. The system aims at the following: Sharing of common values, supporting employees, and encouraging ongoing feedback.

The major components of the Performance Management system are: Performance Planning, Performance Monitoring, and Performance Appraisal.

13. Performance Planning

- i. Performance Planning provides the basis for a clear and agreed-upon action plan for employees for a specific period. The planning takes place at the beginning of each year and the outcome should reflect an active dialogue between the supervisor and each person supervised. Performance planning will involve elaborate Job Description (JD).

The creation of a JD for all positions to establish role clarity for each employee in the Project. The job description includes a summary of the employee's job, responsibilities and tasks, key contacts, authority and competencies. The job description is intended to be a stable document but needs to be reviewed regularly to ensure that it is valid. The job description provides a starting point for determining the activities in the performance management cycle. These include defined work plans, namely; annual and quarterly work plans.

- ii. All employees will work under a current job description and its completion is the responsibility of supervisors. Any substantive change of role, reassignment of tasks, or change of responsibilities must be accompanied by a revision of the employee's JD. Revisions or new job descriptions are required when:
 - (a) An employee is reassigned to a new position;
 - (b) An employee maintains the same job title but is assigned different responsibilities;
 - (c) A new employee replaces an outgoing employee.
- iii. **Annual Performance Appraisal (APA):** The most recent APA should be reviewed by both the supervisor and subordinate staff member to ensure a common understanding of the types of responsibilities, competencies and performance rating definitions. Particular attention should be given to:
 - (a) **Individual Performance Competencies-** This section defines key competencies that are required of staff. Also, the definitions provide the basis for determining the quality of an individual's performance as measured against defined standard competencies.
 - (b) **Deliverables-** Based on individual or component work plans each staff will be appraised on his/her outputs measured against the deliverables defined by his/her quarterly/annual work plans expected outputs.
 - (c) **Future Development-** This takes note of formal and informal training and other developmental activities deemed necessary by both the supervisor and the supervisee. It is useful to review this section to ensure that the supervisor and supervisee have a common understanding of the elements to be appraised and training that is to occur.

14. Performance Monitoring and Development

Ongoing monitoring and development represent the heart of performance management. As the Project wants to ensure excellence in all aspects of work and motivate employees, the primary elements relate to the following:

- i. **Consistent Supervision:** Supervising implies active oversight of subordinate staff which is consistent within GHN (U) performance management systems, and for individuals and groups of individuals that have similar job responsibilities.

- ii. Coaching and Mentoring: Coaching indicates active and direct intervention by supervisors to assist in developing employee skills and specific outputs. Mentoring is more subtle and uses the supervisor's experience in guiding, facilitating and enabling the employee to succeed.
- iii. Regular Review Discussion: Supervisors must schedule formal meetings with the supervisees at mid-year to review the Joint Work Plan (JWP), discuss additional activities required and ensure a mutual understanding of outcomes. Additional quarterly reviews may take place at the discretion of supervisors for problematic staff. These discussions, when done in a timely and effective way, tend to avoid the problem of surprises at the Annual Performance Appraisal. Such reviews also allow supervisors to be more proactive in dealing with issues quickly.

15. Periodic and Annual Performance Appraisal

- i. If proper performance planning, ongoing monitoring and development have occurred during the year, the Annual Performance Appraisal becomes a summary of the yearly performance of the individual staff. GHN (U) has a standard APA format (ANNEX III), which evaluates performance in three areas:
 - (a) Deliverables: Achievement of results in relation to the Work Plan;
 - (b) Possession of key organizational competencies;
 - (c) Fulfillment of primary job responsibilities.

- ii. In general, employees are appraised on output and on the overall impact or achievements (deliverables) of their efforts. Also, employees are appraised on behaviour and actions which define specific qualities required for the position. With specific regard to the APA format, please note the following:

- (a) The Annual Performance Appraisal is the Final Overall Rating for the Annual Appraisal. The Appraiser (supervisor) completes the top section inclusive of Employee Name, Number, Project/Share and Year. Final Overall Rating and Approval for all Employee Appraisals:

The Executive Director (ED) completes the Final Overall Rating for Annual Appraisals. All completed Annual Performance Appraisals for project staff must be received by the ED one and half months before the expiry of the current contract.

- (b) Annual Performance Appraisal is to be completed by the Appraiser with a summary, recommendations and overall rating, noting the following:
 - Recommended Overall Rating is based on the totality of the APA and must reflect the total overall performance of the employee.
 - The signatures of the employee and appraiser must be included in all instances. In instances where an appraiser's supervisor is involved in the appraisal process, that signature should also be included. As an example, if the ED is the primary appraiser of an Officer, the ED would sign as the

- appraiser (if they performed the appraisal); the employee would sign as the appraisee.
- Annual Performance Appraisal provides the Performance Rating Definitions.
 - Individual Performance Appraisal will be undertaken at six months interval and at least one and a half months before the expiry of the current contract.
- iii. Section I: Performance of Job Description Responsibilities: All employees must be evaluated against the various responsibilities and tasks as contained in job descriptions. Space is provided to enable the appraiser to provide comments as required.
- iv. Section III: Individual Performance Competencies: All employees must be evaluated against the various competencies as listed. For employees completing this section is optional. However, appraisers must assess whether specific competencies should be rated. As an example, guards should have written and spoken English as a basic competency for messages.
- v. Section IV: Future Development: Employees may have a future development plan that addresses areas for future development and recommended training or development activities, as required. Completing this section is optional. However, appraisers must assess whether specific issues are to be addressed in areas targeted for improvement and progress to date. As noted earlier, this section should be reviewed with regard to the previous APA to ensure that areas targeted for improvement previously are being reviewed and addressed.
- vi. Section V: Employee Comments: All employees are encouraged to provide substantive input into this section.
- vii. Section IV: Finalization: This section is to be completed by the employee and, in effect, evaluates the appraiser's implementation of the Performance Management System.
- viii. Section VII: Comments by Appraiser's Supervisor: As noted above, the Appraiser's Supervisor may provide comments on the employee's performance as required.

16. An Inventory Control System

An effective system of stock control is a prerequisite for efficient management of project resources. The system should be capable of regulating the use of project inputs and monitoring reliable and consistent information on the use of materials identified at a cost centre. The stock of initial items should always be maintained at a reasonable level. The major functions of an efficient stores system can be grouped as under the following:

- Receipt of materials
- Storage of materials, including timely replenishment
- Record keeping or documentation, including regulating the stock levels
- Issue of materials

16.1 Receipt of Materials

No purchase should be made without a purchase order. At the same time there should be no purchase order without a purchase indent (local or foreign). The local purchase indent is prepared by the indenter/requester/requisitioning officer. Materials will be delivered to the stores accompanied by a delivery note or an invoice/cash sale from the suppliers. The storekeeper should take the following steps:

- i. Identify the supply with the copy of the Local Purchase Order [LPO].
- ii. Inform indenter/user to inspect the material.
- iii. Inspect the materials jointly with the representative of the indenter. Upon conclusion of physical discharge procedures, the storekeeper prepares a Goods

Received Note, [GRN] which comprises an original plus 3 other copies as follows:

- Original for the supplier
- 1st copy – Accounts through the Executive Director who will authorize payment
- To Indenter/Administrator
- Copy – book (store- keeper).

The Storekeeper will retain a copy of the delivery document and attach the original to the Accounts copy. These will be sent to the Executive Director for payment. Before the Storekeeper releases the above various copies he/she should enter the items received in the bin card or stock card as the case may be.

Documentary requirements accompanying GRNs will vary depending on whether the purchase is local or foreign. For the local procurement, the original and all copies of the following documents should be attached: Local Purchase Order, Delivery Note, Invoice, Damage/discrepancy report.

Goods imported directly by the Project may be accompanied by the following: Certificate of Inspection (Clean report of findings), Commercial Invoice, Consignment Note, Delivery Note, Airway Bill, Bill of Lading, Damage/Discrepancy Report, Insurance Certificate, Packing List, Certificate of Origin.

From this point, the materials are now under the care of the Storekeeper who is responsible and accountable for their care and security

16.2 Storage of materials including timely replenishment

Once goods have been received in the stores they are properly arranged in their categories and issued against stores requisitions. The stock levels should be closely monitored to allow timely replenishment.

16.3 Security of Project Goods/Items

If there is any damage or pilferage to deliveries arising, out of transportation or theft, the storekeeper should immediately inform the supplier who will arrange to replace them

before they are entered into GHN (U) store records. He should also immediately inform the supervisor.

Once the items have entered the stores they are the property of the Project. If there is any loss or damage, the store keeper should immediately inform the Administration Officer who will inform the Executive Director. If it is theft, the police should be informed immediately by the Executive Director or his assigned representative. The Office of the Prime Minister should also be informed immediately in writing of the loss and action taken on the items missing.

16.4 Damage of Project Assets

If any employee of GHN (U) is found to have damaged project assets due to negligence or otherwise, such an employee will be required to explain in writing to the Executive Director giving reasons why, what and how it happened.

If the Executive Director feels that the damage was out of negligence or malicious damage, the concerned employee will be disciplined. Disciplinary action can be in form of caution, warning letter, suspension, dismissal or asking the concerned employee to replace the item.

16.5 Record Keeping and Documentation

The Storekeeper must ensure that exact information is recorded so that alteration will not be required. If at any time alteration to any stock and card entry becomes necessary, it must be done in the presence of the Administrative Officer who will initial the alteration and make a note of it in his own log book. This information should also be posted into the Goods Received Ledger in the Stores.

When every entry line on both sides of the stock card is utilized for a transaction, a new card must be obtained from the Administrative Officer. The Storekeeper presents the complete card to the Administrative Officer who then enters the number of the new card issued in the stock item book. He then enters on the used card in the space provided on the number of the new confirmation card. Any suspect tampering with the card entries by third parties must immediately be brought to the attention of the Administrative Officer, who will at his convenience or as directed by the Executive Director take stock verification and write a report of his findings. This should apply for all stores both at management unit and in the field.

16.6 Requisitioning and Dispatch of Stores/Items from GHN (U) Management Unit

Since the implementation of most GHN (U) activities will be in the District, most of the materials will be dispatched from Management Unit to the Districts. The procedure to be followed will be as follows: - All allocations will have been done at GHN (U) MU, but for any item to be released from the store be it GHN (U) MU store or District store, a requisition order duly authorized by the relevant officials will be filled. This order will

be signed by the requester/requisitioning officer and forwarded to the Director of Finance and Administration for endorsement and approved by ED.

The original and the duplicate of the requisition order will be sent to the Administrative Officer and the triplicate will be retained in the requisition order book.

Upon receipt of the order the Administrative Officer will check whether they have been properly filled and signed by the requisitioning section. He will also determine whether the goods requisitioned are actually in the store or not.

If the goods are in stock, he will countersign both copies of the requisition order and forward the original to the stores and file the copy. If the goods are not in stock, the Storekeeper will inform the Administrative Officer who will request the DFA for authority to purchase and approved by ED. This authority will then be passed to the Project Procurement Specialist who will start the procurement process.

Note: No other document [either chits or letters] should be entertained/encouraged to authorize release of materials from the store.

16.7 Receipt of Goods/Stores

Once these items have reached the recipients/Districts, the Officials concerned MUST establish a stores ledger. If the items are consumables, the same system of issue as that used at GHN (U) MU should be maintained. If the items are physical assets, a fixed assets register should be set up. GHN (U) MU should ensure proper records keeping at all its centers and surprise stock taking should be done from time to time to check misuse or loss of project resources. Annual stock taking to strengthen surprise stock checks must be done at GHN (U) MU and field. The normal audit guidelines under Government of Uganda and donors are in place to strengthen the above controls.

17. Disposal of Project Assets

The custodian of all project assets is GHN (U) MU. If there are any assets to be disposed of, GHN (U) MU will take appropriate action. In any case the process of disposal of project assets will comply with guidelines issued by the Public Procurement & Disposal of Assets Authority (PPDA).

18. Vehicle Management Policy

18.1 Introduction

This policy will govern the use of GHN (U) vehicles and motorcycles at GHN (U) MU and in the districts. This policy applies to staff in ensuring optimum work performance as well as good stewardship of the resources entrusted to them.

18.2 Objectives

The main objectives of the GHN (U) vehicle utilization policy are to: Ensure accountability for transport within the project; Provide critical management information to determine and maintain vehicle efficiency.

18.3 Vehicle Allocation

- i. **Executive Director-** The Executive Director will have access to a project vehicle for business and personal use.
- ii. **Directors-** Directors will be allocated a vehicle from the GHN (U) vehicle pool. This vehicle will be used by the Director for official purposes only. This vehicle is still considered as part of the pool except that, the Director takes precedence over its use and will thus be consulted on any allocation for use else where.
- iii. **Vehicles at GHN (U) MU-** All other project vehicles (except the Executive Director's) will, during normal working hours, be pooled for use as required by the office. Vehicles and motorcycles exist primarily for project business purposes and only secondary for personal use. Priority will be given to the Component to which a particular vehicle is attached. The following procedures will apply:
 - (a) The Administrative Officer will fully be in charge of vehicles at GHN (U) MU. The AO will be responsible for coordinating drivers, users and allocation of vehicles as per requisitions in their jurisdiction.
 - (b) Heads of Components will approve all staff movements and fuel requisitions for official purposes. Where the heads of the different components are not available, the program specialists will approve the movement and the DFA will approve the vehicle requisition.
 - (c) Vehicle requisition forms maintained by the Administrative Office will be the primary basis for allocating costs against components. The vehicle movement order will then be issued by the Administrative Officer to the driver concerned.
 - (d) The AO will on a daily basis, prioritize travel requests and consult user components on vehicles attached to them before they are assigned to other users.

18.4 Out of Station/Field Travel

Out of station originates in the component and once the component head has approved the travel based on the work plan and budget, then the AO will approve the vehicle requisition form and follow the procedure in 19.3 (c) above.

18.5 Fuel Requisition, Usage and Accountability

All project vehicles at GHN (U) MU will be provided with fuel Advantage Cards for the sole purpose of fueling vehicles. The fuel card will be kept by the driver, for exclusive use on the vehicle allocated to him. No borrowing and no lending of fuel will be allowed.

18.6 Use of Non-personal Vehicles for Business Travel

- i. The AO or Management may hire a vehicle where there is no project vehicle available, yet there is a specific need. This will have to be approved by the Executive Director.
- ii. Where the project vehicles are unavailable, staff may use personal vehicles for project business travel but this will require prior approval by head of the component. Directors will need approval from the Executive Director. Staff may claim for reimbursement of fuel based on mileage.

18.7 Personal Use

- i. The use of Project vehicles for personal business is prohibited.
- ii. Under exceptional circumstances where a member of staff has to use a Project vehicle, s/he must obtain permission from the Head of Component and get approval from the ED. On approval by the ED, the driver of the vehicle shall surrender the fuel card for the vehicle to the AO for the duration of the approved time.
- iii. The fuel used in these circumstances will be the full responsibility of the staff concerned.

18.8 Safe Handling

- i. All Project vehicles and motorcycles must be driven by staff employed as drivers.
- ii. All drivers must have a valid driving license with three years driving experience for vehicles and one year for motorcycles. Drivers must abide by all Ugandan Laws for road users. Where a Project employee, other than a driver, has to drive a Project vehicle, s/he must seek permission from Executive Director.
- iii. In exceptional circumstances where a driver is sick or absent, a Project employee who meets 19.8 (ii) above may drive a Project vehicle with permission from the ED. This should not exceed two working days.
- iv. Seat belts should be worn by the driver and passengers at all times. Motorcyclists should wear helmets.
- v. Driving under the influence of narcotic drugs and/or alcohol is prohibited.
- vi. All Project drivers must drive with care and courtesy at all times regardless of whom they are carrying and follow the recommended speed limit to ensure the safety of passengers and other road users.

18.9 Insurance

All project vehicles will be comprehensively insured with a reputable insurance company in Uganda where the premium for the whole fleet will be paid once a year to take advantage of the discount normally available to corporate bodies and projects with a big fleet.

18.10 Accidents

A driver involved in an accident with a project vehicle or motorcycle must:

- i. Report the accident to the police and bring a traffic officer to the scene of the accident. Where possible, the driver should ask for the tentative monetary implications of the damage to be included in the police report.
- ii. Make a written report to the Executive Director, copy the AO and the respective Head of Component.

18.11 Service, Repair and Maintenance

- i. All vehicles and motorcycles under warranty will be repaired/serviced in the supplier's workshop till the warranty expires.
- ii. For all other vehicles, service, repairs and maintenance will be carried out by the pre-qualified garages.

In either case, the following will apply:

- (a) The driver will raise a memo to the AO reporting the condition of the vehicle.
- (b) On receipt of this memo, the AO will raise a works orders and send the vehicle to one of the garages. The works order has an upper limit of Ug.Shs. 2,000,000. A major repair exceeding Ug.Shs. 2,000,000 will be handled by the DFA via an LPO.
- (c) The driver should deliver the vehicle to the prescribed garage within two days.
- (d) On completion of the work, the garage will issue a fitness certificate/delivery note and invoice to the driver. These documents should be delivered to the registry within two days to facilitate payment as per the guidelines in the FM handbook.

18.12 Retirement and Disposal

When the project management has reached a decision to retire a vehicle on recommendation of the AO who is responsible for fleet management, the Executive Director will officially write to the procurement officer informing him/her of the decision and handing over the vehicle(s) for disposal as per the programs' standing orders and the PPDA.

19. Code of Ethics

19.1 Purpose and Rationale

- i. A distinguishing mark for GHN (U) is acceptance by its employees of responsibility to the interests of those it serves. In order to effectively discharge this responsibility, staff must maintain high standards of conduct. GHN (U)

adopts this Code of Ethics for staff members with the objective of promoting and enhancing an ethical culture in the Project.

- ii. The Code of Ethics together with the Terms and Conditions of Service, the Administrative Manual, other relevant GHN (U) manuals, handbooks and various pronouncements provide a framework for GHN (U) in serving beneficiary communities and discharging disciplinary, performance and accountability responsibilities.

19.2 GHN (U) Policy on Unethical Conduct

(a) Basic Principle

GHN (U) funds are public funds. The funds are intended to achieve specific objectives or services within a specified period. Loss of any funds through fraud, corruption or misuse undermines the performance and integrity of the Project and all employees. Accordingly, fraud, corruption or other unethical conduct affecting Project delivery are, and will not, be tolerated at any level of implementation of GHN (U) programs.

(b) The Policy

It is GHN (U) policy never to condone fraud or corruption or other unethical conduct at any level of the Project implementation. Management will apply all efforts to unravel and act on any allegation of fraud and corruption. It will also undertake investigations on serious allegations of other unethical conduct

(c) Policy implication

It is the responsibility of each unit and division in GHN (U) to incorporate GHN (U) stand on fraud and corruption in its operational design. This entails assuming responsibility, undertaking regular fraud risk assessments, ensuring (where applicable) employees, suppliers and community awareness of the policy and its implications. The responsibility further entails implementing a corruption (ethics) reporting system, protective policy on disclosures, following external notification procedures, undertaking standard investigations and implementing disciplinary standards.

Further, the policy entails making use of information generated from the reports of any investigations by, for example, instituting corrective action steps. The policy also entails every employee of GHN (U) following and promoting the GHN (U) code of ethics

19.3 Components of the Code

The Code of Ethics is composed of (a) Principles and (b) Rules of Conduct. The two components constitute the Code of Ethics.

(a) Principles

The Code of Ethics provides basic principles in working with GHN (U). These principles are relevant to all levels of staff in GHN (U). Staff should realize that their individual objective judgment is required in the application of these principles.

(b) Rules of conduct

Rules of conduct describe the behavior norms expected of staff. These rules are an aid to interpreting the practical application of the principles and provide a guide to ethical conduct of staff.

19.4 Applicability and Evaluation**(a) Applicability**

This Code of Ethics is applicable to all staff in GHN (U). Employment with GHN (U) is by personal choice. By joining GHN (U), staff assumes an obligation of self-discipline at least up to the minimum of the requirements of laws and regulations.

Every member of staff will demonstrate a commitment to the principles of the Code through signing an undertaking to follow and promote it. He/she will retain a copy of the same. The code of Ethics for GHN (U) will be distributed publicly.

(b) Evaluation of breaches

Breaches of the code of Ethics will be evaluated and administered according to GHN (U)'s procedures including those set forth in the Terms and conditions of service and the Performance Management System.

19.5 The Code of Ethics Principles

GHN (U) staff is expected to apply and uphold the following principles:

(a) Integrity

The integrity of GHN (U) staff establishes trust and thus provides the basis for stakeholders' reliance on the staff and GHN (U)'s professional judgment.

(b) Objectivity

GHN (U) staff exhibits the highest level of professional objectivity in gathering, evaluating, and communicating information about the activity or process being examined or handled. GHN (U) staff makes a balanced assessment of all the relevant circumstances and are not unduly influenced by their own interests or by others in forming judgments.

(c) Confidentiality

GHN (U) staff respects the value and ownership of information they receive and do not disclose information without appropriate authority unless there is a legal or professional obligation to do so.

(d) Competency

GHN (U) staff applies the knowledge, skills, and experience needed in the performance of their services.

19.6 Rules of Conduct**(a) Integrity**

GHN (U) staff:

- i. Will perform their work with honesty, diligence, and responsibility.
- ii. Will observe the law and make disclosures expected by the law and their profession
- iii. Will not knowingly be a party to any illegal activity, nor engage in acts that are discreditable to their profession or division or unit or to GHN (U) in general.
- iv. Will respect and contribute to the legitimate and ethical objectives of GHN (U).

(b) Objectivity

GHN (U) staff:

- i. Will not participate in any activity or relationship that may impair or be presumed to impair their unbiased judgment. This participation includes those activities or relationships that are or may be seen to be in conflict with the interests of GHN (U).
- ii. Will not accept anything that may impair or be presumed to impair their professional judgment.
- iii. Will disclose all material facts known to them that, if not disclosed, may distort the reporting of activities under review or consideration.

(c) Confidentiality

GHN (U) staff

- i. Will be prudent in the use and protection of information acquired in the course of their duties.
- ii. Will not use information for any personal gain nor in any manner that would be contrary to the law or detrimental to the legitimate and ethical objectives of GHN (U).

(d) Competency

GHN (U) staff

- i. Will engage only in those services for which they have the necessary knowledge, skills, and experience.
- ii. Will perform all services in accordance with the standards or norms of their profession and those set out by GHN (U).
- iii. Will continually improve their proficiency and the effectiveness and quality of their services.

19.7 Administration of the Code of Ethics**(a) Purpose**

- i. First, this section provides a guide and a means to GHN (U) staff and all interested persons regarding expected behavior upon confronting or after being confronted with a case of unethical behavior affecting GHN (U).
- ii. Second, this section calls for the maintenance of an ethics database at the GHN (U) Management Unit. The purpose of the database is to provide information to management on the level of ethical or unethical behavior in the Project and the extent to which the Code is effective in promoting ethical conduct. The database will also provide a basis for on going decision-making affecting individual reported cases of unethical behavior.
- iii. Finally, the section outlines the requisite responsibilities and required standards in the administration of the Code. It also provides definitions to the terminology used regarding reporting of unethical conduct.

(b) The database reports

The reports from the database will be produced every quarter. These will include the following:

- i. Increase or no change in the number of reported cases of unethical conduct.
- ii. The degree to which reported cases are acted upon.
- iii. A decrease in reported cases of unethical conduct.

(c) Responsibilities and Reporting Guidelines

- i. Responsibility for records: To facilitate this exercise, a confidential file on ethics statistics will be opened. The Administration and Human Resources Unit will be responsible for maintenance, interpretation, and preparation of reports there from.
- ii. Directorate Responsibilities: All Directors and Heads are expected to contribute to the database by ensuring that all staff under their responsibility are in turn made aware of the requirement to report any suspected cases on unethical conduct affecting GHN (U) operations. In the case of Directors for Programs and in cases of

all procurements, the communities, the GHN (U) suppliers, consultants and contractors should be made aware of GHN (U)'s policy on fraud, corruption and unethical conduct and of the need to report suspected cases. The Heads or Directors must take appropriate action on any reported case affecting their Unit or Division. The Administration and Human Resources officers will be informed and will in turn update the database on the action steps taken on each reported case.

- iii. All Staff Responsibilities: All staffs have a responsibility to conduct themselves in an ethical manner, to report any suspected cases of unethical behavior affecting GHN (U), and to observe confidentiality. No Staff member is expected to operate "neutral" when faced with a case of unethical conduct.

(d) Reporting On Unethical Conduct in GHN (U)

i. What and How to Report

Management of GHN (U) will investigate allegations of fraud and corruption within GHN (U) or involving GHN (U) financed projects or contracts. The items listed below provide a basic guide as to what one may report on. Reports will be forwarded to the appropriate officer. However, if appropriate or necessary, reports may be forwarded to the Executive Director. The reports may be presented in the form of, or a combination of telephone, faxes, letter, or e-mail. Reports should be written in English. All reports will be considered and treated confidential by both reporter and recipient.

ii. Specific Subject Areas to Report On

There are various areas, which may be reported upon, and different formats may be used in making such reports. As a guide, a report will, as much as possible, include the following:

- Specific wrong doing being complained about
- Specific dates and time of the wrong doing
- Locations where the wrong doing took place
- How the individual or firm performed the wrong doing
- Why the individual or firm perpetrated the wrong doing
- Why the reporter believes the alleged activity was an act of unethical conduct
- What physical evidence or documentation exists to corroborate the allegations.

iii. Suggested Specific Matters to Report On

The following list is a guide to the more common areas that one may report on:

- Gross waste of GHN (U) funds
- Bribery and acceptance of gratuities
- Reprisals
- Theft and embezzlement
- Travel fraud

- Misuse of GHN (U) funds, positions, or assets.
- Defective pricing or materials
- Product substitution
- Fraud in an audit inquiry
- Fraudulent contract
- Fraud in contract performance
- Fraudulent bids
- Collusion by bidders
- Bid rigging
- Contract irregularities and violations of GHN (U)'s procurement guidelines.
- Inside dealing

iv. Who Should Report

GHN (U) recognizes that any member of the public is entitled to report on GHN (U)'s unethical conduct as outlined in the GHN (U) Code of Ethics. Members of staff have a mandatory responsibility to report on any case of suspected unethical conduct

(e) Administrative Standards

i. Ethical Assessment Review Standards

A structured fraud risk assessment review will be conducted periodically covering all functions and operations of the Project. The review must address both the internal and external environments for the Project, and the fraud risk associated with both. The review will establish the level, nature and form of the Project's fraud risk exposure. A forward plan generated from the review will subsequently define areas where specific action may be required. The Administration and Human Resources Unit will be responsible for action steps under this standard.

ii. Investigation Standards

Appropriate terms of reference will be provided to both operational and internal investigating staff to avoid any uncertainty or confusion as to how any matter should proceed and be handled. Particular care will be taken to ensure that competent fraud or corruption handling and investigation procedures are implemented. This is particularly important at the preliminary stages so as not to prejudice or hinder further investigation. Staff training will be provided as may be required, possibly including specialist training for selected staff.

iii. Conduct and Disciplinary Standards

Clear regular messages will be relayed to all employees, suppliers of goods and services, Local Authorities, Sponsoring agencies, Community Based Organizations and Project Management Committees that fraud and corruption will not be tolerated and that perpetrators will face disciplinary action. The Code of conduct provides a starting point only in this regard, and a range of further actions will be considered to

achieve an effective result. This code is mandatory, but divisional/unit codes or individuals' professional codes should not adopt lesser standards.

19.8 Terminology and Definitions

Terminology	Definitions
Bribery	Acceptance or offering of a gift, or money, or a service in order to influence a decision regarding provision of a GHN (U) service or award of a contract.
Reprisals	Revengeful acts
Theft or embezzlement	Stealing, or diverting or misappropriation of GHN (U) or sub-project funds, assets, or materials.
Travel fraud	Cheating through use of documentation involving field or other official travel. These include false claim of subsistence allowance, misuse of fuel coupons, using GHN (U) vehicle for personal purposes, claiming refunds or justifying expense using fictitious receipts of travel.
Misuse of GHN (U) funds or assets or positions	Abusing for personal benefit or gratification or reckless use of fund or assets or official position.
Defective pricing of materials	Deliberate overcharging or undercharging of materials in order to influence a particular decision.
Product substitution:	Supplying low quality products or materials than those shown as samples or tendered for.
Fraud in an audit inquiry	Telling lies or providing false information to auditors and writing of false audit report than the facts obtained during an inquiry
Fraudulent contract	A contract agreement given without following procedures or a fictitious contract.
Fraud in contract performance	Cheating in the performance of a contract.
Fraudulent bids	Bids submitted based on false information or inside information.
Collusion by bidders	Agreement by bidders to fix bid prices of contract conditions
Bid Rigging:	Cheating by bid evaluators during bid evaluation or during evaluation reporting.
Contract irregularities	Manipulation in the performance of a contract or application of a wrong contract agreement.
Insider dealing:	Using inside information to take part in a contract or to advise close relatives or individual third parties to take part in a contact using information obtained in official capacity.

19.9 Signing and Distribution Instructions on the Code of Ethics Booklet

(a) Instructions for signing and forwarding

The acknowledgement has to be signed by every staff member in duplicate. One copy (non bound form) to be retained by the employee. The second copy (the stapled form) to be sent to GHN (U) MU, attention of the Executive Director.

(b) Distribution list

Two copies of the Code of Ethics to each staff member, one in bound form and the other stapled.

(c) Acknowledgement

I,, acknowledge to have received, read, and retained a copy of the GHN (U) Code of Ethics and undertake to follow and promote it.

Signature (Staff member):.....

Signature (Immediate supervisor):.....

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

Annex 1 DUTIES, RESPONSIBILITIES & PERSON SPECIFICATIONS OF GHN (U) STAFF

(1) Title	:	EXECUTIVE DIRECTOR
Reports to	:	Chairman, National Steering Committee
Supervises	:	Directors, Procurement Officer and Human Resource Officer
Appointed by	:	GHN (U) BOARD

BASIC FUNCTION

Provide overall leadership in the continuous development, management, co-ordination and control of GHN (U) and MU, in line with International and National level policies, GHN (U) Protocols, the Development Credit Agreements (DCA) with the donor agencies. S/he is the Chief of Public Relations (PR) of the GHN (U). As part of his/her day-to-day management functions, he/she shall ensure that the Program's activities and operations are in line with the requirements of the Operational Manual and development policies of the Government.

SPECIFIC PURPOSE:

- Exercise the duties and authority of the Chief Executive of GHN (U).
- Recruit and administer designated staff of GHN (U) MU and GHN (U) field officers.
- Represent GHN (U) in its dealings with third parties at the level of the MU.
- Serve as an ex-officio member of the GHN (U) Steering Committee.
- Supervise the preparation of quarterly review of GHN (U) programs, including a financial report, a consolidated work plan, and budgets.
- Submit timely progress and financial reports to GHN (U) Board and donors.
- Ensures preparation of the annual plans, performance measures, and budget.
- Serve as Chief of PR, spokesperson of GHN (U) and principal liaison with the Government, CSO's, Private sector and donors.

PRINCIPAL DUTIES AND RESPONSIBILITIES

1. Develop and institute project management systems, tools, procedures, and plans to ensure that activities of the GHN (U) are carried out efficiently and effectively to attain its main goal, and set objectives of each component of GHN (U).
2. Supervise the periodic review of GHN (U) operational and management policies, systems and procedures, procurement, resource development, management of

- human, financial and material resources, project delivery, and communication of GHN (U) work with Government, Donors and other stakeholders.
3. Provide leadership, supervise, coach and motivate GHN (U) Management team to maintain a shared culture management-by-objectives of collaboration, team performance, to ensure the achievement of agreed action plans of GHN (U), and ensure the smooth operation of the Management Unit.
 4. Report periodically on GHN (U) activities as required by and as stipulated in the Operational Manual by ensuring that performance action plans, quarterly and annual reports are accurately and timely prepared, presented and executed.
 5. Conduct staff and project performance appraisals using agreed upon performance indicators and objectives, and carry ultimate responsibility for the human resource, financial management, public relations, IEC and capacity building functions of GHN (U).
 6. Promote and communicate GHN (U) as a partner that contributes significantly to the national health reform
 7. Chair GHN (U) Top Management Meetings to ensure effective project design and delivery, policy implementation and PR, and to facilitate staff and resource management meetings and processes.
 8. Perform the role of a Secretary to the GHN (U) Board.

PERSON SPECIFICATIONS

- Must be a graduate from a recognized university with a relevant postgraduate qualification in Public Health, Medicine, Health Sciences, Social Sciences or related disciplines. PhD qualification is an added advantage.
- At least ten (10) years of managerial experience, five of which must have been at senior level in international agencies, government public organizations, or other relevant reputable development institutions.
- An exposure in management of Integrated Health Programs is an essential requirement.
- At least five (5) years experience working in a development related field or 3–5 years experience in the health Sector or Community Based Organization or similar work environment.
- At least five (5) years working experience in project management.

- Persuasive, a high degree of diplomacy and ability to organize and lead a team of professionals.
- Self-motivated and ability to work effectively and efficiently under pressure.
- A team builder with track record in human and resource managerial skills.
- Experience dealing with multilateral financing institutions, donors and external financiers.

(2) Title	:	EXECUTIVE ASSISTANT
Reports to	:	Human Resource Officer
Supervises	:	Office Attendant
Appointed by	:	Executive Director

PRINCIPAL DUTIES AND RESPONSIBILITIES

1. Manage the day to day operations of GHN (U) Offices, provides secretarial duties to the Executive Director including drafting correspondences, and typing reports, budgets, manuals, handbooks and confidential documents, including data entry.
2. Preparing and servicing workshops, meetings and appointments, including making accommodation bookings and reservations, organizing materials, producing and distributing documents, making appointments, organizing the office of the ED, taking minutes.
3. Responsible for filing systems in the ED's office, registry, office tidiness & equipment maintenance.
4. Perform reception duties, including receiving and serving visitors, receiving, sorting, and sending surface, air, electronic and postal mail, messages and parcels.
5. Responsible for receiving and directing telephone calls and staff messages.
6. Provide primary administrative support to the Executive Director.

PERSON SPECIFICATIONS

- A Bachelor of Business Administration (BBA) or Bachelor of Secretarial Studies and/or a Management Diploma from a recognized institution.
- Fluent in written and spoken English
- Typing at least 60 words per minute
- Certificates in PR, Communications, and Resource Management will be an advantage.
- Advanced use of computers using various computer packages (Microsoft Word, Microsoft Excel, and Power Point etc.).
- At least 10 years experience as Secretary, 5 of which should be at senior level.
- Effectively communicates on the telephone and is pleasant with people.

(3) Title	:	DIRECTOR FINANCE & ADMINISTRATION
Reports	:	Executive Director
Supervises	:	Financial Accountant, Management Accountant and Administrative Officer
Appointed by	:	Executive Director

BASIC FUNCTION

Manage, and monitor financial and administrative activities of the project as specified by donor agreements with Global Health Network.

PRINCIPAL DUTIES AND RESPONSIBILITIES

1. Direct the day-to-day operations of the Finance and Administration Department.
2. Compile quarterly and annual budgets, monitor and report on financial trends, and prepare replenishment applications.
3. Produce within agreed time frames and in standard formats, monthly financial statements and financial management reports for management decision making.
4. Assist the Executive Director in the preparation of quarterly and annual reports, for presentation to the GHN (U) Board and other interested parties by providing the required financial and administrative data.
5. Put in place and implement adequate internal controls for management of project financial and physical resources to ensure effectiveness, efficiency and economic use of the resources.
6. Evaluate GHN (U) financial performance against projected donor funding obligations for the determination of expenditure priorities and the timely replenishment of funds.
7. Provide financial performance feedback to other Heads of departments and all relevant stakeholders.
8. Recommend and subsequently implement in conjunction with relevant agencies, improved methods of maintaining GHN (U) financial accounts and administrative procedures in order to meet GHN (U) changing needs, and donor requirements.
9. Manage disbursement of all funds to projects to ensure the donors' standing instructions are adhered to, thereby safeguarding GHN (U) interests against fraud, thefts and financial mismanagement.
10. Act as Chief Financial Advisor to the Executive Director.

11. Participate as a member of GHN (U) senior management team in project design and delivery, policy implementation, staff management, and resource management meetings
12. Generate specific outputs (deliverables) as determined from time to time in the respective projected work plans for each quarter.
13. Perform any other duties as may be assigned from time to time by the Executive Director

PERSON SPECIFICATIONS

- Should be a holder of a post graduate degree in management and an internationally recognized professional accounting qualification such as CPA, CIMA, ACCA.
- Should have at least 5 years post qualification and professional experience in accounting/auditing, management and administration in either the public and private sectors.
- Must have good working knowledge of computerized accounting systems.
- Understanding and experience in donor funded projects.
- Experience and knowledge of donor and NGO procurement procedures.
- Ability to prepare and interpret financial statements and books of account, including management accounts.
- A high level of interpersonal and management skills and ability to work with teams at all levels.

(4) Title	:	DIRECTOR OF PROGRAMMES (PHC & RH)
Reports to	:	Executive Director
Supervises	:	Program Specialists- working on various projects
Appointed by	:	Executive Director

BASIC FUNCTION

To manage and co-ordinate the day to day development, design, implementation and monitoring of all projects funded in the Directorate of Programmes; through given policy guidelines to enhance the achievement of GHN (U) objectives.

PRINCIPAL DUTIES, RESPONSIBILITIES AND EXPECTED OUTPUTS:

1. Prepare and manage the directorate budgets with support from the Program Specialists.
2. Supervise the Programmes field operations within agreed plans from the quarterly Project cycle, monitor progress, thereby ensuring timely completion of projects within agreed financial targets.
3. Analyze and appraise project proposals in order to ensure proper implementation, and provide advice and guidance to ensure the fulfillment of GHN (U) set criteria and standards.
4. Together with Programme Specialists (PSs) of the various components the DOP shall be at the forefront in developing and implementing short term medium term and strategic plans for the project
5. Supervise the work of GHN (U) field staffs to ensure effective project delivery and timely accurate production of monthly, quarterly, and annual monitoring and financial reports.
6. Provide quarterly summary reports to the Executive Director for inclusion in the quarterly and annual reports. Together with the other Directors, prepare and update the Project implementation manual.
7. Identify areas for synergy to enhance effective and sustainable delivery of pro poor services in the GHN (U) area of operation
8. Co-ordinate training needs of the Programme Specialists and other staff working in the Directorate.
9. Co-ordinate travel plans of Directorate staff outside the duty station to rationalize use of resources and coordination of workflow.
10. Prepare Directorate work plans for the GHN (U) Board's approval.
11. Participate as a member of GHN (U) top management team in Project design, policy implementation, staff and resource management meetings.
12. Generate specific outputs (deliverables) as determined from time to time in the projected work plans for each quarter.

13. Perform any other duties as may be assigned from time to time by the Executive Director.

PERSON SPECIFICATIONS

- A post-graduate degree from a recognized university in Public Health, Reproductive Health /Health Science related discipline. Experience in the management of community based integrated health programs is a requirement.
- 5 years practical experience in Primary Health Care, Reproductive Health, Water, Sanitation, & Hygiene; and rural development, 3 of which must be at top management level in development projects.
- Self motivated, with ability to conduct field visits.
- A high level of interpersonal and management skills, a team player with ability to work with people of all levels and prepared to travel in all the Project area.

(5) Title	:	DIRECTOR OF SYSTEMS
Reports to	:	Executive Director
Supervises	:	Programme Specialists – M&E, MIS, IEC and TS
Appointed by	:	Executive Director

BASIC FUNCTION:

To manage and co-ordinate the day to day development, design, implementation and monitoring of all programme support systems (Monitoring and Evaluation (M&E), Management Information Systems (MIS), Information, Education and Communication (IEC) and Technical Services (TS) through given policy guidelines to enhance the achievement of GHN (U) objectives.

PRINCIPAL DUTIES, RESPONSIBILITIES AND EXPECTED OUTPUTS

- 1 Prepare and manage the component budgets.
- 2 Supervise systems field operations within agreed plans from the quarterly project cycle and monitor progress, thereby ensuring timely support to the main programmes.
- 3 Analyze and appraise and support project proposals in order to ensure proper implementation and provide advice and guidance to ensure the fulfillment of GHN (U) set criteria and standards.
- 4 Supervise the work of M&E, IEC, and MIS Programme Specialists to ensure effective project delivery and timely, accurate production of monthly, quarterly and annual monitoring and financial reports.
- 5 Provide quarterly summary reports to the Executive Director for inclusion in the quarterly and annual reports. Together with other Directors, prepare and update the project implementation manual.
- 6 Ensure timely and accurate documentation of IEC messages, MIS sub-project tracking systems and technical support to the other Programmes and GHN (U)MU activities.
- 7 Supervise, check and approve the work of Programme Specialists and technical staff in the Directorate.
- 8 Co-ordinate training needs of staff in the Directorate.
- 9 Co-ordinate travel plans of component staff outside the station to rationalize use of resources and co-ordination of workflow.
- 10 Assist with GHN (U)'s strategic operational planning and development of project documents in the implementation of GHN (U) objectives.
- 11 Prepare Directorate work plans for the National Steering Committee's approval.
- 12 Perform staff performance appraisals and submit recommendations to Top Management before renewal of contracts.

- 13 Liaise with the IEC Specialist, Director of Finance and Administration and other Heads of Unit in developing and conducting staff and IEC training activities related to community sub-projects (CSP).
- 14 Participate as a member of GHN (U) Top Management team in project design, policy implementation, staff and resource management meetings.
- 15 Generate specific outputs (deliverables) as determined from time to time in the respective projected work plans for each quarter.
- 16 Perform any other duties as may be assigned from time to time by the Executive Director

PERSON SPECIFICATIONS

- A post-graduate degree from a recognized university in a development related discipline. Experience in the management of Health projects is a requirement.
- 5 years practical experience in Health care and rural development, 3 of which must be at top management level in development projects.
- Self motivated, with ability to conduct field visits.
- A high level of interpersonal and management skills, a team player with ability to work with people of all levels.

(6) Title	: FINANCIAL/MANAGEMENT ACCOUNTANT
Reports to	: Director of Finance and Administration
Supervises	: Accounts Staff
Appointed by	: Executive Director

BASIC FUNCTION:

To execute GHN (U) accounting duties within prescribed policies and procedures in order to support effective GHN (U) financial operations at GHN (U)MU and field operations.

PRINCIPAL DUTIES AND RESPONSIBILITIES

1. Manage the day-to-day operations of the Disbursement Section of Finance Unit.
2. Ensure the correct maintenance of financial information under generally accepted accounting principles to provide a basis for adequate financial control and timely preparation of financial reports and audited accounts.
3. Supervise Accounts Assistants in the section. Process payments and ensure they are duly authorized and approved to facilitate prompt payments and fulfillment of contract requirements.
4. Process impress, operational advances and reviews their accountabilities and recommends their retirement.
5. Ensure prompt service on transfer of funds to projects by the bank to avoid unwarranted delays in project implementation.
6. Liaise with Project staff dealing with sub-project financial flows to ensure timely production of payment vouchers, submission of replenishment claims to the bank and approval of cheques.
7. Ensure that cheques are prepared and duly authorized to facilitate prompt payments and fulfillment of contract requirements.
8. Ensure that all documents relating to financial transactions are properly filed in order to facilitate their retrieval and to safeguard GHN (U) financial interests.
9. Participate in the management of computerized financial systems, preparation of annual budgets and accounts, designing implementation of internal financial controls.
10. Generate specific outputs (deliverables) as determined from time to time in the respective projected work plans for each quarter.
11. Liaise with the field staff to ensure proper accountabilities for operational Funds and funds disbursed to sub-projects.

12. Produce bank reconciliation statements, trial balances, income statements and balance sheet of the project on regular basis as may be determined by the Director Finance and Administration;
13. Carry out analyses and produce periodic financial reports on administrative expenses and disbursements for the various divisions and units to assist management in decision making;
14. Liaise with and assist audit teams access financial records for internal and external audits.
15. Produce monthly and quarterly Financial Monitoring Reports (FMRs) as per donor and GHN (U) requirements.
16. Establish and maintain a fixed assets register to enable tracking and reporting on all project assets.
17. Participate in the management of computerized financial systems, preparation of annual budgets and accounts, design and implementation of internal financial controls.
18. Generate specific outputs (deliverables) as determined from time to time in the respective projected work plans for each quarter.
19. Produce a monthly schedule of accruals and prepayments
20. Perform any other duties as may be assigned to him/her from time to time by the Director Finance and Administration.

PERSON SPECIFICATIONS

- Possess a minimum of a Bachelor's degree with accounting option from a recognized university.
- Possess or part qualified in a Professional Accounting e.g. CPA, ACCA, CIMA
- Minimum of three (3) years experience in a similar position and capable of writing books of account.
- Experience in a donor funded project or organization will be an added advantage.
- Must be used to handling large sums of money, and should be honest and trustworthy.
- Advanced knowledge of computerized accounting especially SUN accounting systems is preferable.
- Well-developed communication and computation skills.
- A team player who works with minimum supervision
- Good training and presentation skills in explaining and interpreting accounting and statistical data.

(7) Title	:	HUMAN RESOURCE OFFICER
Reports to	:	Executive Director
Supervises	:	Executive Assistants and Administrative Officer
Appointed by	:	Executive Director

BASIC FUNCTION:

To manage personnel/human resources issues in the organization to ensure recruitment of quality, well motivated staff capable of contributing towards achievement of project objectives.

PRINCIPAL DUTIES AND RESPONSIBILITIES:

1. Advises the top management on all matters related to Human Resource Management.
2. Handles all matters related to recruitment and appointment of the project staff.
3. Advises and handles disciplinary cases in liaison with top management.
4. Administration of staff salary and the payroll.
5. Interprets and advises on various aspects of the current Human Resource policies, roles and regulations with regard to the Operational and Administrative Manuals.
6. Handles Records Management in liaison with Records Staff.
7. Coordinate Staff Performance Appraisal.
8. Handles the training faction.
9. Provide staff guidance and counseling services.
10. Performs the duty of Secretary to the Top Management and
11. Any other duties as may be assigned from time to time.

PERSON SPECIFICATIONS:

- Should possess a Bachelor Degree in either Arts or Social Sciences with Human Resource Management/Personnel Management as a subject. A post graduate diploma in Human Resource Management or Master's Degree in a related and relevant field will be added advantages.
- Applicants should have a minimum of four (4) years working experience, two of which should have been at a senior management level in either public or private sector.
- Excellent communication and inter-personal skills with capability of working independently with minimum supervision and interacting with Top Management of the program.
- Team builder and capable of working as a leader and motivator of high caliber personnel and effectively coach others.
- Have proven maturity in decision-making and competence in organizing work.
- Knowledge in computer application is essential.

(8)	Title	: PROGRAMME OFFICER -MONITORING & EVALUATION
	Reports to	: Director of Systems
	Supervises	: Monitoring & Evaluation Assistant
	Appointed by	: Executive Director

BASIC FUNCTION:

The Programme Officer--Monitoring and Evaluation will take overall responsibility for monitoring and evaluation tasks and for providing the detailed inputs and outputs specifications for Management Information Systems. S/he will be a key member of the GHN (U)MU Team and will head the M&E Unit, which will be responsible for production of quarterly, annually, and *ad hoc* reports summarizing the performance of GHN (U). The Unit will be responsible for maintaining and updating of the MIS database.

PRINCIPAL DUTIES AND RESPONSIBILITIES

1. Design and update the Monitoring and Evaluation System that incorporates the effective monitoring of inputs, outputs, effects and impacts.
2. Provide and update details of information that will be collected at each phase of the project cycle and how it is to be captured by the MIS.
3. Develop, with the MIS Officer, the specifications for the MIS databases and support the development of the MIS for monitoring the effectiveness of the Fund in generating community subprojects.
4. Train Project staff in the use of the M&E system.
5. Together with the MIS Officer design, develop and test the computer systems and databases to make the MIS operational.
6. Supervise the collection of information for analyzing the Project performance.
7. Liaise with other institutions to monitor and evaluate aspects of poverty alleviation in areas of GHN (U) operations.
8. Monitor the progress of ongoing subprojects to ensure adherence to set standards and specifications and agreed implementation time schedules;
9. Develop short and long term monitoring plans, setting priorities to assist intermediary agencies in the progress towards achievement of project implementation;
10. Advise and make appropriate recommendations to GHN (U)MU on identified project implementation strategies and project targets and operational problems through reports, review meetings and site visits.
11. Generate specific outputs (deliverables) as determined from time to time in the respective projected work plans for each quarter.

12. Perform any other duties as may be assigned to him/her from time to time by the supervisor.

PERSON SPECIFICATIONS

- A post-graduate degree from a recognized university in Quantitative Economic, Applied Economics, Applied statistic/biostatistics or other related fields.
- At least five (5) years of experience in participatory planning, monitoring and evaluation of development projects in Uganda.
- S/he should be conversant with the Log Frame Approach in planning, monitoring and evaluation.
- The individual should ideally have work experience both in the public and private sector.
- She/he should be comfortable working with computers, preferably with one or more common database packages.
- Familiarity with quantitative as well as qualitative M&E methods. Should have strong analytical skills
- Excellent written and spoken English and show evidence of strong report writing and presentation skills.
- Self guided and strong organizational and planning skills.

(9) Title	:	PROGRAMME Specialists (PHC & RH)
Reports to	:	Director of Programmes
Supervises	:	Assistant Programme Officers
Appointed by	:	Executive Director

BASIC FUNCTION:

To manage and co-ordinate Participatory Project Development activities of GHN (U) within given policy guidelines and operational objectives in order to facilitate and enhance the participatory planning and project implementation within project areas.

SPECIFIC PURPOSE:

The Programme Specialist is a technical and organizing officer responsible for mobilizing people and resources for GHN (U) implementation, and to advise the Director of the Component on effective implementation of project activities. A Program specialist will be responsible for supervising Project activities related to Participatory Project Development, technical planning, promotion and performance appraisals for implementing districts & communities through out the project cycle.

PRINCIPAL DUTIES AND RESPONSIBILITIES

1. Co-ordinate GHN (U) 'trail-blazing' activities through Trainers of Trainers (TOT), and provide necessary guidance to ensure consistency and coherence in the interpretation of GHN (U) criteria, principles, standards and norms in the evaluation of project proposals, implementation of subprojects and supervision of Project activities.
2. Train and advice communities and district staff on procedures and requirements for GHN (U) support and operational objectives to be achieved by the project.
3. Develop short and long-term implementation and monitoring plans, setting priorities and performance measures to assist project communities in their progress towards achievement of sub-project implementation targets.
4. Monitor the progress of on-going projects to ensure adherence to set standards, specifications, and agreed implementation time schedules.
5. Provide team leadership for Assistant Programme Officers to ensure timely and effective implementation of the Project.
6. Advise and make timely recommendations to Directors, Heads of Unit and district leadership on identified sub-project implementation strategies and targets, trouble shooting, operational problems, through reports, review meetings, and field supervision visits.

7. Organize specific seminars and workshops for respective actors to address specific issues and promote awareness; enforce shared understanding and working knowledge of GHN (U) operational systems, tools, and procedures
8. Ensure timely preparation and dissemination of reports on workshops and seminars.
9. Plan, co-ordinate and initiate field appraisal exercises and project justification reports.
10. Conduct joint sessions with district teams in formulating short and long-term implementation and supervision plans, starting with pre-launch training through implementation stages.
11. Liaise closely with all GHN (U) crosscutting functions, including district TOTs and officials to build rapport and shared operational vision, thereby enhancing co-operation in the design and implementation of sub-projects in each district & cluster.
12. Generate specific outputs (deliverables) as determined from time to time in the respective projected work plans for each quarter.
13. Perform any other duties as may be assigned to him/her from time to time.

PERSON SPECIFICATIONS

- Should possess at least Masters degree from a recognized university preferably in Medicine, health sciences, social sciences, development studies with about 3 years relevant work experience.
- Should have at least 3 years experience in a supervisory capacity in project management.
- Demonstrate highly developed verbal and written presentation skills in English. Should also have ability to communicate effectively with grass-root communities participating in sub-projects. Working knowledge and understanding of the local languages will be an advantage.
- Persuasive, with a high degree of diplomacy and ability to effectively organize large groups of people in an ongoing community development way.
- Self-motivated and able to work effectively and efficiently alone and with large groups for extended periods without direct supervision.
- Knowledge of Training for Community Transformation, Participatory Rural Appraisal or other community development related field.

(10)	Title	:	LIAISON OFFICER
	Reports to	:	Executive Director
	Supervises	:	Liaison Office Staff (Executive Assistant –LO & Driver)
	Appointed by	:	Executive Director

PRINCIPAL DUTIES AND RESPONSIBILITIES

A Liaison Officer (LO) will ensure smooth coordination of GHN (U) activities with the other actors at the national level. His/her responsibilities will include:

1. To collect, analyze process, document and manage all information/data from national institutions in the Project districts. The Liaison Office will be the focal point for all the information relating to the Project.
2. To create and manage a resource centre that will include a modern data base on GHN (U) activities. This information will be useful for supporting the GHN (U) districts, line ministries, donors, NGOs and other stake holders in all ways necessary e.g. development planning, investment location, problem identification, policy information, etc.
3. To support the GHN (U) in function of advocacy and publicity/communication and issues, which pertain to the Project by preparing background papers and other relevant information.
4. To assist the ED to coordinate and harmonize the participation of stakeholders at national level to ensure that they fulfill their roles in the way that expedites the achievement of the objectives of GHN (U). The harmonization role shall also include ensuring that agencies do not duplicate overlap activities and thereby create conflicts during implementation.
5. To monitor the impact of the Project in reducing the poverty “gap” and monitor performance and timely production of performance reports to ensure full accountability for the resources allocated.
6. To support the ED following up on corrective recommendations made, in order to ensure that they are effected on time.
7. To liaise with relevant sector ministries where specific sector policies are required e.g. in ensuring that the minimum standards set in a particular sector, say health are met during the implementation of GHN (U).
8. Provide relevant information and documentation on GHN (U) to all stakeholders.
9. Generate specific outputs (deliverables) as determined from time to time in the respective projected work plans for each quarter.
10. Perform any other duties as may be assigned to him/her from time to time.

PERSON SPECIFICATIONS

- Should possess at least a Masters degree from a recognized University preferably in Applied statistic, quantitative economic, social sciences, development studies or other related fields.
- At least three (3) years of experience in monitoring and evaluation of projects, information management and working on development programs.
- Demonstrate a good understanding of the Project in the context of the National Health Reform.
- S/he should demonstrate knowledge of operations of NGOs, SCOs and Government with respect to the National Health Reform.
- A good understanding of Government policies and programmes and how they relate with grass roots, NGOs, Multi-lateral and bi-lateral development.
- High interpersonal skills and ability to: collect, analyze and disseminate information from various sources.
- S/he should ideally have working experience with both the public and private sectors.
- S/he should be knowledgeable and well versed with data base packages and analytical packages. He or She must also be comfortable with the use of basic data processing including MS Word, MS Excel, Power-Point, MS Access, SPSS and SAS etc.

(11) Title	: PROGRAMME OFFICER- INFORMATION, EDUCATION AND COMMUNICATION
Reports to	: Director of Systems
Supervises	: Information, Education and Communication Assistants
Appointed by	: Executive Director

BASIC FUNCTION:

To formulate, implement, monitor and evaluate IEC and training strategies and activities of GHN (U) to help stakeholders with IEC and capacity to meet agreed goals programs. Implement decentralized IEC and work closely with District Information Officers. Promote and publicize GHN (U) through close collaboration with media houses.

PRINCIPAL DUTIES AND RESPONSIBILITIES

1. Identify and develop an overall IEC and training strategy that is fully integrated in GHN (U)'s operational plan and activities at all levels, monitor its implementation, obtain relevant feedback and modify strategies accordingly.
2. Establish lessons learned and potential emphasis needed based on systematic client consultation (SCC) activities in order to make the IEC strategy demand-driven and client-oriented.
3. Establish and maintain a mailing list for IEC materials, e.g. newsletters, reports, information kits, etc.
4. Coordinate the production of IEC materials, ensuring their quality and timely dissemination.
5. Liaise with print/electronic media on promotion of GHN (U) activities.
6. Liaise with relevant ministries and other stakeholders to identify areas of need for IEC/sensitization, activity formulation, and dissemination of materials to them in a timely manner.
7. Support the Executive Director with PR efforts by using a proactive IEC concept and initiatives integrated in all stakeholders' activities.
8. Train/sensitize the different staff and groups of stakeholders about the need for an operations-linked concept of IEC, as requested by relevant components/units of GHN (U).
9. Monitor information dissemination and training in liaison with the Directors of Components and Heads of Units
10. Establish, supervise and monitor the documentation of the Resource Centre at GHN (U).
11. Participate as a member of GHN (U) senior management team in project design and delivery, policy implementation, staff management, and resource management meetings.
12. Generate specific outputs (deliverables) as determined from time to time in the respective projected work plans for each quarter.
13. Perform any other duties as may be assigned to him/her from time to time.

PERSON SPECIFICATIONS

- A post-graduate degree in Mass Communication/Journalism or other relevant qualification from a recognized university.
- At least five (5) years of experience in the formulation, implementation, monitoring and evaluation of IEC activities for development programmes.
- Experience in working with grass roots communities, non-governmental organizations, multilateral and bilateral development agencies and government.
- S/he should be able to work with minimal supervision.
- Should have high interpersonal skills and ability to be a team player.
- S/he should be of high integrity and repute.

(12) Title	:	PROGRAMME SPECIALIST - PROCUREMENT
Reports to	:	Executive Director
Supervises	:	Procurement Assistant
Appointed by	:	Executive Director

BASIC FUNCTION:

To interpret and apply Government of Uganda and Donors' policies and guidelines on the procurement of civil works, goods and services for GHN (U). S/he should ensure that all procurement follows correct procedures that comply with Donor and Government of Uganda guidelines. In liaison with user components and units, develop the annual Procurement Plan of the Project.

PRINCIPAL DUTIES AND RESPONSIBILITIES

1. Prepare documents based on Government of Uganda and Donors' policies and regulations for the procurement of civil works, goods, and services to guide GHN (U) staff and project communities on the procedures to be followed.
2. Check/examine cost estimates and quotations for consistency, relevance, and conformity to the conditions of support by GHN (U) as stipulated by Government of Uganda and Donor requirements.
3. Guide beneficiary communities and all Project staff on contract administration to ensure strict adherence to contract terms and conditions.
4. Draw up terms of reference to serve as a basis for engaging consultants so as to facilitate the production of tender documents and supervision of GHN (U), and ensuring that the correct procedures for their appointment have been followed and endorsed by GHN (U).
5. Liaise with the Administrative Officer to arrange for repairs and maintenance of GHN (U) equipment following set down guidelines to ensure that equipment is always in good working condition.
6. Undertake to assess compliance of community procurement procedures to the Project's requirements.
7. Act as an Advisor to the Contracts Committee and to the Executive Director.
8. In liaison with IEC Specialist, develop the Community Procurement Kit.
9. In liaison with the Secretary of the Contracts Committee, establish and maintain procurement records and a Contracts Register.
10. Generate specific outputs (deliverables) as determined from time to time in the respective projected work plans for each quarter.
11. Perform any other duties as may be assigned to him/her from time to time.

PERSON SPECIFICATIONS

- i. A postgraduate degree and a Technical Qualification in Civil Engineering, Quantity Surveying, Quantitative economic Procurement or other related fields from a recognized university.
- ii. S/he should be a member of a professional procurement association.
- iii. S/he should have five (5) years experience dealing with tenders and procurement procedures.
- iv. Ability to draw, interpret and administer tenders, contracts and procurement agreements
- v. Highly developed interpersonal skills and ability to work with teams
- vi. High demonstration and communication skills to interpret procurement and technical language to staff and beneficiary communities.

(13) Title	: PROGRAMME SPECIALIST--MANAGEMENT INFORMATION SYSTEM
Reports to	: Director of Systems
Supervises	: Management Information Systems Assistant
Appointed by	: Executive Director

BASIC FUNCTION:

To ensure smooth coordination of GHN (U) activities (information technology) with the other actors at national and district level. S/he will contribute to monitoring and evaluation tasks by providing the detailed inputs and outputs specifications for Management Information Systems and technical back stopping.

PRINCIPAL DUTIES AND RESPONSIBILITIES

The Programme Specialist-MIS will ensure smooth co-ordination of GHN (U) activities with the other actors at the national level. His/Her responsibilities will include:

1. Manage the MIS and be able to solve any information service problems further develop special user requirements and needs;
2. Identify computer-training needs for staff of GHN (U), design and implement training modules and update any manuals. Working with staff responsible for training to ensure that all staff receives adequate training in computer software, information systems storage and retrieval;
3. Ensure correct, appropriate and up to date information is available to GHN (U) staff for effective project implementation, monitoring and evaluation.
4. Plan and manage the MIS, its functions and procedures and ensure that users enter data and use it accurately and in a timely manner;

5. Ensure that the information within GHN (U) remains secure;
6. Ensure that the hardware and software of both the GHN (U)MU and field Offices are maintained to a high standard;
7. Facilitate and co-ordinate production of management reports; and;
8. Generate specific outputs (deliverables) as determined from time to time in his projected work plans for each quarter;
9. Participate in the procurement and supervise roll out of a decentralized Management Information System;
10. Perform any other duties as may be assigned to him/her from time to time by the supervisor.

PERSON SPECIFICATIONS

- A post-graduate degree from a recognized university in Computer Science, Information systems, Applied Statistics, or related fields.
- At least three (3) years of experience in MIS, in a medium to large organization with an active MIS
- High interpersonal skills and ability to work with teams.
- Ability to provide MIS trouble shooting and track record and interest in field training and MIS supervision.
- Knowledge of computer software and hardware.

(14) Title	:	ADMINISTRATIVE OFFICER
Reports to	:	Director of Finance and Administration
Supervises	:	Administrative Assistants, Receptionists and Drivers
Appointed by	:	Executive Director

BASIC FUNCTION:

To establish and maintain an administrative support system that contributes to efficient and effective running of the Project. Responsible for maintaining the Project Assets Inventory.

PRINCIPAL DUTIES AND RESPONSIBILITIES

1. Ensure that GHN (U) policies are implemented appropriately in accordance with the rules, regulations and procedures at all levels.
2. Maintain proper stock and records for stationery and office supplies to facilitate efficient stock control.

3. Assess requirements of consumables on a quarterly basis and initiate the procurement process.
4. Arrange for the timely repair and maintenance of vehicles and office equipment in conjunction with the procurement specialist following given guidelines and at defined service intervals to ensure that equipment is in good working condition at all times.
5. Supervise administrative staff including Secretaries, Office Attendant, Drivers and Receptionists to ensure that they perform their duties efficiently to defined standards.
7. Assist in the management of GHN (U) property, e.g. vehicle control (log book, mileage, servicing, repairing, etc.), equipment and supplies to ensure efficient utilization, insurance cover, and security.
8. Assist with any management and PR duties as assigned by the Executive Director and the Director of Finance and Administration.
9. Generate specific outputs (deliverables) as determined from time to time for each quarter.
10. Perform any other duties as may be assigned to him/her from time to time.

PERSON SPECIFICATIONS

- A post graduate degree in Public Administration, Human Resource Management or Business Administration.
- S/he should have at least five (5) years experience in administrative work in a busy office.
- S/he should possess general knowledge in basic computer applications.
- S/he should be self-motivated and able to work effectively and efficiently for extended periods without direct supervision.
- Highly developed in verbal and written presentation skills in English and at least one other national language. Ability to communicate effectively at all levels.
- A team player who can work with people of different qualifications and experience.

(15)	Title	:	DRIVER
	Reports to	:	Administrative Officer
	Appointed by	:	Executive Director

BASIC FUNCTION:

To ensure security and proper running of vehicles and the safety of GHN (U) staff.

PRINCIPAL DUTIES AND RESPONSIBILITIES

1. Drive members of staff and Project associated people safely during field trips.
2. Report mechanical defects and servicing needs to the AO to ensure that vehicles are kept in good running condition.
3. Report any accidents to Police and make written submission to GHN (U).
4. Maintain up to date records on mileage, fuel consumption, tune-ups, in accordance with GHN (U) motor vehicles policy.
5. Manage and account for fuel card and advances while on field trips.
6. Maintain vehicles in a tidy, presentable state at all times to lengthen the life of the vehicles and preserve the public image of GHN (U).
7. Run errands cleared by a responsible officer.
8. Perform any other duties as may be assigned to him/her from time to time

PERSON SPECIFICATIONS

- Must be a holder of O-level with a credit in English.
- Must possess a clean driving license, with the relevant class.
- Must be in possession of a certificate of competence from Ministry of Works.
- Must be in possession of at least basic certificate in Vehicle Maintenance and Repair.
- Be of sober, pleasant, and disciplined character and be capable of following instructions conscientiously and honestly

(16) Title	:	RECEPTIONIST
Reports to	:	Administrative Officer
Appointed by	:	Executive Director

BASIC FUNCTION:

To perform reception duties in addition to handling routine communication and office maintenance duties for various offices in GHN (U).

PRINCIPAL DUTIES AND RESPONSIBILITIES

1. Receive mail, hand delivered parcels and messages at GHN (U).
2. Operate a PBX Switchboard. The function includes receiving incoming and dialing outgoing calls and keeping updated records of all outgoing calls, distinguishing personal or business calls.
3. Perform all reception duties. The tasks include welcoming guests and providing initial answers to their queries, directing them to right offices, and making them feel comfortable and welcome while they wait for service.

4. Operate office business machines and equipment. This involves working closely with secretaries and officers to assist with sending/receiving fax messages, typing, scanning documents.
5. Operate a photocopying machine.
6. Perform any other duties as may be assigned to him/her from time to time

PERSON SPECIFICATIONS

1. Must possess a relevant first degree preferably in organizational studies, hospitality management, with at least a diploma or a certificate in office practice, Management studies or equivalent qualification from a recognized institution.
2. Advanced computer skills and knowledge of most current software programs including Word, Excel, and Power Point etc.
3. Fluent in English and one other national language.
4. Good interpersonal skills and pleasant personality.
5. Adept with operating office machines & equipment

Annex 2 STAFF PERFORMANCE APPRAISAL FORM FOR GHN (U) STAFF**ADOPTED FROM**
*Chapter 1 Public Service General Appendix A-el¹***PREAMBLE:**

Staff Performance Appraisal is a management tool for establishing the extent to which set targets within overall goals of an organization are achieved. Through staff appraisal, performance gaps and development needs of an individual employee are identified. The staff therefore, cannot perform to their full potential unless they are told how well they are doing and are helped to improve performance. The appraisal process offers an opportunity to the appraisee and appraiser to dialogue and obtain a feedback on performance. This therefore demands a participatory approach to the appraisal process and consistency in the use of guidelines² by all Public Officers in filling this form.

The form is comprised of five parts as follows:

PART A. Appraisee Section: This should be completed by the Appraisee prior to the appraisal meeting

PART B. The Assessment Section: This section is for the assessment of jointly agreed activities and outputs by appraisee and appraiser. B1 and B2 should be completed by the appraisee as part of Self Assessment before submitting the form to the Appraiser.

PART C: Appraiser Section: This section should be completed by the appraiser after the appraisal meeting to assess critical competences needed to perform the job and make recommendations on how they could be enhanced.

PART D: Action Plan Section: The jointly agreed Action Plan, activities and outputs between the appraiser and appraisee for the following assessment period are recorded in this section.

PART E: Comments and Signatures: This section should be completed by the Appraisee, Appraiser and the Countersigning officers.

NAMES OF APPRAISEE:

NAMES OF APPRAISER:

MINISTRY/DEPARTMENT/LOCAL GOVERNMENT:

DIRECTORATEDEPARTMENT.....

DIVISION.....PERIOD OF ASSESSMENT: FROMTO

¹ This form replaces Appendix A-el

² Every Public Officer should be provided with a copy of the staff performance appraisal guidelines

A.4. ACADEMIC AND PROFESSIONAL QUALIFICATIONS

AWARD (DEGREE/DIPLOMA/CERTIFICATE)	INSTITUTIONS	FROM – TO

A.5 SHORT TERM TRAINING COURSES: (Including formal or attendance certificates, attachments and other development activities in the last three years. Courses, which you attended more than three years ago but you think are critical to your career, may be indicated.)

TRAINING COURSE	INSTITUTIONS	FROM – TO

A.6 RESEARCH AND PUBLICATIONS

TITLE	PUBLISHER	DATE

f. Were there difficulties or conditions that affected your performance?
(Please indicate them and propose solutions).

Difficulties	Solutions

g. In what areas would you like more support?

h. What is your overall comment on your performance during the period of review?

i. What proposals do you make for the future concerning:

Your Job
(ii) Your Component?
(iii) GHN (U)?
(iv) GHN (U)/DONOR?

A.8

NAME OF THE APPRAISER.....
TITLE..... PERIOD OF SUPERVISION.....

A.9

SIGNATURE OF APPRAISEE.....
DATE:DATE PASSED TO APPRAISER.....
SIGNATURE OF APPRAISER.....DATE RECEIVED.....

PART C

APPRAISER SECTION

C1. ANALYSIS AND ASSESSMENT OF CRITICAL COMPETENCIES APPLIED TO PERFORM THE ACTIVITIES.

The appraisee should be rated only in areas, which are relevant to his/her job. The maximum points per competence and/or quality are 10 (ten). Under each competence/quality, the 10 points should be allocated in a manner that reflects the areas of strengths or weaknesses of the appraisee. The overall score is 100%. In assessing, 10, 9, 8, 7, 6, 5, 4, 3, 2, 1 should be used. 10 is the maximum per competency/quality and one (1) the lowest. Please tick the relevant box, thereafter, add up the points, which correspond to the ticks to get the total.

CORE COMPETENCY	JOB	COMMENT	ASSESEMENT (Please tick)													
			10	9	8	7	6	5	4	3	2	1	NA			
ABILITY TO APPLY PROFESSIONAL /TECHNICAL KNOWLEDGE & SKILLS - WELL EQUIPPED WITH AND APPLIES the appropriate up to date professional/technical knowledge and skills																
JOB KNOWLEDGE Has clear understanding of the job, what it involves and relevant policies and practices.																
PLANING & ORGANISING Conceptualizes broad and long term issues, their implications and: plans and organizes work and resources: is strategic																
DECISION MAKING Makes logical analysis of relevant information and factors: develops appropriate solutions and takes action: generates ideas that provide new insight: provides reasons for decisions or actions, is objective.																
LEADERSHIP Organizes and inspires staff to work towards clearly defined common objectives: willingly assigns tasks and																

<p>gives appropriate authority: stimulates initiatives: organizes suitable staff development programmes: acknowledges progress. Encourages teamwork and is sensitive to other people's feelings. Effectively deals with staff and the general public.</p>								
<p>MANAGEMENT OF FINANCIAL AND OTHER RESOURCES Makes rational use of financial and other resources; equitably and fairly facilitates staff. Provides periodic reports on resource use for accountability and transparency.</p>								
<p>COMMUNICATION Expresses oneself clearly both verbally and in writing. Adheres to laid down communication procedures</p>								
<p>LOYALTY Observes laid down regulation/procedures; does not divulge information with any intention to harm or for personal benefit.</p>								
<p>INTEGRITY Honest and of high moral character; has self respect and respect for others. Courteous and mindful to all staff and the public. Reflects a good image of GHN (U).</p>								
<p>ABILITY TO ACHIEVE DESIRED OUTPUTS Reliable in carrying out the commitments and obligations of the position; accepts instructions, advice, correction, demonstrates competency and ability to complete assignments and produce desired results on time; responds to clients promptly. Is committed and dependable.</p>								
<p>TOTAL PER COLUMN</p>								

TOTAL SCORE															
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C2. OVERALL ASSESSMENT

Overall ranking/assessment should only include outputs, competencies and qualities, which have been assessed, are relevant to the job and are consistent with the rating in B and C1; and should be as follows:

- 90+ A+ Outstanding
- 80 – 89 A Excellent
- 70 – 79B Very Good
- 60 – 69 C Good
- 50 – 59 D Average
- 40 – 49 E Poor
- 0 – 39 F Very Poor

Note that the rating should also reflect the agreements/decisions of the appraisal interview and that it will be open to the appraisee. Please if in doubt, refer to B and C1 and to detailed guidelines on assessment.

OVERALL COMMENT	OVERALL RATING Please use words like Good, Fair, etc whichever is applicable
(a) ON AGREED ACTIVITIES/OUTPUTS	
(b) ON CORE COMPETENCIES/QUALITIES	

C3. RECOMMENDATION FOR FUTURE ACTION ONT EH BASIS OF ASSESSMENT ABOVE

(Please complete only the relevant recommendation. For each recommendation, specify reason/circumstance must be indicated)

ACTION	RECOMMENDATION	TIMEFRAME
PROBATIONARY PERIOD (Please indicate: appraisee is still serving on probation; Probation should be extended: should be terminated)		
CONFIRMATION		
PROMOTION		
CONSIDERATION FOR TRANSFER WITHIN SERVICE		
DISCIPLINARY ACTION		

TRAINING		
EARLY RETIREMENT (specify reason)		
OTHER (Specify)		

Signature of Appraiser
Name
Title
Date:

PART E

COMMENTS AND SIGNATURES

This is to be completed by the Appraisee, Appraiser and the Countersigning Officers. It is a confirmation that the appraisal interview took place and that there was agreement, or if there was disagreement, it was resolved. It is also a confirmation that the development needs of the appraisee were discussed and an action plan to improve performance agreed. Countersigning Officers should not merely endorse the forms. They have the responsibility for ensuring that assessment is done correctly and genuinely.

ANY OTHER COMMENTS BY APPRAISEE Name of Appraisee Signature: Date:
ANY OTHER COMMENTS BY APPRAISER Signature Date:
COMMENTS OF SUPERVISOR Name of Supervisor Signature Date
COMMENTS OF THE RESPONSIBLE OFFICER/EXECUTIVE DIRECTOR NAME OF RESPONSIBLE OFFICER For Ministry/Department/Local Government Signature date: