



RESILIENCE AID

Building Climate-Resilient and Healthy Communities

HUMAN RESOURCE POLICY MANUAL

Guiding principles and procedures for recruiting, managing and supporting Resilience Aid's people — fairly, safely, and in line with Tanzanian law

Document owner	Board of Directors, Resilience Aid
Approved by	Board of Directors
Policy holder	Executive Director
Applies to	Board (governance provisions only), staff, volunteers, consultants and interns
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1. Introduction and Purpose

Resilience Aid is a Tanzanian NGO (Reg. No. 00NGO/R/2999) delivering climate-resilient WASH, green livelihoods and ecosystem-restoration programmes across Tanzania. Our people are central to this mission, and how we recruit, manage and support them is a direct expression of our core values — Trust & Respect, Accountability, Collaborative, Courageous and Innovative.

This Human Resource (HR) Policy Manual sets out the principles, entitlements and procedures that govern employment at Resilience Aid, from recruitment through to exit. It is written to be simple and practical for a young, growing organisation, and will be expanded as our staffing, structure and geographic footprint grow.

The Manual is grounded in Tanzania's national labour law and employment policy, and draws on the HR practice of like-minded organisations — adapted to Resilience Aid's size and context. It complements, and should be read alongside, Resilience Aid's Safeguarding Policy.

2. Legal and Policy Framework

Resilience Aid's HR practice gives effect to Tanzania's national labour law and employment policy, and aligns with international labour standards and conventions.

National legal and policy framework

- The Constitution of the United Republic of Tanzania (1977, as amended);
- The Employment and Labour Relations Act (ELRA), 2004, and the Employment and Labour Relations (Code of Good Practice) Rules, 2007;
- The Labour Institutions Act, 2004, including dispute resolution through the Commission for Mediation and Arbitration (CMA);
- The Occupational Health and Safety Act, 2003;
- The Workers Compensation Act, 2008;
- The National Social Security Fund Act, 1997, and the Public Service Social Security Fund Act, 2018;
- The Income Tax Act, 2004 (PAYE), and the Skills and Development Levy under the Vocational Education and Training Act;
- The National Employment Policy, 2008;
- The Law of the Child Act, 2009 (prohibition of child labour);
- The Persons with Disabilities Act, 2010;
- The National Gender and Women Development Policy.

International conventions and standards

- Core ILO Conventions on forced labour, child labour, non-discrimination, freedom of association and collective bargaining;
- ILO Convention 190 on Violence and Harassment in the World of Work;
- The UN Guiding Principles on Business and Human Rights;
- The Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW);
- The Core Humanitarian Standard (CHS).

Where national law and these standards differ, Resilience Aid applies whichever provides the greater protection to the employee.

3. Scope and Guiding Principles

This Manual applies to all Resilience Aid staff (full-time, part-time and fixed-term), volunteers, consultants and interns. Board members are covered only by the governance-related provisions, such as conflict of interest and confidentiality.

- Employment decisions are merit-based, transparent and free from discrimination;
- Terms of employment meet or exceed the minimum standards set by Tanzanian labour law;
- Employees are treated with fairness, dignity and respect at every stage of the employment relationship;
- HR records and personal data are handled confidentially and securely;
- Line managers and the Executive Director share responsibility for applying this Manual consistently.

4. Recruitment, Selection and Onboarding

Resilience Aid recruits openly and competitively, based on merit, qualifications and suitability for the role, without discrimination. All vacancies are advertised with a clear job description, and shortlisting and interviews are conducted by more than one panel member wherever feasible.

- Recruitment for roles with direct community or child contact follows the safe-recruitment steps in the Safeguarding Policy, including reference checks and, where feasible, police clearance;
- Selected candidates receive a written offer setting out role, salary, benefits and start date;
- New starters receive an onboarding briefing within their first week covering this Manual, the Safeguarding Policy, the Code of Conduct, and their specific role, and sign both this Manual and the Code of Conduct before or on commencement.

5. Employment Contracts, Categories and Probation

Every employee receives a written contract, in line with the ELRA, stating job title, duties, remuneration, working hours, leave entitlements, notice period and probation terms.

- Permanent (indefinite-term) contracts — for ongoing, core roles;
- Fixed-term contracts — tied to a project, grant or defined period;
- Consultancy agreements — for defined, time-bound deliverables, governed by a separate consultancy contract rather than this Manual;
- Internships and volunteer placements — unpaid or stipend-based, governed by a placement agreement.

New employees serve a probation period of 6 months, extendable up to 12 months for senior, technical or managerial roles by written agreement. Confirmation of appointment is provided in writing at the end of a successful probation period.

6. Working Hours, Attendance and Public Holidays

- Standard working hours are 45 hours per week (ordinarily 9 hours per day, 5 days per week), with at least 24 consecutive hours of rest;
- Overtime, where required and authorised in advance, is compensated at the rate set by the ELRA (at least 150% of the normal hourly wage);
- Employees are entitled to all public holidays gazetted by the Government of Tanzania; work performed on a public holiday is compensated in line with the ELRA;

- Field-based staff follow agreed travel and working-time arrangements appropriate to programme locations.

7. Leave Entitlements

Annual leave	28 consecutive days per 12-month leave cycle, inclusive of any public holiday falling within the period.
Sick leave	Up to 126 days per 36-month cycle after 6 months' service — the first 63 days on full pay and the next 63 on half pay — supported by a medical certificate.
Maternity leave	84 days (100 for multiple births) per 36-month cycle, available up to 4 times with the same employer, after 6 months' service. At least 3 months' written notice and a medical certificate are required.
Paternity leave	3 days (7 days for a premature birth), to be taken within 7 days of the birth, after 6 months' service.
Compassionate and other leave	Granted at the Executive Director's discretion for bereavement or other exceptional circumstances, on a case-by-case basis.

8. Compensation, Benefits and Statutory Deductions

Salaries are set by role and grade, reviewed periodically subject to available funding, and paid monthly. Resilience Aid makes the following statutory deductions and contributions, at the rates prescribed by law from time to time:

- Pay-As-You-Earn (PAYE) income tax, under the Income Tax Act;
- Social security contributions to the NSSF or PSSSF, as applicable;
- Workers Compensation Fund (WCF) contributions;
- Skills and Development Levy (SDL), where applicable.

Additional benefits (such as medical cover, airtime or transport allowances) are provided where budget and donor rules allow, and are specified in individual contracts.

9. Performance Management and Learning & Development

- Performance is reviewed at the end of probation and at least annually thereafter, against the employee's job description and Resilience Aid's strategic pillars;
- Line managers and employees agree individual objectives and a simple development plan during each review;
- Training and learning opportunities are offered as budget and programme needs allow, prioritising skills that strengthen safe, effective programme delivery.

10. Code of Conduct and Discipline

All employees are expected to act professionally, honestly and respectfully; comply with Resilience Aid's policies, including the Safeguarding Policy; safeguard organisational resources and information; and disclose any conflict of interest.

Disciplinary action follows a fair reason and a fair procedure, consistent with the ELRA and its Code of Good Practice Rules: a clear allegation, an opportunity for the employee to respond, and a right of appeal. Except in cases of

serious misconduct — such as theft, fraud, violence, gross negligence or a safeguarding breach, which may warrant summary dismissal — discipline follows a progressive sequence:

1. Verbal warning;
2. Written warning;
3. Final written warning;
4. Termination of employment.

11. Equal Opportunity, Gender Equity and Non-Discrimination

Resilience Aid does not discriminate in recruitment, training, promotion, remuneration or termination on the basis of sex, marital status, pregnancy, disability, health status, ethnicity, religion or any other status unrelated to job performance, in line with the ELRA, CEDAW and the Persons with Disabilities Act, 2010.

- Recruitment and promotion panels actively encourage applications from women and youth, consistent with the National Gender and Women Development Policy and Resilience Aid's Green Livelihoods pillar;
- Reasonable workplace accommodations are made for employees with disabilities;
- Any complaint of discrimination is handled through the grievance procedure in Section 14.

12. Health, Safety and Employee Wellbeing

- Resilience Aid provides a safe working environment in the office and in the field, in line with the Occupational Health and Safety Act, 2003, including risk assessments for field travel and appropriate protective equipment;
- All employees are registered with the Workers Compensation Fund for work-related injury or illness;
- Workplace incidents and near-misses must be reported to a line manager without delay;
- Resilience Aid supports reasonable workload management and work-life balance, and will refer employees to appropriate support where needed.

13. Safeguarding, Anti-Harassment and PSEA

This Manual operates alongside Resilience Aid's Safeguarding Policy, which sets out the organisation's zero tolerance for sexual exploitation and abuse (SEAH), gender-based violence, bullying and harassment, consistent with ILO Convention 190. Any employee experiencing or witnessing such conduct should report it through the channels in the Safeguarding Policy — the Safeguarding Focal Point, a line manager, the Executive Director, or a Board member — and will be protected from retaliation for reporting in good faith.

14. Grievance and Dispute Resolution

An employee with a work-related concern should first raise it informally with their line manager. If unresolved, the employee may submit a written grievance to the Executive Director, who will respond within 10 working days. Grievances involving the Executive Director may be raised directly with the Board Chairperson.

If a dispute remains unresolved internally, either party may refer it to the Commission for Mediation and Arbitration (CMA), in line with the Labour Institutions Act, 2004.

15. Termination, Resignation and Exit

- Either party may terminate employment during probation, or where service is under 6 months, with 7 days' written notice;
- After confirmation, termination requires written notice as set out in the contract (commonly 28 days for monthly-paid staff), or payment in lieu of notice;
- Employees with at least 12 months' continuous service are entitled to severance pay of 7 days' basic wage for each completed year of service, except where termination follows misconduct, incapacity or a genuine redundancy exception recognised under the ELRA;
- On exit, the employee completes a handover, returns all organisational property, and receives final pay including any accrued but untaken leave.

16. Confidentiality, Conflict of Interest and Policy Administration

Employees must keep confidential any organisational, donor, partner, beneficiary or personal data they access in the course of their work, and disclose in writing any actual or potential conflict of interest, including outside employment or business interests that could compromise their duties.

This Manual is owned by the Board of Directors and administered by the Executive Director. It will be reviewed every two years, or sooner following a significant change in the law or in Resilience Aid's staffing and structure.

This policy was approved by the Board of Directors of Resilience Aid and takes effect on the date recorded on the cover page.



Board Chairperson, Resilience Aid



Mturi James Mturi, Executive Director