

Islamic Medical Association of Uganda (IMAU)



Human Resource Manual

Terms and Conditions of Service

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TABLE OF CONTENTS

CONTENT	PAGE
1.0 DEFINITION –PURPOSE INTERPRETATION.....	1
2.0 ORGANISATIONAL STRUCTURE.....	3
3.0 JOB DESCRIPTION.....	4
4.0 PERSONNEL POLICY.....	6
5.0 RECRUITMENT AND APPOINTMENT.....	8
6.0 TYPES OF APPOINTMENT.....	14
7.0 SALARY.....	19
8.0 ALLOWANCE.....	21
9.0 BENEFITS.....	24
10.0 LEAVE.....	28
11.0 PERFORMANCE APPRAISAL.....	33
12.0 EDUCATION, TRAINING AND DEVELOPMENT.....	35
13.0 EMPLOYEES` OBLIGATION, DUTY PERFORMANCE AND CONDUCT.....	37
14.0 DISCIPLINE.....	44
15.0 CESSATION OF SERVICE.....	48
16.0 IMAU EMPLOYEES CONTRIBUTION SCHEME.....	51
ANNEXES:	
ANNEX 1 IMAU`S ORGANIZATION CHART.....	52
ANNEX 2A ORGANIZATION OF IMAU DEPARTMENTS.....	53
ANNEX 2B IMAU PROGRAMMES/PROJECTS ORGANIZATION CHART.....	54
ANNEX 3 HOSPITAL ORGANIZATION CHART.....	55
ANNEX 4 JOB DESCRIPTIONS OF IMAU EMPLOYEES.....	56
ANNEX 5 IMAU SALARY SCALE.....	101

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1.0 Definition –Purpose interpretation

1.1 Short title

1.1.1 This Manual shall be referred to as the Islamic Medical Association of Uganda Human Resource Manual and shall come into force immediately upon its approval by the Executive Committee of the IMAU.

1.1.1 This manual is an official document and the provisions made therein bind all staff.

1.1.2 All the employees in the service of IMAU and therefore all arrangements for their employment in the IMAU are subjected to the laws of Uganda.

1.2 Purpose of the manual

1.2.1 The overall objective of this manual is to define and formally present, in writing, explanations relating to relationships between the IMAU and its employees. While the IMAU has been entrusted with policy formulation, it is the duty of management to implement such policy. The provisions in this manual govern the IMAU's relationship with its employees, in the implementation of human resource policy and other matters related to the management of the employees.

1.2.2 Specifically, the manual is developed to achieve the following objectives:

- To provide and define the rights, obligations, roles and responsibilities of the IMAU as the employer.
- To provide and define the rights, obligations, privileges, roles and responsibilities of the management and members of staff.
- To ensure systematic approach to the administration of human resource policies, systems, procedures and practices with the aim of achieving a harmonious relationship between the IMAU and its staff.
- To strengthen and promote a good reputation for proper treatment of employees and ensure continued effort of attracting, rewarding, retention and satisfying high quality staff.

1.3 Interpretation

1.3.1 Except as otherwise expressly provided herein, the provisions in this manual:

- Shall apply to all employees of the IMAU; and
- Shall replace and cancel all previous notices, regulations, rules and standing instructions in conflict with these provisions, if any, pertaining to terms and conditions of employment with the IMAU.

- 1.3.1 Except where otherwise specified the responsibility for recommending revisions and waivers and for implementing the policies, principles and actions contained in this manual rests with the Chairperson of the Executive Committee of the IMAU.
- 1.3.2 However, where a dispute arises, appeals shall be made to the Executive Committee for final resolution.
- 1.3.3 In carrying out the responsibility as stated above, the Chairperson of the Executive Committee shall be accountable to the Executive Committee.
- 1.3.4 The power to interpret, waive, vary or amend any article under this manual is vested in the Executive Committee whose decision shall be final.
- 1.3.5 The Executive Committee shall be at liberty to delegate any of its powers to either anyone or more Executive Committee members, line managers, management etc. of the IMAU.
- 1.3.6 Policy actions, principles, rules and regulations contained in this manual are subject to amendment from time to time.
- 1.3.7 It is the direct duty of the Executive Committee to:
- Foster good working relationships
 - Implement the provisions contained in this manual
 - Ensure distribution and easy access to copies of this manual and the amendments thereof.
- 1.3.8 It is the responsibility of the individual member of staff to have detailed knowledge and understanding of the provisions contained in this manual. Ignorance of any particular provision herein cannot, in itself, be accepted as an excuse for non-compliance.
- 1.3.9 Each member of staff is employed in his/her own right as an individual and is entitled to or eligible for certain benefits and privileges as an individual whether he/she is married to another member of staff or not.
- 1.3.10 Statutory deductions shall be made from the salaries/wages of employees in accordance with the Laws of Uganda. Statements of such deductions shall be availed to employees promptly.

2.0 Organisational Structure

2.1 Policy Statement

2.2 For efficiency and effectiveness in achieving the mission of the IMAU, the Objectives of the organisation shall be categorised into departments. These departments will include;

- IMAU's General Management
- Clinical Services (Hospitals and Clinics)
- HIV/AIDS
- Gender Affairs
- Continuing Medical, Islamic and Management Education
- Knowledge Management (Includes Information, Communication & Technology, Library)
- Training
- Research and Development
- Primary Health Care
- Reproductive Health
- Public Relations, Advocacy and Resource Mobilisation
- International Resource Centre for promotion of the Islamic Approach to HIV/AIDS and other health issues.

2.3 Each department shall be headed by the Line Manager and will report to the Programme Director. The programme Director will be appointed by the Executive Committee of IMAU and he/she will report to it (Executive Committee).

2.4 The Executive Committee will be responsible for overseeing the overall execution of the IMAU programmes and will report to the General Assembly.

2.5 The Executive Committee may constitute itself into sub-committees for effective handling of the IMAU activities e.g. Finance and Administration Sub-Committee, Human Resources and Development Sub-Committee, Projects and Clinical Services Sub-Committee etc. as may be determined by the Executive Committee from time to time as need arises.

2.6 The IMAU organisation structure is annexed to this Manual (See Annex 1)

3.0 Job Description

3.1 Policy Statement

It is the IMAU's policy that all existing jobs in the organisation must be described and job descriptions prepared.

3.2 Policy Objectives

The objectives of the job description policy are to:

- Align existing jobs with the internal structure.
- Review jobs periodically to ensure that unnecessary tasks or responsibilities are shed off as the IMAU perfects or re-engineers its processes as a response to the external environment.
- Ensure that all existing jobs in the IMAU contribute towards the attainment of the overall objective of the IMAU.

3.3 Policy Principles

- 3.3.1 It is the policy of the IMAU to have all jobs discussed, agreed with the incumbent jobholders and documented in job description form. This includes project jobs.
- 3.3.2 Job descriptions will be reviewed and updated periodically.
- 3.3.3 The policy applies to all jobs in the IMAU.
- 3.3.4 The line manager (project/institution) shall inform the Chairperson of the Executive Committee on any changes of the existing jobs.
- 3.3.5 If a position is new, a job analysis process will be carried out in conjunction with the line manager and the necessary information about the job shall be assembled together to facilitate the formulation of a job description.
- 3.3.6 If it is an existing position that has been impacted on by internal organisational changes, the job has to be re-designed taking into account the new responsibilities, the techniques, systems and procedures in place to carry out the job and the relationships that should exist between the jobholder and his superiors, subordinates and colleagues.
- 3.3.7 All job descriptions prepared or reviewed including the re-designed ones shall be signed off by the line manager and Chairperson of the Executive Committee before implementation.

3.3.8 The job description will be used for the following purposes:

- Job evaluation
- Organisation review
- Training needs analysis
- Personal development plan etc.

3.3.9 It is the responsibility of the line managers (project/institution) to ensure that up-to-date job descriptions are in place. The role of Executive Committee Chairperson is to facilitate the process.

4.0 Personnel Policy

4.1 General

- 4.1.1 The IMAU shall conform to the laws of Uganda in matters of employment.
- 4.1.2 The IMAU will be guided by the Islamic principles of natural justice, equity and transparency in its relationship with its employees as well as with management.
- 4.1.3 All vacant positions will be advertised either within the IMAU, the press or the electronic media and will be filled on assessed merit of the applicant (s) in relation to job requirements.
- 4.1.4 Pay levels shall be reviewed from time to time albeit within the financial capacity of the IMAU so as to attract and retain satisfied and committed high quality staff.
- 4.1.5 Every employee shall have the right to equal treatment as well as to equal opportunity. There shall be no discrimination on grounds of sex, religion, disability, tribe, etc. Appointments will be based on merit and staff performance appraisal will be open and transparent.
- 4.1.6 The IMAU acknowledges the supreme importance of communication at work; and shall ensure that adequate mechanisms exist to stimulate and channel the exchange of information, suggestions, feelings and opinions between management and staff. A mechanism for conflict resolution shall be embedded in the regulations.
- 4.1.7 The IMAU shall endeavour to provide conditions, logistics and facilities to staff in order to ensure the sustenance of high quality performance from them.
- 4.1.8 The IMAU shall continuously strive to build a dedicated, motivated and competent staff through systematic training and development programmes based on identified and /or projected needs.
- 4.1.9 The IMAU shall operate a contributory scheme to which all staff on permanent appointment must join (NSSF). In addition, as part of the human resource policy, employees may be assisted in preparing for their exit from the service of the IMAU.

4.2 Legal protection

- 4.2.1 When legal proceedings are instituted against an employee of the IMAU, as a result of his/her official position, or because of an act done or omitted to be done in the course of his/her official duties, he/she may apply to the IMAU for assistance in his/her defence.
- 4.2.2 If the IMAU is satisfied that the act was done or omitted in good faith, and that the charge is solely on account of the official position which the officer holds and that it is in the IMAU and / or public interest that he/she be defended, the IMAU shall arrange for the employee's defence and it will bear the costs.
- 4.2.3 No officer is permitted to institute legal proceedings in the courts of law because of an act committed or omitted to be done in the course of his/her official duties except with the consent and involvement of the IMAU.
- 4.2.4 Any employee who institutes such legal proceedings as stated at 4.2.3 above shall bear all the expenses involved whether the case is lost or not.

5.0 Recruitment and Appointment

5.1 Policy

- 5.1.1 The power to create, review and grade post (s) is vested in the Executive Committee.
- 5.1.2 An appointment is subject to there being a vacancy against a particular post in the approved establishment of the respective projects or Institution.
- 5.1.3 The power to appoint, confirm in appointment, promote, reward and award employees and the power to discipline and remove them from the employment of the IMAU is vested in the Executive Committee.
- 5.1.4 The Executive Committee may delegate any of its powers as it may deem appropriate to the Chief Executive of an institution or project in respect of appointment and discipline of the support staff.
- 5.1.5 When the Executive Committee deems it necessary, it shall have the liberty to invite any other person(s) with requisite competencies and experience from within and / or without the IMAU to provide professional / technical input, assistance or advice at interviews. While at interviews such a member shall be accorded the status of a full member of that particular panel. He/she shall be paid sitting allowance as management may decide from time to time.
- 5.1.6 The line manager or Head of project or institution shall present details of the job (s) needed in their departments to the Chairperson of the Executive Committee.
- 5.1.7 The Executive Committee shall set up a sub-committee of the Executive Committee in charge of Human Resources for scrutiny and ensuring that guidelines mentioned in this manual are complied with.
- 5.1.8 The Human Resource sub-committee shall among other things do the following:
 - a. Prepare and present to the Executive Committee the job advertisement
 - b. Ensure actual advertisement and its wide circulation
 - c. Receive and keep applications
 - d. Compile a list of all applicants with summarized information on each applicant
 - e. The Sub-committee will participate in short listing
 - f. The Chairperson shall invite short listed candidates for interviews
 - g. The Chairperson shall prepare venue and documents for interviews
 - h. The Chairperson shall compose the interviewing panel and present it to the Executive Committee for approval and thereafter invite them for interviewing the short listed candidates.
 - i. Provide secretarial services at the interview
 - j. Prepare a report of the interview and submit it to the Executive Committee for approval and necessary follow-up action.

5.1.9 For the purpose of transparency, equity, fair play and maintenance of professional, ethical and performance standards, vacant posts shall be openly competed for by applicants from within and / or from without the IMAU with equal, comparable and relevant qualifications.

5.1.10 In pursuance of this policy expressed in paragraph 5.1.9 above, all vacant positions shall be advertised within IMAU, in the press and electronic media and a copy thereof shall be displayed on the staff notice boards both at head office and project sites. This formality does not apply to the recruitment of support staff.

5.1.11 Job advertisement may include the following:

- a. Background and mission of IMAU
- b. Name of post being advertised
- c. Level of post in the IMAU and to whom the holder reports
- d. Duties assigned to the post
- e. Education/academic qualifications, training and work experience relevant to the post
- f. Minimum and maximum age limit where necessary
- g. Salary scale, benefits attached
- h. Job specification e.g. language requirements, able to withstand extensive travelling, working for long hours, driving permit etc;
- i. Other requirements
 - Attachment of copies of certificates
 - Detailed curriculum vitae
 - Names and addresses of referees
- j. In case of need of more information about the job where it may be obtained from;
- k. Closing date for receipt of applications;
- l. To whom applications should be sent (Title, Postal address, Telephone, fax, email)

5.2 Recruitment and Selection Procedure

5.2.1 Where a vacancy occurs, or where it becomes known that a vacancy will occur in any department or project of the IMAU, the respective Manager/Officer shall let it be known formally (in writing) to the Chairperson of the Executive Committee.

5.2.2 When reporting to the Chairperson, the Manager/Officer shall forward a draft advertisement setting out details about the vacant post as per guidelines appearing at 5.1.11 above.

5.2.3 The Chairperson shall present details of the vacant post before the Executive Committee for information, study, amendment and approval. Thereafter, the job shall be advertised.

- 5.2.4 To avoid loss of applications and /or other complaints, each application shall be stamped with IMAU stamp bearing the date of its arrival; it shall then be recorded in the register of in-coming mail and thereafter stored in an appropriate file.
- 5.2.5 Following the expiry of the period of receiving applications, the Chairperson (depending on the level of the post) shall list and summarize information on all applicants.
- 5.2.6 Criteria for shortlisting applicants shall be drawn in accordance with the requirements of the job as advertised.
- 5.2.7 Using the short listing criteria, applicants shall be short listed by the Human Resource sub-committee appointed by the Executive Committee.
- 5.2.8 All short listed applicants shall be invited by the Chairperson for the interview at reasonable notice by letter specifying time and place of interview and where possible by telephone confirmation. The same letter must advise applicants to bring with them for interviews original certificates and other testimonials as well as documents to identify themselves.
- 5.2.9 The interview criteria shall be prepared by the sub-committee and together with short lists and copies of the advertisement shall form basic material for conducting interviews.
- 5.2.10 Following the interview, a report of the interviewing panel shall be prepared. It shall include:
- a. Name and number of post (s) to be filled;
 - b. Members of the panel;
 - c. Date and venue of the interview;
 - d. Number of all applicants;
 - e. Number of all applicants short listed;
 - f. Number of applicants who presented themselves for the interview together with comments and scores against each;
 - g. Names of those recommended for appointment in order of merit;
 - h. Any other information relating to the interview.
- 5.2.11 a) The completed report shall be signed by the Chairperson and the Secretary of the interviewing panel after which it shall be submitted to Chairperson of the Executive Committee.
- b) Following the study of the report, the chairperson shall follow up references and other information if and where necessary.

5.3 Appointment and offer of Appointment

- 5.3.1 The report of the interviewing panel and references shall be presented before the Executive committee for its decision.
- 5.3.2 The decision of the Executive committee shall appear in the minutes of that particular meeting at which the decision is taken. The terms attached to the appointment, e.g. probation or contract shall be stated against the name of the person appointed.
- 5.3.3 A letter of appointment shall be served to the appointee and shall clearly outline the terms and conditions of employment which shall include:
 - a. the post being offered;
 - b. terms of appointment e.g. probation;
 - c. salary and other benefits attached to the post;
 - d. effective date of appointment;
 - e. the date by which the appointee, must take up the offer;
 - f. name of the appointee, his/her reference, his/her address and the name and signature of the author of the letter;
 - g. any other special conditions or relevant information related to the post. If possible, attach a document containing the terms and conditions of service of IMAU.
- 5.3.4 The offer of appointment shall take effect only when it has been accepted, in writing, by the appointee.
- 5.3.5 An offer of a job shall remain valid for a period not exceeding thirty days from the date of the letter of offer of the appointment.
- 5.3.6 Upon reporting for duty an employee shall be required to furnish two passport size photographs and fill a personal data form.
- 5.3.7 The effective date of appointment shall be the day when the appointee actually assumes duty.
- 5.3.8 The annual incremental date shall be the first day of the month in which the employee assumed duty.

5.4 Probation

- 5.4.1 Staff employed on contract terms and with previous work experience shall have their probationary period waived off and / or fixed at 3 months for those with no previous experience. The probationary period for permanent staff shall be one (1) year.
- 5.4.2 The period of probation gives the Executive Committee the opportunity to assess an employee's suitability for permanent appointment. Similarly, the employee is given the opportunity to learn the job in his/her new environment, show aptitude for it and decide to remain in the employment of IMAU on a permanent basis.
- 5.4.3 Probationary period shall commence from the first day of reporting for duty.
- 5.4.4 An employee on probation shall not;
 - a. be considered for promotion;
 - b. qualify for leave until after a period of twelve months;
 - c. attend a long term training course exceeding 6 months.
- 5.4.5 The IMAU reserves the right to waive part or the whole of the probationary period for special and justified circumstances. The Chairperson shall submit recommendation for waiver to the Executive committee.

5.5 Confirmation in Appointment

- 5.5.1 Every member of staff shall be confirmed on satisfactory completion of a probationary period.
- 5.5.2 When an officer is appointed in a post of a higher grade or in another post of the same grade, and that officer was prior to that appointment in the employment of IMAU on permanent terms, IMAU shall not require him/her to serve another probationary period.
- 5.5.3 Possible opportunity shall be provided to ensure that the officer on probation receives appropriate guidance, coaching, mentoring, counselling and continuous, open and constructive assessment of his/her performance.
- 5.5.4
 - a) One month before the expiry of the probationary period, the supervisor under whom the officer serves shall, on the basis of performance appraisals, recommend, through the Chairperson, a course of action to be taken by the Executive Committee.
 - b) The IMAU shall operate an open and transparent appraisal system and accordingly, the officer on probation shall have been informed, through an appraisal interview of the recommended course of action.

- 5.5.5 Confirmation in appointment or any other course of action shall be communicated to the employee in writing within one month of completing the probationary period.
- 5.5.6 In the event of the failure by the officer to achieve satisfactory performance during the period of probation the following shall apply:
- a) The period of probation may be extended for a period not exceeding six (6) months after which, in case of his/her continued failure shall have his/her appointment terminated; or
 - b) His/her appointment shall be terminated forthwith.
- 5.5.7 An employee whose service has been terminated under the provisions of regulation 5.5.6 above shall be entitled to 30 days notice or payment in lieu and to his/her own contribution to the National Social Security Fund as the case may be.

5.6 Effect of Confirmation

5.6.1 When a member of staff is confirmed in appointment, he/she shall forthwith cease to be on probation and, subject to satisfactory conduct as enshrined in these regulations and efficacy, may anticipate permanent employment with the IMAU up to the age of 60 or compulsory retirement.

5.6.2 Confirmation of a member of staff shall take effect from the date of his/her assumption of duty on probation.

6.0 Types of Appointment

Appointments to the service of the IMAU shall be of the following types:

6.1 Appointment on probation

Staff employed on contract terms and with previous work experience shall have their probationary period waived off and /or fixed at 3 months for those with no previous experience. The probationary period for permanent staff remains at 12 months, following which a member of staff shall be appraised for confirmation to permanent employment, extension of probation or termination of service. The probationary period shall be specified in the letter of appointment, among other conditions.

6.2 Appointment on permanent terms

This appointment shall take effect after successful completion of probation. One expects a full time, long satisfying career in the employment of IMAU until one achieves compulsory retirement. Also refer to effect of confirmation in regulation 5.6 above.

6.3 Appointment on promotion

6.3.1 Appointment on promotion shall take effect when an officer already serving in the IMAU in a lower rank is appointed to fill a vacancy in a higher rank in the same grading ladder.

6.3.2 No officer shall be recommended for promotion when he/she is:

- a. on probation;
- b. has not served a minimum of three years in the substantive post;
- c. absent on long term training;
- d. absent on unpaid leave.

6.3.3 Without prejudice to regulation 6.3.2 (b) above, special consideration shall be given to high fliers

6.4 Appointment on contract

- 6.4.1 A contract is a non permanent appointment involving a formal agreement between the appointee and the IMAU expressing a specific period of service.
- 6.4.2 A person shall be appointed on contract terms under the following circumstances:
 - a. When he/she is of the age that cannot permit him/her to qualify for the contributory scheme before retiring;
 - b. When he/she is a retired officer;
 - c. As IMAU may, in its discretion, direct on the recommendation of the Chief Executive Officer of an institution or project who, before his/her recommendation shall consult the officer concerned.
- 6.4.3 Contract appointments shall be for a period not exceeding three years.
- 6.4.4 An officer who wishes to have his/her contract renewed shall so indicate in writing three (3) months before the expiry of the current period.
- 6.4.5 It is emphasized that one of the essentials of a contract of employment is that the parties thereto must assent to all the terms of the agreement.

6.5 Short-term contract agreement

- 6.5.1 The IMAU may employ persons on short term contracts:
 - a. on a consultancy basis;
 - b. in order to accomplish a specific task which cannot be performed using the established staff.
- 6.5.2 The terms of such short term contracts shall be agreed upon on a case by case basis depending on the task to be accomplished.
- 6.5.3 Short term contracts shall depend on the availability of vacancies.

6.6 Acting Appointment

- 6.6.1** An officer shall be regarded to be acting in a post when he/she has been legally appointed to act in writing by the IMAU.
- 6.6.2** The officer appointed to act in a post shall receive an acting allowance which shall be the full difference between his/her basic salary and that of the post in which he/she is acting provided that he/she acts for a period not less than thirty continuous days.
- 6.6.3** An officer shall be appointed to act only in a vacant post and shall sign as “Acting” for the purpose of internal communication.
- 6.6.4** The officer acting in the post of Chairperson is the only one authorised to sign as “Acting” in cases of external communication.
- 6.6.5** All requests below the post of Chairperson for acting appointments shall be submitted to the Executive Committee by the Chairperson.
- 6.6.6** A request for any officer to act as line manager/head of project/institution shall be submitted to the Executive Committee by the Chairperson of the Executive Committee. The chairperson shall present it to the Executive Committee for approval.
- 6.6.7** An acting appointment shall not exceed a period of three (3) months consecutive without review. Arrangements must be made in the course of that period to have the post filled substantively.
- 6.6.8** When the substantive holder of a post is temporarily away for some unavoidable reason, another officer shall be called upon by the Chief Executive Officer to perform the duties of that higher post. This officer shall receive duty allowance. Note that the post shall not be vacant as in case when one is acting in the post. Care must be taken not to confuse the two. Duty allowance shall be at rate of half of the difference between the higher post and that of the officer performing higher duties provided that higher duties are performed for a period of not less than thirty (30) continuous days.
- 6.6.9** When an officer acting in a post competes for it and earns a promotion to it, the effective date of his/her appointment on promotion shall be the date when the IMAU appoints him/her substantively on promotion and **NOT** the date he/she assumed duty on acting basis.
- 6.6.10** The IMAU reserves the right to waive regulation 6.6.9 above in very special circumstances in which case the effective date of promotion shall be back-dated to that date when the officer assumed duty in an acting position.

6.7 Volunteer employment

6.7.1 Policy

It has been observed that several departments/projects suggest recruiting volunteers to help them accomplish numerous assignments within defined deadlines and IMAU recognises that using volunteers can be one of the strategies to identify and evaluate potential candidates that could subsequently offer specialized skill to IMAU. It is important therefore, that their recruitment, development and exit from IMAU are streamlined into policy form to ensure uniformity and standard performance.

6.7.2 IMAU notes five (5) categories of volunteer workers as follows:

- a. Someone who spends some time with IMAU and offers a service as a contribution towards the mission and objectives of the organisation
- b. A university graduate on internship purposely to acquire knowledge and skills
- c. IMAU may require someone to help in implementation of specific assignment for a short time.
- d. Volunteers from international organisations.
- e. Recognised IMAU members who make a contribution towards the mission and objectives of the organisation.

6.7.3 Applications from volunteers shall be addressed to the Chief Executive Officer of the institution/project with an up to date curriculum vitae attached. The applicant shall clearly indicate the expectations and will specify the period of time he/she intends to spend in IMAU and IMAU shall provide a form to the applicant to fill and attach it on the application letter.

6.7.4 The application and the form shall be forwarded to the Chief Executive Officer for consideration and action

6.7.5 Volunteers will be interviewed by a panel consisting of a sub-committee as mentioned above in line with the recruitment regulation policy.

6.7.6 An agreement shall be signed between IMAU and the volunteer clearly specifying the limits and expectations of either party or a job description attached.

6.7.7 When a volunteer is accepted he/she shall abide by the norms and regulations of the IMAU as stipulated in this manual.

- 6.7.8 Service period for internship volunteers shall be twelve (12) months renewable once and six (6) months for the other categories renewable once. However, in exceptional cases both categories may exceed this period on the approval of the management.
- 6.7.9 In case of an opportunity for vacancy occurs in the organisation, the volunteer shall be free to apply and compete with other applicants. This does not guarantee a volunteer preferential treatment in securing a job.
- 6.7.10 Volunteers shall work under supervision of experienced staff members.
- 6.7.11 Services of a volunteer can be terminated at any time, if he/she gets involved in acts that are deemed prejudicial to the corporate image of the IMAU.
- 6.7.12 Either party shall be free to terminate the service by giving a month's (30) days notice as per human resources regulations.
- 6.7.13 The volunteer allowance shall be determined by the management based on agreed upon criteria e.g. category of volunteer, skill, professional services required, number of days worked per month and available resources.
- 6.7.14 A volunteer will be required to write field activity reports or quarterly reports and submit them to the supervisor.
- 6.7.15 At the expiry of the contract, a volunteer will be given letter of recognition and appreciation by the IMAU for the services rendered.

7.0 Salary

7.1 General

- 7.1.1 All members of staff shall be paid a salary except those that are on contract, part-time appointment or volunteers.
- 7.1.2 Salaries shall be fixed at an annual rate and paid in twelve equal instalments. Each instalment becoming payable at the end of the month in which it is due.
- 7.1.3 For ease of administration, a take home pay shall be paid and shall be the net of all statutory deductions, i.e. Graduated tax, P.A.Y.E. NSSF and any others that may be instituted from time to time.
- 7.1.4 The IMAU has the right to make compulsory deductions to make good unaccounted for advances, loans, wilful or careless/negligent damage or loss of IMAU property and other causes that may justify deductions from an employee's salary.

7.2 Salary scale

- 7.2.1 The IMAU shall establish its salary scale structure on the basis of authority, responsibility, qualifications and experience required for each job.
- 7.2.2 The salary structure is provided for and is subject to revision from time to time as deemed necessary (See Annex 5).
- 7.2.3 a) Calculation of salary shall commence on the day a member of staff assumes duty.
b) In respect of a person recruited from outside Uganda, calculation of salary shall start from the date of embarkation from his/her country of domicile using the most direct route to Uganda and travelling by air.
- 7.2.4 A member of staff shall receive salary increment each year as indicated in the salary structure unless he/she reaches the maximum of his/her scales. The incremental date shall be the first day of the month in which he/she started duty.
- 7.2.5 When a member of staff who has been in the employment of IMAU receives another appointment within the IMAU the effective date of appointment shall be the date that employee assumes duty in the new post. The incremental date shall also change to the first day in which he/she assumed duty in the new post.
- 7.2.6 A member of staff may, by his/her experience or responsibility have his/her salary raised to a higher rank/ scale without necessarily being promoted to a higher position. Such consideration shall be applied only by the IMAU Executive Committee and very sparingly.

- 7.2.7 A member of staff may be appointed to a position at a salary personal to holder at the discretion of the IMAU Executive Committee under the following circumstances:
- a. When the post has been re-graded
 - b. When an employee is appointed in a post lower than the one he/she was holding after the abolition of his/her former post
 - c. When an officer appointed in the IMAU post was receiving a higher salary in another organisation but because the IMAU requires his/her services decides to employ him/her with consent that he/she retains his/her previous salary.
- 7.2.8 The salary and salary scale of a member of staff shall be indicated in his/her letter of appointment, and any subsequent changes therein shall likewise be communicated to him/her in writing.

7.3 Salary advance

- 7.3.1 A member of staff may, with genuine reasons apply for salary advance not exceeding one month's salary subject to approval by the Chief Executive Officer of the Project/Institution. Such advance shall be recovered in instalments within four consecutive months following the month in which it is given.
- 7.3.2 In case of death or when a member of staff leaves the service of the IMAU, the unpaid balance or the whole amount of the advance shall be recovered from the employee's any other monies that may be due to him/her.

8.0 Allowance

8.1 General

- 8.1.1 Allowance is intended to facilitate staff members of the IMAU to implement day to day execution of work effectively and efficiently.
- 8.1.2 Allowances shall be set up by the senior management team, but shall not take effect until and unless approved by the Executive Committee, and may be varied from time to time as the Executive Committee shall deem it necessary.
- 8.1.3 The interpretation of IMAU allowances shall be entrusted to the line manager or project/institution head in consultation with the Chairperson of the Executive Committee.
- 8.1.4 When a member of staff lodges a claim, he/she shall pass it through the relevant head of department or project that shall be required to comment on its authenticity and validity. The claim shall then be submitted to the Chief Executive Officer or Head of Unit to ensure its compliance with the regulations and for its approval. The claim shall then be forwarded to Accounts section for payment.
- 8.1.5 In case the claim is queried or rejected the claimant shall be informed accordingly. If the claimant feels that he/she still has a right to be paid the allowance he/she shall send his/her appeal to the Chairperson of the Executive Committee routing that appeal through the normal channel of communication.
- 8.1.6 An allowance is not assignable to another officer or person who is not the claimant. In cases where circumstances may not permit the claimant to pick his/her own allowances, such a claimant shall provide written authorisation to another officer or person.

8.2 Transport

- 8.2.1.1 All members of staff proceeding on official duty from the work station shall be provided with transport as shall be determined by the IMAU from time to time depending on available resources. The IMAU shall endeavour to provide pool transport as and when circumstances permit, to all those members of staff proceeding on official duty.
- 8.2.2 Where pool transport is offered and the member of staff opts to utilise it, the transport allowance already paid to him/her shall be recovered from him/her.
- 8.2.3 Where pool transport is offered and a member of staff opts to use private means he/she shall not be paid transport allowance for that particular journey.

8.2.4 Procedure:

- a. An officer intending to travel on official duty shall forward particulars of the trip to the administration within reasonable time, preferably one week before the intended trip. The particulars must be approved by the head of department or project manager as the case may be.
- b. The amount to be advanced or reimbursed shall be determined by the IMAU bases e.g. distance, purpose, duration, place.
- c. There must be written authority to undertake a trip, before the trip is embarked on.

8.3 Subsistence allowance within Uganda

8.3.1 Subsistence allowance is payable when an officer is away on duty from his/her station of work. It covers expenses for:

- Bed
- Breakfast
- Morning tea
- Lunch
- Afternoon tea
- Supper

8.3.2 Subsistence allowance does not cover a spouse

8.3.3 Subsistence allowance shall not be payable beyond 21 consecutive nights except in special circumstances and only on authorisation by the Chairperson of the Executive Committee.

8.4 Subsistence allowance outside Uganda

Subsistence allowance outside Uganda is meant to enable an officer to pay for his/her upkeep while on duty outside Uganda. It shall be paid in hard currency.

8.5 Day allowance within Uganda

8.5.1 Day allowance may be payable when an officer has travelled for duty from his/her station outside IMAU for a period of 6 hours or more and that officer returns to his/her duty station on the same day.

8.5.2 An officer shall qualify for payment of day allowance when he/she has travelled for a distance of 16 kilometres or more kilometres away from his/her duty station by the direct route; and /or when the officer was away for a distance less than 16 kilometres and a period less than 6 hours but the supervisor considers the claim reasonable and recommends the payment.

8.6 Welfare allowance

- 8.6.1 One of the ways of upholding the good image of the IMAU and building good public relations is welfare of visitors. The IMAU encourages this kind of spirit by authorizing payment for settling any expenditure incurred on entertaining visitors while at IMAU premises.
- 8.6.2 Staff members of the IMAU shall be given tea and lunch to enable them effectively and efficiently work to avoid absenteeism and time mismanagement.

8.7 Acting allowance

See provision at Regulation 6.6.2 of this manual

8.8 Duty allowance

See Regulation 6.6.8 of this manual

8.9 Payment in lieu of leave

All members of staff shall take their annual leave and in case of critical work periods, leave shall be deferred.

8.10 Stress and or Risk allowance

This allowance shall be paid to employees whose health is likely to be affected by constant stress or whose lives are at constant risk. Deserving cases shall be identified by the management and approved by the Executive Committee.

8.11 Responsibility allowance

Responsibility allowance shall be paid in the following circumstances:

- a. When his/her head of department or project manager calls upon an officer in writing to shoulder extra responsibilities over and above his/her normal duties. Such duties may be born in horizontal or lower posts. An officer qualifies for payment of responsibility allowance when he/she performs extra duties for a period of thirty continuous days.
- b. When an officer has been temporarily assigned special duties away from his/her own duty station (short posting). Such an employee incurs extra expenses and extra stress and deserves some compensation.
- c. An employee qualifies for this payment when he/she stays away from his/her duty station for more than twenty one (21) continuous days

Responsibility allowance shall be paid at the end of each month at the rate of 20% of the employee's basic salary.

9.0 Benefits

9.1 General

9.1.1 The IMAU recognises that the life of an employee must have a purpose. Accordingly, the IMAU has a social and legal obligation to provide employees with reasonable tangible benefits to enable them fulfil their individual, family and social needs and obligations and to create a secure and satisfying career. In return, the employee is duty bound to offer full time and selfless service to the IMAU with commitment, loyalty, efficiency and effectiveness.

9.1.2 The IMAU has discretionary powers to review, abolish, and /or institute any or some benefits.

9.2 Transport

9.2.1 The IMAU shall pay transport allowance to each member of staff according to his/her scale.

9.2.2 For ease of administration, transport allowance shall be part of and inclusive in the salary package.

9.3 Housing

9.3.1 Housing allowance shall be paid to each member of staff according to his/her scale and / or as stated in his/her terms of employment.

9.3.2 For ease of administration, housing allowance shall be part of and inclusive in the salary package.

9.3.3. In case IMAU provides a physical residential accommodation, a member will not get housing allowance.

9.4 Health, safety and welfare

9.4.1 General

9.4.1.1 In ensuring good health, safety and welfare of employees, the IMAU shall, within the resources and means available endeavour to provide certain services.

9.4.1.2 The IMAU shall provide to staff all necessary information, training and supervision in health, welfare and safety matters.

9.4.1.3 Notwithstanding the above obligations, it is the moral and social duty of each employee to take responsibility for his /her personal health and that of each member of his/her family.

9.4.1.4 The IMAU shall provide facilities for a healthy and safe working environment all designed to protect staff against hazards of illness, injury, permanent disability, etc. Such facilities shall include clean and hygienic premises and offices, first aid boxes, insurance of vehicles, contributory scheme, protective dress etc.

9.4.1.5 Leave of absence from duty due to illness shall earn salary and be part of sick leave.

9.4.2 Medical treatment

9.4.2.1 The IMAU shall endeavour to look after the needs of each member of staff in matters relating to his/her health and that of his/her family as are defined in this manual.

9.4.2.2 However, the IMAU shall impress on every individual employee the need to be aware of his/her responsibility for taking due care of his/her own health needs and those of his/her family members.

9.4.2.3 The IMAU shall provide medical treatment for employees and their immediate members of family namely; husband, wife and dependant biological children at all IMAU health units

9.4.2.4 It is a requirement for all members of staff of IMAU to register their spouses and dependant biological children for ease administration of the 9.4.2.3

9.4.2.5 Medical examination of fitness

All new members of staff joining IMAU service shall be subjected to medical examination of fitness including X-ray of the chest done by a qualified registered medical practitioner.

9.4.3 Bereavement

9.4.3.1 Funeral Expenses

When an employee dies, the IMAU shall contribute towards the burial expenses. The details shall be determined by the management and communicated to the bereaved family immediately.

9.4.3.2 The IMAU shall, in an addition, write a condolence letter and ensure its representation at the burial by a member of staff.

9.4.3.2 Accrued Dues

Upon the death of an employee, the estate of the deceased shall be entitled to all accrued dues to the deceased in respect of the following:

- a. accrued salary at the time of death
- b. cash payment in lieu of any outstanding entitlements

9.4.3.3 National Social Security Fund

When a member of staff contributing to NSSF dies, the IMAU shall assist the estate of the deceased in recovering his/her entitlements from NSSF.

9.4.3.4 Outstanding payments and any other money owing to the IMAU shall be deducted from the estate of the deceased

9.4.3.5 The next of kin shall be required to surrender all IMAU property that might have been in the deceased's possession or under his/her custody.

9.4.4 Work related benefits

9.4.4.1 In very rare and special circumstances, the IMAU may assist with official transport for private use approved by Chairperson

9.4.4.2 The IMAU shall provide tea and subsidized meals etc, subject to availability of funds

9.4.4.3 Status related benefits- e.g. motor vehicles, are provided only to senior staff of IMAU.

9.4.4.4 Merit Awards

The IMAU may give Merit Awards to any member of staff in recognition of his/her outstanding service, innovation, initiative and contribution to the reputation of the organisation. The Executive Committee shall determine the type of award.

9.5 Benefits of IMAU members.

9.5.1 General

The IMAU recognises the contribution and effort made by its Members towards the attainment of its mission. It is the policy of the IMAU to appreciate whenever a member is called upon to serve the organisation. It's also important to note that the said members do not get salary from the IMAU. Therefore, the IMAU shall provide benefits to its members as follows:

9.5.2 National Executive Committee Members

The above mentioned members of the IMAU whenever called upon to serve the organisation may be given Transport and Sitting allowance or any other benefits and privileges as the Executive Committee will determine from time to time depending on availability of resources.

9.5.3 Branch Executive Committee Members

The Branch Executive Committee Members shall be called upon from time to time to render services to the branch offices of IMAU. While on duty, the members may be given transport and sitting allowance. This is subject to the availability of funds at the branch office and any other benefits and privileges shall be determined by the Branch Executive Committee from time to time and depending on availability of funds.

9.5.4 Board of Trustees Members

Board of Trustees members play a crucial role and the IMAU appreciates significantly the loyalty and commitment these members attach to the organisation. While on duty, the members shall be given transport and sitting allowance. This is subject to the availability of funds and other benefits and privileges shall be determined by the Executive Committee from time to time and depending on financial resources.

9.5.5 Ordinary Members of IMAU

The above-mentioned group is very important in contributing ideas and resources towards the success of the IMAU. The IMAU shall give to its Ordinary members a Newsletter if available, invitations to attend conventions, conferences and workshops, IMAU membership card, recommendation for scholarship if available, employment, travel, sponsorship and free access to IMAU resource centres and any other benefits and privileges as will be determined by the Executive Committee from time to time and subject to availability of funds.

9.5.6 Patron

The Patron shall be given IMAU Newsletter if available, invitation to attend IMAU conventions, conferences and workshops. In addition, the Patron may be given any other benefit and privileges as may be determined by the Executive Committee from time to time and when resources are available.

10.0 Leave

10.1 General

- 10.1.1 Leave involves an employee being away from duty with permission. It also means that the employee will receive his/her salary and/ or benefits during that leave period.
- 10.1.2 Annual leave is a right and so is maternity leave. Any other type of leave is a privilege.
- 10.1.3 When taken, leave shall include Saturdays, Sundays and public holidays which may fall within that leave period.
- 10.1.4 Except study leave and unpaid leave, any other leave is leave earning.
- 10.1.5 An employee shall be permitted to proceed on any type of leave only if it is convenient to the IMAU. However, personal circumstances and preferences of the individual employee shall, as much as possible, be taken into consideration.
- 10.1.6 Any leave must be applied for in writing and must be authorised also in writing.
- 10.1.7 Any employee proceeding on any type of leave must hand over properly to the officer appointed to perform his/her duties in his/her absence

10.2 Annual leave

10.2.1 General

- 10.2.1.1 The main purpose of leave is diversion, recreation, relaxation and recuperation with a view to restoring and improving efficiency, effectiveness and results. Leave may be used to solve personal problems, which call for full time attention of an employee, e.g. building a house, starting a business. For these reasons, annual leave cannot be commuted into cash.

10.2.1.2 Leave Entitlement

Category	Annual Entitlement	Monthly Entitlement
Senior Managers and above	36 days	3 days
Middle officers – Lower officers	30 days	2.5 days
Support staff	24 days	2

10.2.1.3. a) Any employee on probation shall qualify for leave after 12 months. After confirmation his/her leave year shall follow the calendar year.

b) The leave year for a confirmed staff shall follow the calendar year.

10.2.1.4 An employee shall proceed on annual leave only if it is convenient to the IMAU and depending on the leave roster prepared for that year.

10.2.1.5 An employee who cannot take his/her leave under the provisions of 10.2.1.4 above shall have his/her leave carried forward to the following year.

10.2.1.6 Leave carried forward shall not be allowed to accumulate for more than two years.

10.2.1.7 Female members of staff may have the option of taking their annual leave sequentially with their maternity leave, so long as it is convenient to the IMAU.

10.2.1.8 A member of staff who fails to apply for or to proceed on leave shall have it forfeited.

10.2.1.9 A member of staff on annual leave shall be paid his/her monthly salary, and shall earn his/her other emoluments as on actual duty.

10.2.1.10 Procedure

a. Each Institution/project manager shall prepare a leave roster at the beginning of the year which shall be forwarded to the Chief Executive Officer of the unit for drawing up an overall unit leave roster and present it for approval.

b. Application shall be made on a form that shall be provided by the Chief Executive of Institution or Project.

10.3 Recall from annual leave

Leave may be interrupted at any time in the interest of the work of the IMAU. In such circumstances the balance may be deferred and taken at a later date. Or may be paid for by the management.

10.4 Unjustifiable delay

Unjustified delay in resumption of duty on expiry of leave, shall be treated as absence from duty without permission and shall attract disciplinary action in accordance with regulation 13.2 of these regulations.

10.5 Illness during annual leave

In the circumstances, where a member of staff becomes ill to the extent of being admitted to a recognised hospital, such member of staff may be allowed to extend his/her leave by the number of days during which he/she was hospitalised. The extension is subject to the approval of the Chairperson on the basis of production of a certificate by a competent medical practitioner from the hospital in which he/she was hospitalised, submitted by either the project manager or Institutional head.

10.6 Sick leave

10.6.1 The Chief Executive Officer of the Project/Institution shall grant sick leave to an employee on the production of a medical certificate from a medical practitioner or any other prevailing practitioner approved by the Executive Committee.

10.6.2 Any member of staff who is hospitalised or needs a period of convalescence subject to conditions stipulated in 10.6.1 above may be granted sick leave with full pay of up to a period of three (3) months in any one year.

10.6.3 Any member of staff who exhausts his/her sick leave, as stipulated at 10.6.2 above, but has not fully recovered, may be granted an extended sick leave with half pay subject to a recommendation by a medical practitioner from a hospital recognised by the Chief Executive Officer that he/she needs further rest from duty.

10.6.4 Such extended leave shall last as may be recommended by the Doctor, but shall not exceed six (6) months.

10.6.5 In the event where at the end of the extended period of sick leave on half pay the sickness has not been overcome, a member of staff may have his/her services terminated.

10.6.6 Annual entitlement of leave shall not be absorbed in sick leave.

10.7 Study leave

10.7.1 It is the IMAU's conviction that staff should be continually developed in order to acquire more knowledge and skills, to broaden their experiences and to keep fresh and up to date with new developments.

10.7.2 Study leave, therefore, is granted in the interest of the IMAU to enable any member of staff sponsored or self-sponsored, go on a course in keeping with the IMAU's training policy and which course requires such member of staff to be absent from his/her normal duties.

- 10.7.3 The training program must be relevant and approved through the normal procedure. This means that a member of staff makes a formal request through his/her immediate supervisor to the chief executive of project or institution. On the receipt of such request, the chief executive of project or institution shall forward it to the Executive Committee for scrutiny and approval.
- 10.7.4 Study leave is not leave earning, but staff earns full salary and other benefits mentioned in this manual.
- 10.7.5 Employees on study leave shall be expected to achieve satisfactory progress in the program of study and to prepare end of training reports.
- 10.7.6 In order to qualify for study leave, an employee must:
- a. be confirmed in his/her appointment
 - b. have proof of admission to a study institution
 - c. show evidence of an identified training need (the training to be undertaken must have been identified by him/her or project/institution)

10.8 Leave of absence

- 10.8.1 Leave of absence is short informal leave granted to an employee to attend to personal affairs.
- 10.8.2 By its nature, it should be granted by the immediate supervisor or head of department.
- 10.8.3 Leave of absence shall be granted very sparingly at the discretion of the supervisor or head of department and shall, in any case, not exceed three working days.

10.9 Examination leave

- 10.9.1 A member of staff may undertake continuing education with a view to attaining professional certification or academic qualification by formal examinations. Such a member of staff may be granted examination leave of up to a period of twenty working days in a year for taking examinations provided that:
- a. The education undertaken is relevant to the work of the project/institution and the Executive Committee is aware of the undertaking.
 - b. The examination is by an Examining Authority or Professional body or Institution recognised by the Ministry of Education or Ministry of Health.
- 10.9.2 The examination leave shall be without prejudice to the annual leave.

10.10 Compassionate leave

- 10.10.1 Compassionate leave shall be leave granted to any employee under special circumstances such as death or illness of any member of the employee's immediate family (Wife, Husband, Child or parent)
- 10.10.2 It shall be granted by the Chief Executive Officer of the Project/Institution on the recommendation of the relevant supervisor or head of department.
- 10.10.3 Up to three days of leave may be authorised for any one episode or circumstance to a maximum of ten days in any one year.

10.11 Maternity leave

- 10.11.1 A female employee irrespective of rank may be granted maternity leave of 45 days on full pay.
- 10.11.2 Such leave may commence from the 36-week pregnancy if the medical doctor so recommends or upon giving birth.
- 10.11.3 The head of unit or project must approve the application for maternity leave.
- 10.11.4 An expectant female employee may accumulate one year's annual leave, which may be taken immediately after the expiry of maternity leave subject to approval by the head of the unit or project.
- 10.11.5 An additional period of absence from duty may be granted on the recommendation of the medical practitioner, provided it is applied for as sick leave or unpaid leave as the case may be.

10.12 Unpaid leave

- 10.12.1 Unpaid leave is leave granted under special circumstances for the sole purpose of preserving continuity of service.
- 10.12.2 It shall be granted by the Executive Committee Chairperson on the recommendation of the project/institutional heads to officers on permanent terms of employment
- 10.12.3 The maximum limit of unpaid leave is one month. This period may be extended by the IMAU Executive Committee depending on circumstances and on case by case basis. After that period the concerned employee may resign from the service of the IMAU.
- 10.12.4 Unpaid leave shall be taken after all outstanding leave has been taken.

10.12.5 All benefits shall cease during the period of un paid leave.

10.12.6 Prior to commencement of unpaid leave the concerned member of staff shall be required to formally hand over his/her duties and facilities.

10.13 Public holidays

10.13.1 Employees of the IMAU shall observe the following public holidays and any other as shall be declared by government from time to time.

a) New Year's day	1 st January
b) NRM Victory day	26 th January
c) Women's day	8 th March
d) Idd el-Fitr	shall be declared
e) Idd el-Adhuha	shall be declared
f) Good Friday	
g) Easter Sunday	
h) Easter Monday	
i) Labour day	1 st May
j) Uganda Martyr's day	3 rd June
k) Independence Day	9 th October
l) Christmas Day	25 th December
m) Boxing Day	26 th December

10.13.2 It is expected that the full time of an employee is at the disposal of the IMAU, and in this spirit, the employee is paid a full month's salary, public holidays occurring during the month inclusive. Therefore, in the exigency of the IMAU, an employee may be called upon to work on any public holiday without extra remuneration.

11.0 Performance Appraisal

11.1 General

11.2 The IMAU shall operate an open and developmental performance evaluation system.

11.3 The words 'evaluation' and 'assessment' shall be used interchangeably.

11.3.1 The purpose of performance evaluation is:

- a. To assess the current level of performance judged against pre-determined targets or outputs within a specified time frame and resources.

- b. To identify strengths and weaknesses of an employee with a view of assisting him/her to improve.
- c. To reward excellent performance
- d. To guide management decisions on disciplinary actions
- e. To identify training and development needs
- f. To provide information about human resource potential for the purpose of succession planning.

11.4 Performance appraisal procedures

- 11.4.1 There shall be informal continuous assessment of individual performance by the manager or immediate supervisor in the normal course of work whereby individual employees shall be guided, coached, mentored and counselled or advised.
- 11.4.2 There shall be formal assessment of the performance of officers on probation at the end of the first six (6) months and at the one month, before the expiry of the probationary period.
- 11.4.3 Formal assessment of the performance of confirmed members of staff shall be carried out annually i.e. in December.
- 11.4.4 Formal staff performance evaluation/or assessment or appraisals refers to the recording of the evaluation on to the staff performance evaluation instrument, conducting performance evaluation interviews and taking appropriate follow-up action.
- 11.4.5 Completed performance evaluation report forms must reach the Chief Executive Officer of either project or institution for action, filing and safe custody on or before the 15th day of the month following the month in which the evaluation was done.
- 11.4.6 Every employee shall have access to the evaluation made in respect of his/her performance and shall have opportunity to discuss the same with his/her immediate supervisor during the appraisal interview.
- 11.4.7 Performance evaluation is a very sensitive and emotional matter. It is, therefore, very important that supervisors must carefully prepare for performance evaluation interviews.
- 11.4.8 Appraisal interview is the formal face-face meeting between the employee and his/her supervisor at which the information on the appraisal form is discussed and after which key decisions are taken concerning future performance targets, meeting identified needs such as training, promotion, disciplinary action etc.

- 11.4.9 Once the evaluation has been discussed the employee and his/her immediate supervisor shall sign the Form. The employee shall indicate his/her agreement or disagreement with the evaluation.
- 11.4.10 In case of strong disagreement the Chief Executive of project or institution under which the officers operate or a member of the management committee may be called upon to join the appraisal interview.
- 11.4.11 The aforesaid evaluation interview session shall be used to establish mutual acceptable performance and development objectives to be attained by the employee during the following appraisal period.
- 11.4.12 It is the responsibility of the Chief Executive of either project/institution to ensure that specific recommendations and decisions arising out of the performance evaluation exercise are implemented without delay and, in any case, before the next evaluation period.
- 11.4.13 If an employee wilfully refuses to fill and or sign his/her appraisal form he/she shall be subjected to disciplinary action
- 11.4.14 A reporting officer qualifies to assess the performance of his/her subordinate after supervising him/her for a period not less than six (6) months.

12.0 Education, training and Development

12.1 General

- 12.2 Education shall refer to general pursuit of knowledge aimed at the achievement of academic excellence recognised in the award of formal degrees, diplomas and certificates from recognised and authorised institutions of higher learning.
- 12.3 Training is any activity directed towards acquiring specific competencies. It is narrower than education.
- 12.3.1 Development is any activity directed to the future needs of the employee. It looks at continuous development (career growth) of a person and may include training activities and non training activities.
- 12.3.2 The IMAU shall endeavour to provide means to ensure that every employee is adequately trained and developed. The primary objective will be to support the pursuit of the goals of the IMAU.
- 12.3.3 Systematic assessment of training needs will be carried out from time to time and training shall be based on planned identified needs.

- 12.3.4 The responsibility for the identification of training needs shall lie with the Chief Executive Officer of either project or institution or shall lie in the hands of the Executive Committee or the IMAU Training Department.
- 12.3.5 The task of staff training and development shall lie with the Executive Committee, who will receive all identified training needs, indicate priority areas, may budget for some sponsorship or not, approve study leave or Examination leave.
- 12.3.6 An employee who undertakes a self sponsored course and is granted study leave with pay shall be deemed to have been sponsored by the IMAU and shall be bonded, for instance, 1 year for certificate, 2 years for diploma or 3 years for degrees.

12.4 Types of training

12.4.1 Orientation

This aims at introducing a newly appointed member of staff to the environment in which he/she is going to work i.e. premises.

12.4.2 Induction Training

Every newly appointed member of staff including those appointed on promotion shall undergo induction training. This training shall go in more depth than orientation. An employee shall be given details about the organisation, its mission, legality, policies, Islamic principles and ethics, a deep understanding of the officer's job etc. The depth shall depend on the level and responsibility of each job. The purpose shall be to get an employee off to a good start with confidence by imparting to him/her basic work related knowledge, skills and attitudes.

12.4.3 Informal training process

Through informal on-job-training involving demonstrations, assignments, evaluation by supervisor, coaching, counselling, mentoring etc.

12.4.4 Short skills development courses and refresher courses

These are usually conducted in the form of seminars, workshops, conferences, etc. A member of staff shall be encouraged and enabled to join groups of other workers from other organisations with similar interests and backgrounds or needs. Planning workshops, evaluation retreats fall into this category.

12.4.5 Staff development courses

These shall be for those members of staff who have demonstrated real and potential ability. Executive development courses for staff expected to handle management responsibility fall in this category. The purpose is to prepare a member of staff for future challenges.

12.4.6 Course for technician, Semi-skilled and Unskilled cadres of staff

This category will include machine operators, drivers, cleaners, etc to acquire and /or improve their skills.

13.0 Employees` obligations, duty performance and conduct

13.1 General Obligations

13.2 The principle obligation of all employees is concern for the interests of the IMAU.

13.3 All employees are expected to conduct themselves in an exemplary manner exhibiting courtesy, patience, understanding, and helpfulness both in carrying out their duties and in their private lives with a view to promoting and maintaining the good reputation of the IMAU.

13.3.1 All employees must perform their duties with dedication, diligence, integrity, impartiality and justice and without fear or favour.

13.3.2 All employees are strictly obliged to obey/abide by lawful instructions of all persons placed in authority over each one of them. However, if for any valid reason, the instruction or order is beyond the limits of recognised propriety, such an employee may register his/her protest in writing, while carrying out the order, and such protest shall not be regarded as an act of insubordination.

13.3.3 Any employee must be expected to serve at such duty station as may be determined by the Executive Committee, and render such services as may be specified in his/her job description/schedule of work and any other duties assigned as may be necessary, provided that such duties are compatible with the proper operation of the IMAU.

13.3.4 All employees must observe the prescribed hours of duty.

13.3.5 While still in full time employment with the IMAU, all employees are expected to offer total and full time commitment to the service of the IMAU for which pay is given.

- 13.3.6 Any employee is expected to be loyal to the IMAU. He/she must take care that, his/her personal and /or private interests do not conflict with the interests of the IMAU. He/she must act in good faith towards the IMAU by, for example, refraining from impeding the IMAU's business or involving in acts of espionage.
- 13.3.7 A member of staff shall, in the performance of his/her duties neither seek nor accept instructions, either under duress or undue influence, from any authority external to the IMAU.
- 13.3.8 Any employee is expected to observe any compulsory requirement by the IMAU to undergo, at the IMAU' expense, such as medical, practical, educational and proficiency examination (as the case may be) in accordance with the requirements of the IMAU.
- 13.3.9 All members of staff must exercise a high degree of prudence, caution, confidentiality and secrecy in handling information and documents, which come into their knowledge and possession in the course of their duty.
- 13.3.10 A member of staff must ensure to obtain what is authorised and is due to him/her and to notify the Executive Committee when he/she is no longer entitled to or eligible for the same.
- 13.3.11 A member of staff shall not do any of the following acts without prior permission, in writing of the Chairperson of the Executive Committee.:
- a. Engage in business transactions involving the IMAU. In such business the Chairperson of the Executive Committee may confer with the Executive Committee in arriving at a decision on a case-by-case basis.
 - b. Accept any position in any business or professional firm or company, which in any way may interfere with his/her official work or cause him/her to neglect his/her official duties.
 - c. Make use of his/her official position to further his/her private interests or those of his/her family.

13.4 Attendance to duty and office hours

- 13.4.1 Except where otherwise stated in one's terms of appointment, every member of staff is employed on the understanding that the whole of his/her time is at the disposal of the IMAU and if he/she cannot accomplish the work in the normal office hours he/she may be required to do such work outside hours without extra remuneration.
- 13.4.2 However, there are circumstances, which dictate that hours worked in excess of standard hours are paid an enhanced rate. Such payment is termed overtime payment.

- 13.4.3 Overtime shall be paid to very deserving employees whose nature of work require them to start their daily work earlier than the stipulated starting time and close later than the closing time.
- 13.4.4 The management team shall do identification of employees eligible for payment of overtime and the Chief Executive Officer of the Project/Institution shall authorise payment.
- 13.4.5 Rates of overtime payment shall be recommended by the management team and approved by the Executive Committee.
- 13.4.6 For ease of administration the payment of overtime shall be consolidated and paid on monthly basis.
- 13.4.7 An employee who works continuously for a period of twenty four (24) hours shall not be paid overtime allowance but shall be granted a day off.
- 13.4.8 An employee shall not be absent from duty without the knowledge and consent of the officer to whom he/she is immediately responsible, or without reasonable cause.
- 13.4.9 If any employee is unable to report on duty due to illness or any other reason, he/she must communicate the fact in writing to his/her supervisor.
- 13.4.10 An employee may not be absent from duty station at any time without the consent of the officer in charge of his/her department at that station.
- 13.4.11 All offices shall open from Monday to Friday, with the exception of Public Holidays mentioned in this manual and all employees are expected to be on duty during those days.
- 13.4.12 All IMAU offices shall be open from 8.00 a.m. to 1.00 p.m. and from 2.00 p.m. to 5.00 p.m. from Monday to Friday except otherwise specifically stated.
- 13.4.13 Absence from duty without genuine cause and proliferating cases of late coming or early departure from duty shall render a member of staff liable to disciplinary action.
- 13.4.14 While husband and wife may work in the same project or institution, they shall not be employed in the same office, or be allowed to have immediate supervisor-subordinate relationship one over the other.

13.5 Handing over and taking over

- 13.5.1 For efficiency and continuity of the work of the IMAU it is imperative that handing-over/taking –over be smooth, thorough and systematic. Therefore, reasonable working time must be devoted to the exercise.
- 13.5.2 A member of staff handing over must make effort to clear pending work. In case, for some reason, it is not possible to clear all the work, the un cleared work must be reported to the project or institution head as the case may be.
- 13.5.3 A detailed handing over report shall be written by the out going member of staff and signed by both the writer and the officer taking over in the presence of an officer assigned by the Chairperson of the Executive Committee to witness the exercise. A copy of the report must be sent to the Chief Executive Officer of the Project/Institution.
- 13.5.4 The report must include but not limited to the following:
- a desk file
 - regular meetings, conferences, etc, that must continue to be attended by the in coming staff
 - official documents that may guide the in coming officer in doing his/her work
 - accountable items such as equipment, document, other properties which must be handed over and signed for.
- 13.5.5 As a matter of procedure, both the officer taking over and the one handing over should discuss thoroughly the details of the job and the programs and activities before the signing of the handing over report.
- 13.5.6 After the process of taking over, the officer taking over must make himself/herself familiar with the job details by studying various policy and flimsy files.
- 13.5.7 The officer taking over must seek guidance from colleagues, supervisor or from the officer who handed over to him/her if such an officer is still available with the IMAU.

13.6 Staff grievances and disputes

- 13.6.1 The IMAU shall encourage free exchange of views, opinions, suggestions and feelings between management and employees and between employee and supervisor through regular staff meetings, circulars, reports, discussions, workshops and any other means that may be found appropriate.
- 13.6.2 The IMAU encourages and expects amicable resolution of complaints and grievances between the employees and immediate supervisor. However, employees have the right to refer such complaints and grievances in writing to the next higher level with a right of appeal to Executive Committee.

13.6.3 In resolving complaints and grievances the Executive Committee shall ensure that justice is not only done but is seen to be done. Accordingly, in cases of appeal opportunity shall be given to both parties to be heard. The employee may be permitted to be accompanied to the appellant body by a friend, a colleague or a trade union representative.

13.6.4 The Executive Committee is the highest appellant body and its decision shall be final.

13.6.5 Collective complaints or disputes

- a) In case of general or collective complaints or disputes, the group affected may choose a representative who shall present such issues to the project/institution Chief Executive or management team or to the Executive Committee depending on the gravity of the matter and level of the group complaining.
- b) The Executive Committee, Head of project or institution, management team shall have prerogative of employing any convenient method such as a general meeting, in resolving such collective complaints or disputes.

13.6.6 Circulation of complaints or grievances to authorities outside the IMAU or to the public media is forbidden. The offender shall be liable to disciplinary action.

13.6.7 Members of staff of a given level may be allowed to form an association binding them together to achieve certain objectives, which must in no way conflict with the work and the objectives of the IMAU.

13.7 Records, information and communication

13.7.1 All information, documents, correspondences received in the IMAU (project/Institution), all outgoing and internal correspondence, records, deliberations taken by the IMAU/Executive Committee and information gathered in monitoring IMAU activities is official IMAU information and is confidential. Therefore, all members of staff must exercise a high degree of prudence, caution and secrecy in handling such information and documents, which come into their knowledge and /or possession in the course of their duty.

13.7.2 No member of staff shall communicate, disclose, publish or cause to make public or assist in publication of any information or material connected to the IMAU except in the execution of normal duties or where authorised by the Executive Committee.

13.7.3 No member of staff shall communicate to any person or organ/body any information at his/her disposal, known to him/her by virtue of his/her official position without authorisation from Executive Committee.

13.7.4 No member of staff shall perform any of the following acts pertaining to the IMAU during his/her employment, while on or off duty after the termination of his/her employment in the IMAU except with the consent of the IMAU Executive Committee Chairperson.

- issue any verbal or written statement for and on behalf of the IMAU to the press, radio or other mass media;
- allow or cause himself/herself to be interviewed on issues relating to IMAU;
- withhold information which may be of vital interest to the IMAU;
- accept any assignment which may affect his/her status especially on integrity, independence or impartiality which such status requires.

13.8 Procedure for press and radio releases

- a. Press and radio releases must be approved and authorised by the Chairperson of the Executive Committee of IMAU.
- b. The material to be released must be factual and only the Chairperson must sign official letters to the press.
- c. There should be consultation within the IMAU before a release is made and by which method it should be made.

13.9 Desk file

13.9.1 Every employee shall keep a Desk file.

13.9.2 A desk file contains a record of a specific job. It includes:

- a. the mission of IMAU
- b. the objectives of the post
- c. the job description
- d. the schedule of duties
- e. internal correspondence both in-coming and out going related to the job schedule
- f. targets or expected results set for each year (program and activities)
- g. a record of achievements or lack of them and causes or explanations for not achieving targets/results.
- h. Any other relevant material/correspondence.

13.9.3 A desk file is a reference document at the time of performance evaluation especially in the event of disagreement between the employee and the supervisor regarding certain performance standards and targets. It is therefore imperative that each employee keeps his/her desk file in good order and up date.

13.9.4 The responsibility to ensure that the desk file is well-maintained lies with the Project/institution Chief Executive.

13.9.5 The Chairperson of the Executive Committee or Chief of Project or Institution has a right to conduct spot inspection of any employee's desk file.

13.9.6 Refusal to maintain a desk file by any employee shall attract disciplinary action.

13.9.7 A desk file is an official document of the IMAU and on vacation of the job must be handed over to the officer taking over or to the immediate supervisor, project/institution or Chairperson of the Executive Committee as the circumstances may dictate.

13.10 Dress and Appearance

13.10.1 Members of staff of the IMAU are expected to be neat in appearance, dress decently, display dignity and command the respect of the public in view of the Islamic principles and ethics of the organization.

13.10.2 An employee may not dress in a manner that may jeopardise his/her health or that of his/her colleagues at work.

13.10.3 Professional attire, uniforms and protective garments shall be availed at either the project or institution's expense to employees whose nature of work requires such garments. Failure to put on the provided uniforms or protective garments shall attract disciplinary action.

13.11 Use and care of IMAU property

13.11.1 All members of staff must take utmost care and economical utilisation of the IMAU's property entrusted with them.

13.11.2 Each member of staff shall be provided with an identity card which card shall be the property of the IMAU. The identity card must be kept securely, surrendered upon termination of employment and in case of loss, such loss is reported immediately to the project/institution head or Chairperson of the Executive Committee.

13.11.3 All defective or inadequate equipment must be reported to the responsible supervisor and ultimately to the Chairperson Board of Trustees of the IMAU.

13.11.4 No member of staff shall remove any movable property of the IMAU from its appropriate place or position without permission.

13.11.5 No member of staff shall use any movable or real property of the IMAU to his/her personal advantage or gain, for example, for commercial or charitable or unauthorised social or political purposes, either wilfully or under undue influence. Such advantage may include using project/institution vehicles, computers, premises, offices, etc. without permission from project/institution head or Chairperson of the Executive Committee.

14.0 Discipline

14.1 General

14.2 This Human Resource manual contains general rules and expectations of conduct. The aim of having them documented is to make it easier for every employee to know and understand what is expected of him or her. It is the responsibility of every employee to ensure that he/she is acquainted with the contents of the manual.

14.3.1 Not every situation or contingency can be covered in writing. Therefore, what is provided below should not be taken as an exhaustive list of offences. Besides, action which constitute gross misconduct or misconduct may vary according to the job, work place, etc and it is not possible to define and categorise every offence.

14.3.2 If there is no provision for a particular offence or circumstance the matter must be referred to the Chairperson of Executive Committee, as the case may be, for decision.

14.3.3 The power to discipline and remove employees from office is vested in the Executive Committee.

14.3.4 The Executive Committee may delegate its powers to the management committee, the project/institution head or any other member of staff, as it may deem necessary.

14.3.5 The laws of Uganda shall apply to any member of staff as they apply to any member of the public.

14.3.6 In all disciplinary cases of whatever description, the rules of natural justice shall apply. No punitive or disciplinary measures shall be subjected to any member of staff without such a member first being informed in writing of what he/she has done wrong and being given an opportunity to defend himself or herself.

14.4 Disciplinary offences

14.4.1 Persistent minor misconduct are breaches of IMAU regulations which are considered minor and may include but shall not be limited to the following:

- persistent lateness to work
- unauthorised absence from duty without valid cause
- incorrect dress
- untidy appearance
- gambling on site
- negligence or omission to perform duty
- incompetence or inefficiency
- misuse of official funds, stores, equipment or property

14.4.2 Misconduct may include but shall not be limited to the following:

- a. When a member of staff persists in committing any of the offences listed at 14.4.1 above despite verbal or written warnings or when he/she commits similar offences.
- b. When he/she commits any offences listed below:
 - insubordination or deliberate refusal to obey lawful orders
 - where negligence or omission to perform duties causes financial loss or damage to IMAU property or reputation
 - initiating a fight with any person on IMAU premises
 - using abusing or obscene language at work
 - dishonesty
 - abetting trespass
 - exposing others to psychological or physical danger or injury wilfully or negligently
 - intoxication on duty

14.4.3 Gross misconduct

Gross misconduct shall lead to dismissal or removal from the service either on 1st offence without verbal warning or when a member of staff has not taken heed of the previous warnings.

Gross misconduct shall include but not be limited to the following:

- a. offences appearing at 14.4.2 above depending on the gravity of the matter
- b. conviction of any criminal charges
 - smoking in prohibited areas where posters are clearly exhibited
 - theft, misappropriation, forgery, dishonesty
 - corruption
 - abuse of office e.g. collecting money from the public using the name of the IMAU or Executive Committee
 - wilfull damage to IMAU property and / or damage arising out of negligence
 - extreme rudeness to a customer
 - bankruptcy (financial embarrassment)
 - disgraceful or immoral conduct and physical or mental incapacity or disability due to immoral or vicious habits
 - nepotism
 - oppression
 - allowing to continue in the IMAU service any employee who is inefficient, incompetent, dangerous to the security of the IMAU or Nation etc. without submitting such facts to the Chairperson of the Executive Committee or Project/institution head.

14.5 Disciplinary procedures

- 14.5.1 A member of staff who commits a minor offence (minor misconduct) may be counselled verbally or advised in writing by his/her immediate supervisor to reform or to stop the behaviour.
- 14.5.2 If the behaviour persists or in case of committing misconduct a member of staff shall be issued with a letter of warning or a final warning depending on the seriousness of the breach. At this stage, the matter shall be reported to the Executive Committee or Management Committee.
- 14.5.3 Where the employee who has committed the misconduct is a member of the management team the matter shall be reported to the Executive Committee of the IMAU.
- 14.5.4 The Executive Committee shall apply the principles of justice, fair play and transparency. Accordingly, in all disciplinary cases reported to and presented before the management committee or Executive Committee of IMAU the affected parties shall be required to submit the charges and the defence, respectively both in writing and by appearing in person for cross examination before the body handling the case.
- 14.5.5 Once an allegation of commitment of an offence has been levelled against a member of staff, a statement of charges shall be prepared by the Chief Executive of project/institution or Chairperson of Executive Committee of the IMAU and forwarded to the employee.
- 14.5.6 The employee shall be required to give his/her defence within specified period, which may not exceed seven (7) days.
- 14.5.7 The management committee or a body set up to handle the case shall then recommend to the Executive Committee the next course of action.
- 14.5.8 Any decisions reached by the management committee or body set up to handle the case and recommended to the Executive Committee shall be communicated to the concerned officer (s) by the Chief Executive of project/institution or Chairperson of the Executive Committee of the IMAU.

14.6 Appeal

- 14.6.1 Where a member of staff is not satisfied with the decision and recommendation of the management committee or body set up to handle the case, he/she may appeal to the Executive Committee within seven (7) days from the date of receipt of communication from the management committee or Chief Executive of project/institution.
- 14.6.2 The decision of the Executive Committee shall be final.

14.7 Disciplinary punishments

14.7.1 Suspension on committing an offence against the IMAU

A member of staff who commits an offence against the IMAU, and where investigations into his/her activities are to be instituted shall be suspended from exercising the functions of his/her office, to allow such investigations be carried out without interference by such an officer. The letter of suspension shall be issued under the signature of the Chairperson of the Executive Committee or Chief Executive of Project/institution.

- 14.7.2 A member of staff on suspension shall receive half of his /her salary for the duration of the suspension.
- 14.7.3 No member of staff shall be suspended for more than three (3) months unless authorised by the Executive Committee, on the recommendation of the management committee.
- 14.7.4 The period of extension of suspension shall not exceed another three (3) months. After those three (3) months, the officer may either be re-instated or have his/her employment terminated by the Executive Committee.
- 14.7.5 While on suspension a member of staff must leave his/her contact address.
- 14.7.6 A member of staff whose service have been terminated shall have monies deducted from his/her salary or terminal payments to cover any outstanding dues, e.g. loans or to pay for the damaged or lost property of the IMAU.
- 14.7.7 Support staff on permanent terms shall be entitled to:

- one month notice or payment in lieu
- salary and other benefits accrued up to the last day of duty
- number of leave days
- information regarding National Social Security Fund contribution made on his/her behalf.

15.0 Cessation of Service

15.1 Retirement

15.1.1 The normal (compulsory) retirement age shall be 60 years for all full time permanent employees of the IMAU.

15.1.2 An employee qualifies to retire from the service after a service of ten (10) years with the IMAU.

15.2 Retirement in the public interest

The IMAU may retire a member of staff at its discretion if his/her retirement is for a good cause, i.e. in the public interest.

15.3 End of contract

A member of staff on contract shall leave the service of the IMAU as per the provisions of his/her contract terms.

15.4 Resignation

15.4.2 Any member of staff on permanent terms of employment wishing to terminate his/her service by resignation shall be required to give the IMAU one (1) month's notice in writing or payment of salary in lieu of such notice.

15.4.3 An employee on probation wishing to resign shall be required to give the IMAU 14 days notice or payment in lieu.

15.4.4 Resignation of employees shall be accepted only when the IMAU is satisfied that arrangements have been made for the recovery of any outstanding liabilities to the IMAU. Any amount due to the employee shall be withheld and applied towards any debts due to the IMAU.

15.4.5 A member of staff who resigns during his/her probation shall not be entitled to any benefit.

15.4.6 A confirmed member of staff who resigns his/her appointment shall be entitled to the appropriate benefits provided in these regulations.

15.5 Retirement on medical grounds

An employee retired on medical grounds shall be entitled to the following:

- his/her salary up to the date of his/her retirement
- three month's notice or cash payment in lieu
- leave due to him/her or cash payment in lieu
- information on his/her accrued NSSF for a period he/she served including the IMAU 's contribution.
- Any other benefits that may be due to her/him as may be determined by the management committee and approved by the Executive Committee

15.6 Termination of service due to abscondment

15.6.2 An employee who absents himself/herself from duty without permission for a period of fourteen (14) days shall have his/her salary stopped.

15.6.3 It is the responsibility of the immediate supervisor to report the absence of the employee to enable the accounts section stop the payment immediately.

15.6.4 Failure to report the absence of an employee (subordinate) shall attract disciplinary action on the part of the supervisor.

15.6.5 Before submitting a recommendation to the Executive Committee to regard any employee, as having absconded the project/institution head or Chairperson of Executive Committee, shall first make an effort to establish the officer's whereabouts by contacting in writing the employee's next of kin and /or the LCI chairperson at the place of his/her permanent abode as well as at his/her residence at the duty station.

15.6.6 An employee who absconds from duty and having been declared so by the IMAU shall be regarded as having resigned his/her office. He/she shall accordingly relinquish all the rights and benefits accruing from the employment.

15.6.7 Any monies owed to the IMAU by an employee who has absconded including the amount in lieu of notice of resignation shall be deducted from monies that were due to him/her.

15.7 Termination of service due to death

See Regulation 9.4.3 of this manual

15.8 Obligations of staff upon cessation

15.8.2 A member of staff who ceases to be in the employment of the IMAU either by resignation, termination, dismissal or expiry of the contract shall be required to discharge the following obligations prior to receiving all his/her entitlements:

- account for all monies drawn from the IMAU for special business
- pay his/her utility bills and other bills he/she may be owing either the IMAU or any other body
- surrender all IMAU property that may be in his/her possession or under his/her custody
- pay up all unpaid loans and salary advance, if any
- surrender the IMAU identity card
- hand - over his/her duties in accordance with regulation 13.5 of this manual.

16.0 IMAU employee's contribution scheme

16.1 Types of scheme

16.1.1 The IMAU shall operate a contributory scheme to National Social Security Fund.

16.1.2 Both the employee and IMAU will make contribution of 5% and 10% of the gross monthly salary respectively.

16.1.3 An employee, on cessation from service for reasons mentioned above shall be entitled to receipt of both his/her contribution and that of the IMAU totalling to 15% of the total gross salary and interest earned during the tenure of office claimed from National Social Security Fund.

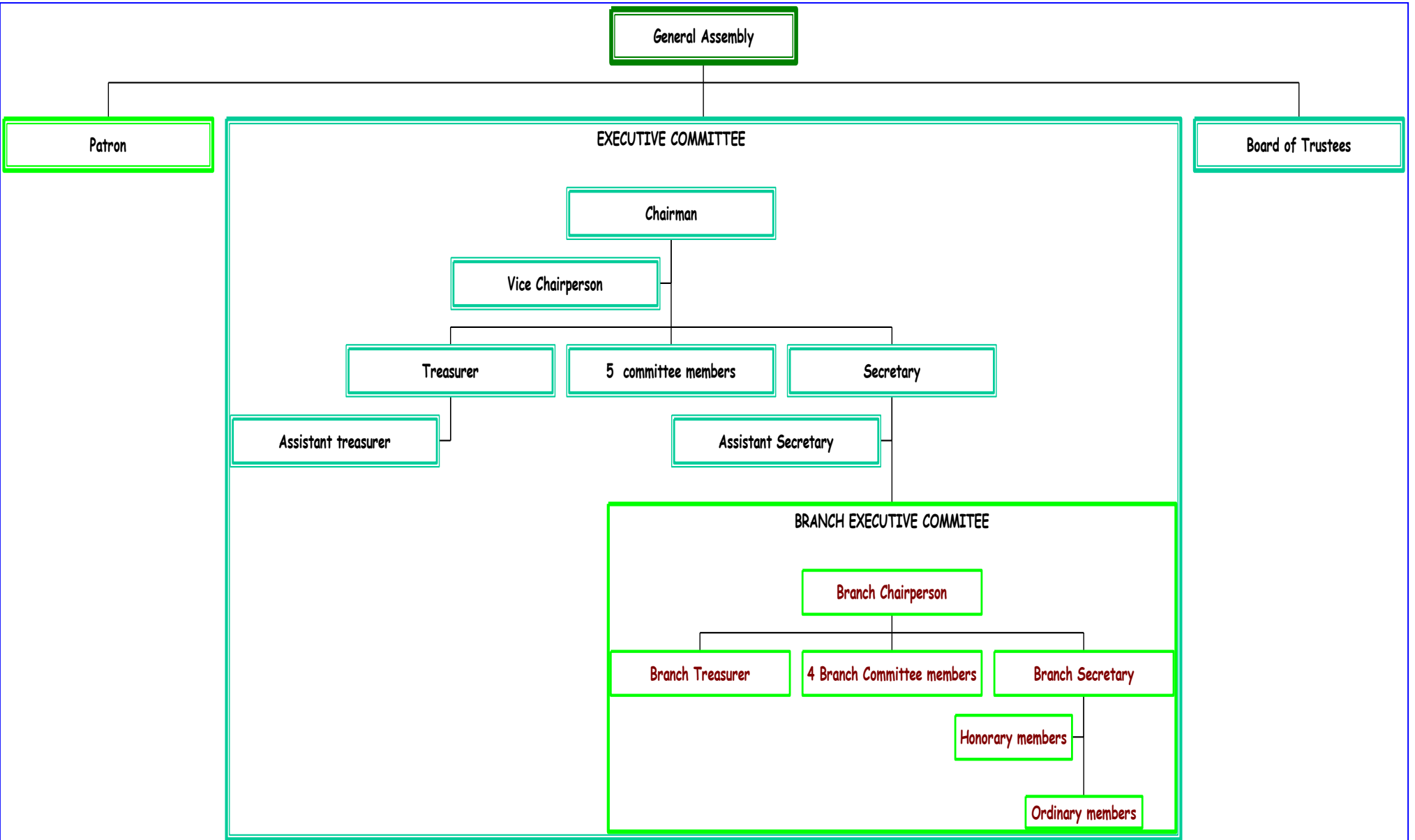
16.2 Dissolution of the IMAU

In the event of the IMAU being dissolved the General Assembly shall hand over all the matters to the Board of Trustees to administer in accordance with the IMAU constitution and settle employee's debts and liabilities within 60 days.

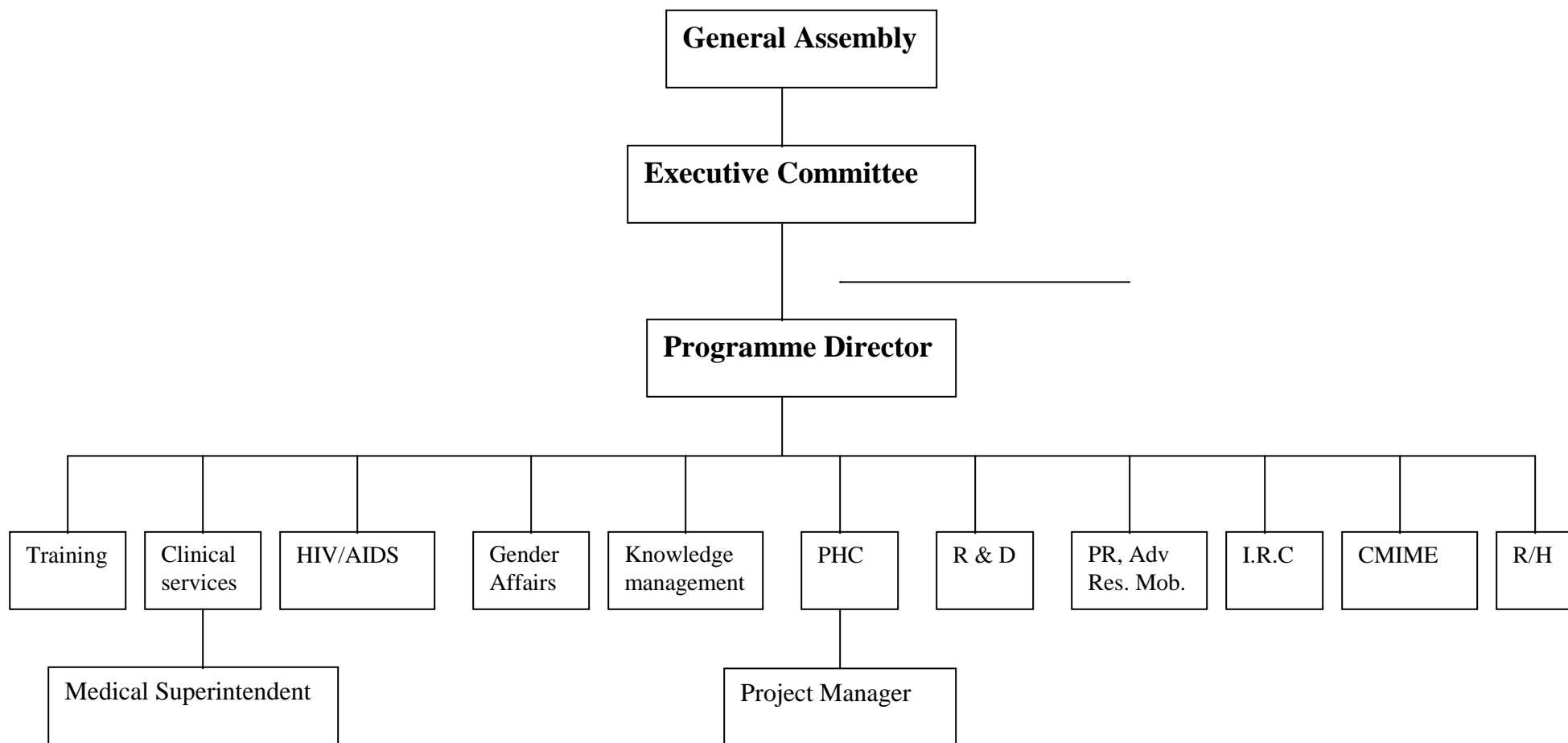
Annexes

Annex 1

Organisation Chart of IMAU

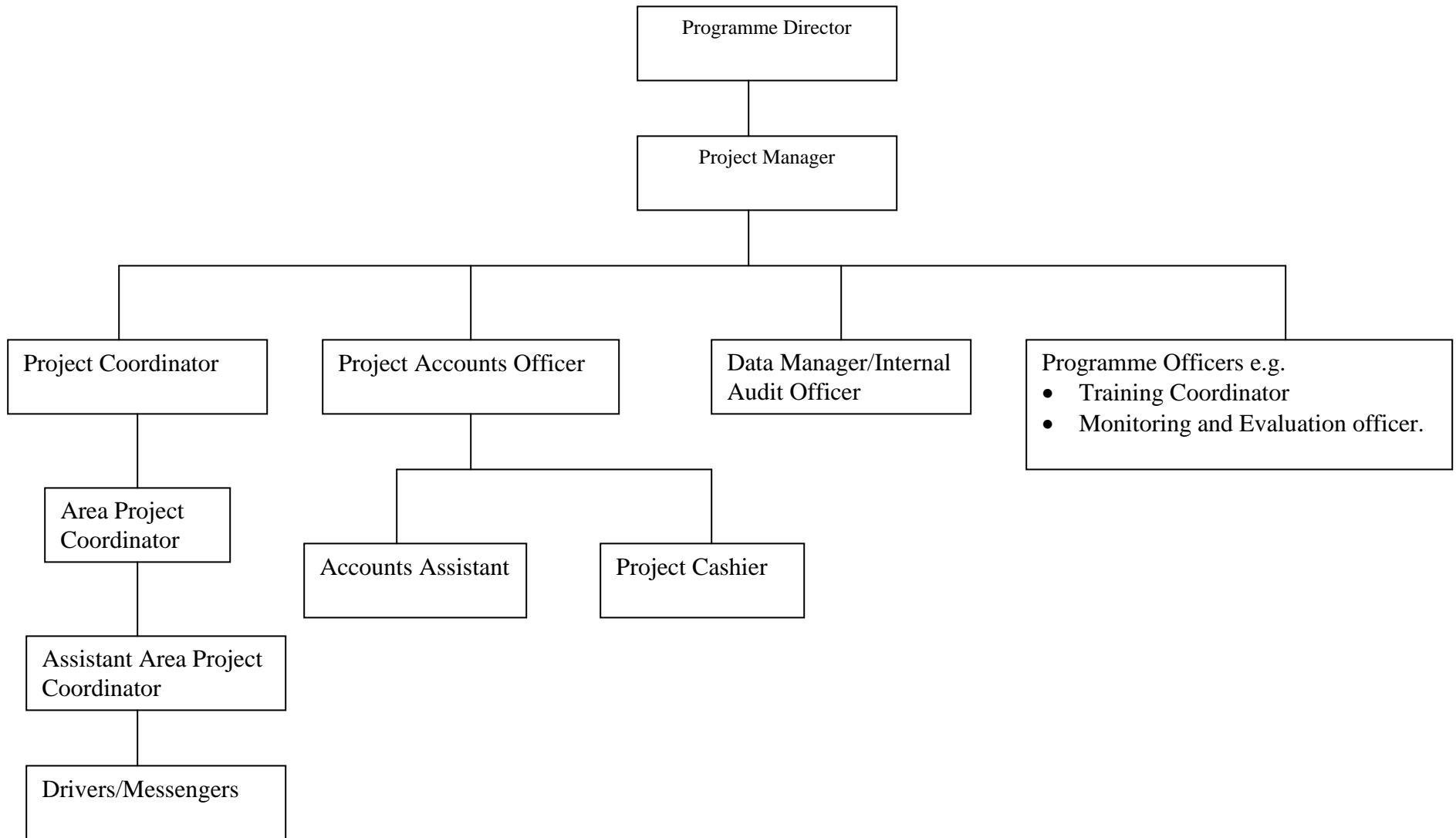


Organization Chart of IMAU Departments



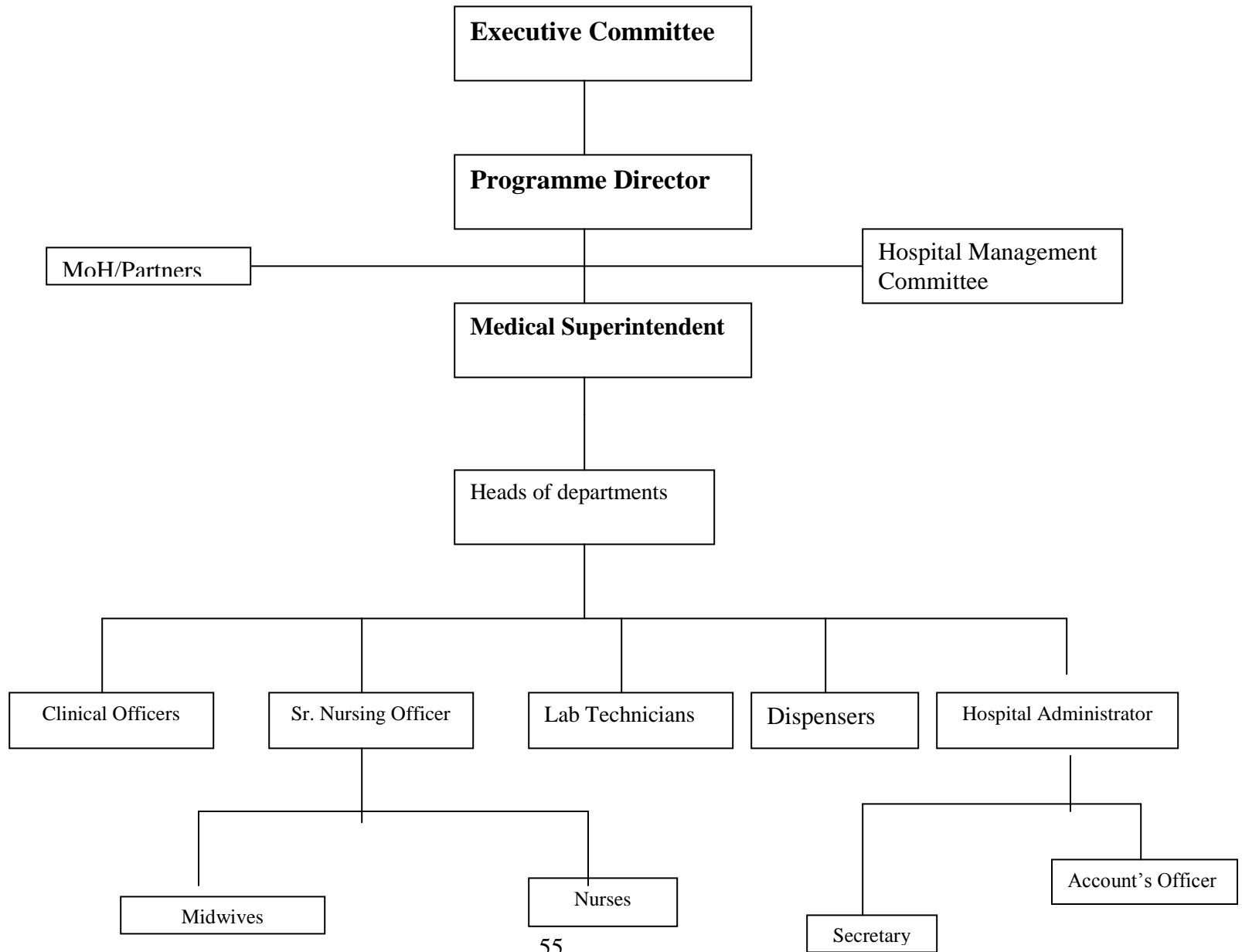
- RH** - Reproductive Health
- CMIME** - Continuing Medical, Islamic and Management Education
- PHC** - Primary Health Care
- R & D** - Research and Development
- PR, Adv, Res.Mob-** Public Relations, Advocacy and Resource Mobilization
- I.R.C** - International Resource Centre for promotion of the Islamic Approach to HIV/AIDS and other health issues.

IMAU Programme/Project Organization Chart



Annex 3

Hospital Organization Chart



Annex 4 Job Descriptions of IMAU Employees

<i>Title:</i>	Programme Director
<i>Report to:</i>	Executive Committee
<i>Department:</i>	IMAU General Management
<i>Salary Scale:</i>	Negotiable
<i>Purpose:</i>	The main purpose of the job involves planning for the IMAU programmes and projects,, organizing various activities, coordinate the implementation of the tasks and activities as assigned by the Executive committee, control the use of programme resources, participate in recruitment of quality employees, provide a sense of direction, report to the Executive committee any progress and act as an accounting officer for the IMAU programmes.

Duties and responsibilities:

- Responsible for the overall management of the IMAU programmes and projects to ensure that all the activities that are planned for are effectively implemented
- Coordinate the implementation of programme activities.
- Give sense of direction to all IMAU programmes and projects.
- Advise the Executive Committee as far as program management is concerned.
- Make the necessary reports of the activities of the program together with the project staff.
- Supervise program staff to ensure all planned activities are implemented smoothly.
- Draw up the work plan of activities of the program together with the project managers.
- Make field visits to monitor and supervise the implementation of the projects.
- Participate in resource mobilization and project proposal writing
- Control the use of program resources.
- Perform any assignments as delegated to by the Executive Committee.

<i>Performance:</i>	Increased objective attainment, timely financial and activity reports.
<i>Education:</i>	Degree in health profession from recognized institution and any other qualification that is related to the successful execution of IMAU programmes.
<i>Work Experience:</i>	10 years of working experience of which five years as head of project and two years as project officer.
<i>Skills required:</i>	managerial and leadership skills, effective communication and interpersonal skills, team -work player, result oriented, conflict manager.
<i>Effort Needed:</i>	The job requires mental concentration and less physical effort, as it is a senior one.

Title: Medical Superintendent
Report to: Programme Director
Department: Clinical Services
Salary Scale: Negotiable within IMA 3

Purpose: The main purpose of the job involves planning for the hospital, organizing various activities, coordinate the implementation of the tasks and activities as made by the Programme Director, control the use of hospital resources, participate in recruitment of quality employees, provide a sense of direction, report to the Programme Director any progress and act as an accounting officer of the hospital.

Duties and responsibilities:

- To coordinate medical activities of the hospital and ensure a 24 hour coverage in the hospital.
- To diagnose, treat and ensure proper management of patients.
- To ensure availability of essential drugs, vaccines, equipment and other supplies in the hospital.
- To establish and strengthen health information systems and control of disease outbreaks and epidemics.
- To liaise with departments and ensure appropriate developments and maintenance of quality health care delivery.
- To ensure effective planning, budgeting, management, coordination, monitoring and evaluation of health programs in the hospital and account for the allocated resources.
- To ensure the staff adhere to the professional code of conduct.
- To ensure that primary health care activities are carried out.
- To ensure that research, teaching and administration are carried out.
- To identify manpower, promotional and training needs and recommend to the Chairperson of Executive Committee.
- To continuously assess staff performance and complete their annual evaluation reports.
- To compile periodic reports and submit to the Executive Committee.
- To process and approve leave applications
- To attend senior management meetings
- To carry out any other duties assigned by Programme Director.

Performance: Increased objective attainment, self-motivated staff, timely financial and activity reports.

Education: Bachelor of Medicine and Bachelor of Surgery or Bachelor of Dental Surgery from recognized University/Institution

Work Experience: 5 years of working experience of which three years as Senior Medical Officer or a Senior Dental Surgeon.

Skills required: Should have well-developed inter-personal skills to be capable of managing and motivating high caliber professionally qualified staff. Must be registered with the Medical and Dental Practitioners Council.

Effort Needed: The job requires more of mental concentration, as it is a senior one and less of physical effort.

Title: Medical Officer
Report to: Medical Superintendent
Department: Clinical Services
Salary Scale: Negotiable within IMA 4
Purpose: The main purpose of the job involves planning for the hospital, organizing various activities, coordinate the implementation of the tasks and activities as made by the Medical Superintendent, control the use of hospital resources, participate in recruitment of quality employees, provide a sense of direction, report to the Medical Superintendent any progress.

Duties and responsibilities:

- To participate in diagnosis, treatment and proper management of patients.
- To liaise with other cadres in the hospital in the delivery of quality health care to patients.
- To participate in planning and budgeting for the hospital.
- To requisition drugs and other supplies for use in primary health care activities.
- To participate in assessing health staff performance in the hospital and complete their annual performance reports.
- To participate in ensuring that staff adhere to the professional code of conduct.
- To compile periodic reports and submit to the medical superintendent.
- To participate in health data collection.
- To participate in research, teaching and administration activities.
- To participate in identifying man power, promotional and training needs and recommend to medical superintendent.
- To attend relevant meetings.
- To carry out any other duties assigned by medical Superintendent.

Performance: Increased objective attainment, self-motivated staff, timely financial and activity reports.

Education: Bachelor of Medicine and Bachelor of Surgery or its equivalent from recognized University/Institution

Work Experience: 1 year of working experience.

Skills required: Should have well-developed inter-personal skills to be capable of managing and motivating high caliber professionally qualified staff. Must be registered with the Medical and Dental Practitioners Council.

Effort Needed: The job requires both mental and physical effort as it is a senior one.

Title: Visiting part-time Specialist/Consultant

Report to: Medical Superintendent

Department: Clinical Services

Salary Scale: Negotiable

Purpose: The main purpose of the job involves providing specialized clinical services to the clinical services department.

Duties and responsibilities:

- To participate in diagnosis, treatment and proper management of patients.
- To liaise with the medical officer, medical superintendent and other staff in the hospital in the delivery of quality health care to patients.
- To compile periodic reports and submit them to the medical superintendent.
- To participate in research, health data collection, teaching and administration in the hospital.
- To attend relevant meetings.
- To carry out any other duties assigned by medical Superintendent.

Performance: Increased objective attainment and activity reports.

Education: Master of Medicine or its equivalent from recognized University/ Institution

Work Experience: 5 years of working experience of which one year as Medical Officer special grade.

Skills required: Should have well-developed inter-personal skills to be capable of managing and motivating high caliber professionally qualified staff. Must be registered with the Medical and Dental Practitioners Council.

Effort Needed: The job requires both mental and physical effort, as it is a senior one.

Title: Hospital Administrator

Report to: Medical Superintendent

Department: Clinical Services

Salary Scale: Negotiable within IMA 4

Purpose: The main purpose of the job involves planning for the hospital, organizing various activities, coordinate the implementation of the tasks and activities as made by the Medical Superintendent, control the use of hospital resources, participate in recruitment of quality employees, provide a sense of direction, report to the Medical Superintendent any progress.

Duties and responsibilities:

- To effectively manage the use of hospital resources.
- To participate in human resources management of the hospital
- To advise the hospital management as far as staff motivation is concerned.
- To participate in administering personnel matters
- To participate in identifying man power, promotional and training needs and recommend to medical superintendent.
- To act as a custodian of the hospital assets and to keep Asset registers.
- To ensure staff welfare is implemented and maintained.
- To participate in budgeting and planning of the hospital.
- To participate in performance appraisal of staff and complete their appraisal reports.
- To attend relevant meetings.
- To carry out any other duties assigned by medical Superintendent.

Performance: Increased objective attainment, self-motivated staff, timely financial and activity reports.

Education: Bachelors Degree in Social Sciences Majoring in Human Resources Management or Social Worker and Social Administration or its equivalent from recognized University/Institution

Work Experience: 3 years of working experience.

Skills required: should have well-developed inter-personal skills to be capable of managing and motivating high caliber professionally qualified staff.

Effort Needed: The job requires both mental and physical effort, as it is a senior one.

<i>Title:</i>	Dental Surgeon
<i>Report to:</i>	Medical Superintendent
<i>Department:</i>	Clinical Services
<i>Salary Scale:</i>	Negotiable within IMA 4
<i>Purpose:</i>	The main purpose of the job involves planning for the dental department, organizing various activities, coordinate the implementation of the tasks and activities as made by the Medical Superintendent, control the use of Dental department resources, participate in recruitment of quality employees, provide a sense of direction, report to the Medical Superintendent any progress.
<i>Duties and responsibilities:</i>	<ul style="list-style-type: none"> • To perform oral surgery and ensure proper management of patients. • To participate in extracting, scaling, polishing and filling teeth. • To participate in enforcing safety measures against hazards and ensuring safe disposal of dental waste. • To participate in training students, junior staff and other workers. • To ensure effective planning, budgeting for the dental services in the hospital. • To ensure that staff adhere to the professional code of conduct. • To participate in primary health care activities. • To participate in research, teaching and administrative activities. • To participate in ensuring availability of dental equipment and other supplies. • To participate in continuous assessment of staff performance and complete their annual evaluation reports. • To compile periodic reports and submit to the Medical Superintendent. • To process and approve leave applications • To attend relevant meetings • To carry out any other duties assigned by medical Superintendent.
<i>Performance:</i>	Increased objective attainment, self-motivated staff, and timely activity reports.
<i>Education:</i>	Bachelor of Dental Surgery or its equivalent from recognized University/Institution
<i>Work Experience:</i>	3 years of working experience
<i>Skills required:</i>	Should have well-developed inter-personal skills to be capable of managing and motivating high caliber professionally qualified staff. Must be registered with the Medical and Dental Practitioners Council.
<i>Effort Needed:</i>	The job requires both mental and physical effort.

Title: Principal Public Health Dental Assistant
Report to: Medical Superintendent
Department: Clinical Services
Salary Scale: Negotiable within IMA 5
Purpose: The main purpose of the job involves planning for the dental public health department, organizing various activities, coordinate the implementation of the tasks and activities as made by the Medical Superintendent, control the use of dental public health department resources, participate in recruitment of quality employees, provide a sense of direction, report to the Medical Superintendent any progress.

Duties and responsibilities:

- To participate in extracting, scaling, polishing and filling teeth as well as ensure proper management of patients.
- To refer complicated cases to the Dental Surgeon
- To supervise and coordinate public health dental activities and ensure that staff adhere to professional code of conduct.
- To participate in training students, junior staff and other workers.
- To ensure effective planning, budgeting for the dental services in the hospital.
- To participate in primary health care activities.
- To participate in planning and budgeting for the public health dental unit and account for the allocated resources.
- To ensure that equipment and other supplies are available in the unit.
- To participate in continuous assessment of staff performance and complete their annual evaluation reports.
- To receive, evaluate and write reports on dental public health activities and submit to the medical superintendent.
- To identify manpower, promotional and training needs and recommend to the medical superintendent
- To attend relevant meetings
- To carry out any other duties assigned by medical Superintendent.

Performance: Increased objective attainment, self-motivated staff, and timely activity reports.

Education: Diploma in Public Health Dentistry and a diploma in health service management from recognized Institution

Work Experience: 3 years of working experience

Skills required: Should have well-developed inter-personal skills to be capable of managing and motivating high caliber professionally qualified staff. Counseling and communication skills. Must be registered with the Allied Health Professional Council.

Effort Needed: The job requires mental concentration and physical effort.

Title: Pharmacist
Report to: Medical Superintendent
Department: Clinical Services
Salary Scale: Negotiable within IMA 4
Purpose: The main purpose of the job involves planning for the Pharmacy, organizing various activities, coordinate the implementation of the tasks and activities as made by the Medical Superintendent, control the use of Pharmacy resources, participate in recruitment of quality employees, provide a sense of direction, report to the Medical Superintendent any progress.

Duties and responsibilities:

- To participate in quality preparations of compounded medicines and infusions and ensure proper storage.
- To requisition and ensure that supplies are available
- To advise and update clinicians on prescriptions,
- To liaise with ward management in ensuring the drugs are properly recorded and stored.
- To participate in planning and budgeting for the pharmacy unit and account for the allocated resources
- To participate in monitoring and evaluation of qualities of compounded medicines and infusions.
- To adhere to the professional code of conduct
- To participate in research, teaching and administration activities
- To compile and submit reports to the Medical Superintendent
- To ensure equipment is functional and well maintained
- To advise patients and attendants on the proper use and storage of medicines.
- To attend relevant meetings
- To carry out any other duties assigned by medical Superintendent.

Performance: Increased objective attainment, self-motivated staff, and timely activity reports.

Education: Bachelor of Pharmacy or its equivalent from a recognized University/Institution

Work Experience: 3 years of working experience

Skills required: Should have well-developed inter-personal skills to be capable of managing and motivating high caliber professionally qualified staff. Counseling and communication skills. Must be registered with the Pharmacy Board.

Effort Needed: The job requires physical effort and mental concentration.

Title: Principal Dispenser
Report to: Medical Superintendent
Department: Clinical Services
Salary Scale: Negotiable within IMA 5
Purpose: The main purpose of the job involves planning for the Section, organizing various activities, coordinate the implementation of the tasks and activities as made by the Medical Superintendent, control the use of section resources, participate in recruitment of quality employees, provide a sense of direction, report to the Medical Superintendent any progress.

Duties and responsibilities:

- To compound drugs and give out medicines to patients according to professional code of conduct.
- To ensure that prepared infusions are free from pyrogens and are sterile.
- To monitor and evaluate qualities of compounded medicines.
- To advise clinicians on prescriptions.
- To coordinate dispensing activities and ensure that staff adhere to professional code of conduct.
- To requisition and ensure that supplies are available
- To participate in operational research, teaching, administration and Primary Health Care activities
- To compile and submit reports to Medical Superintendent
- To ensure equipment is functional and well maintained
- To advise patients and attendants on the proper use and storage of medicines.
- To identify manpower, promotional and training needs and recommend to the medical superintendent and ensure training them.
- To assess staff performance and complete annual performance evaluation reports
- To attend senior management meetings
- To carry out any other duties assigned by medical Superintendent.

Performance: Increased objective attainment, self-motivated staff, and timely activity reports.

Education: Diploma in Pharmacy and Diploma in Health Service Management from a recognized University/Institution

Work Experience: 3 years of working experience as a health worker

Skills required: Should have well-developed inter-personal skills to be capable of managing and motivating high caliber professionally qualified staff. Counseling and communication skills. Must be registered with the Allied Health Professional Council.

Effort Needed: The job requires both mental and physical effort.

Title: Dispenser Grade I
Report to: Principal Dispenser
Department: Clinical Services
Salary Scale: Negotiable within IMA 6
Purpose: The main purpose of the job involves planning for the Section, organizing various activities, coordinate the implementation of the tasks and activities as made by the principal Dispenser, control the use of section resources, participate in recruitment of quality employees, provide a sense of direction, report to the Principal Dispenser any progress.

Duties and responsibilities:

- To compound drugs and give out medicines to patients.
- To prepare sterile and pyrogens free infusions.
- To advise patients and attendants on the proper use and storage of medicines.
- To carry out regular equipment servicing and ensure that they are functional.
- To identify and classify drugs, keep stock and adhere to the professional code of conduct.
- To participate in operational research.
- To participate in training of students and junior staff or other health workers.
- To assess staff performance and complete their reports.
- To compile reports on drug usage and submit them to the principal Dispenser.
- To participate in Primary Health Care activities.
- To attend relevant meetings.
- To carry out any other duties assigned by Principal Dispenser.

Performance: Increased objective attainment, self-motivated staff, and timely activity reports.

Education: Diploma in Pharmacy or its equivalent from a recognized University/Institution

Work Experience: 3 years of working experience as a health worker

Skills required: Should have well-developed inter-personal skills to be capable of managing and motivating high caliber professionally qualified staff. Counseling and communication skills. Must be registered with the Allied Health Professional Council.

Effort Needed: The job requires both mental and physical effort.

Title: Dispenser Grade II
Report to: Dispenser Grade I
Department: Clinical Services
Salary Scale: Negotiable within IMA 6
Purpose: The main purpose of the job involves planning for the Section, organizing various activities, coordinate the implementation of the tasks and activities as made by the Dispenser Grade I, control the use of section resources, participate in recruitment of quality employees, provide a sense of direction, report to the Dispenser Grade I any progress.

Duties and responsibilities:

- To compound drugs and give out medicines to patients.
- To prepare sterile and pyrogens free infusions.
- To advise patients and attendants in the proper use and storage of medicines.
- To carry out regular equipment servicing and ensure that they are functional.
- To identify and classify drugs, keep stock and adhere to the professional code of conduct.
- To participate in operational research.
- To participate in training of students and junior staff or other health workers.
- To assess staff performance and complete their reports.
- To compile reports on drug usage and submit to the principal Dispenser.
- To participate in Primary Health Care activities.
- To attend relevant meetings.
- To carry out any other duties assigned by Dispenser Grade I.

Performance: Increased objective attainment, self-motivated staff, and timely activity reports.

Education: Diploma in Pharmacy or its equivalent from a recognized University/Institution

Work Experience: 1 year of working experience as a health worker

Skills required: Should have well-developed inter-personal skills to be capable of managing and motivating high caliber professionally qualified staff. Counseling and communication skills. Must be registered with the Allied Health Professional Council.

Effort Needed: The job requires both mental and physical effort.

Title: Principal Nursing Officer
Report to: Medical Superintendent
Department: Clinical Services
Salary Scale: Negotiable within IMA 5
Purpose: The main purpose of the job involves planning for the Section, organizing various activities, coordinate the implementation of the tasks and activities as made by the Medical Superintendent, control the use of section resources, participate in recruitment of quality employees, provide a sense of direction, report to the Medical Superintendent any progress.

Duties and responsibilities:

- To ensure a 24 hours nursing coverage in the hospital and promote staff welfare.
- To receive reports from heads of wards/units and keep medical superintendent informed about nursing matters
- To ensure that equipment is secure, functional and well maintained.
- To ensure that quality care is achieved through liaison with wards/units and departments
- To participate in planning and budgeting for the hospital and account for the allocated resources
- To ensure that staff adhere to the professional code of conduct.
- To assess performance of all nursing staff and complete their annual performance appraisal reports.
- Identify training and promotional needs of nursing staff and make appropriate recommendations to the medical superintendent.
- To participate in primary health care activities
- To ensure that students/pupils receive the required clinical experience and participate in research activities.
- To attend senior management meetings and ensure that wards/units hold regular staff meetings.
- To carry out any other duties assigned by medical Superintendent.

Performance: Increased objective attainment, self-motivated staff, and timely activity reports.

Education: Double trained at registered level, Diploma in Nursing Administration or Diploma in Health Service Management. Bsc Nursing will be added advantage. Must be registered with Nurses and Midwives Council.

Work Experience: 10 years of working experience as a health worker

Skills required: Should have well-developed inter-personal skills, management and counseling and communication skills and ability to demonstrate patient focused approach and pleasant personality.

Effort Needed: The job requires mental and physical effort.

Title: Senior Nursing Officer Grade I
Report to: Principal Nursing Officer
Department: Clinical Services
Salary Scale: Negotiable within IMA 5
Purpose: The main purpose of the job involves planning for the Section, organizing various activities, coordinate the implementation of the tasks and activities as made by the Principal Nursing Officer, control the use of section resources, participate in recruitment of quality employees, provide a sense of direction, report to the Principal Nursing Officer any progress.

Duties and responsibilities:

Purpose: The main purpose of the job is to assist the Accounts Officer and ensure that financial statements and books of accounts are up-to-date and also ensure that statutory deductions are timely accounted for and submitted to various units.

Duties and responsibilities:

- Follow the established financial management system that has been approved by IMAU management.
- Keep regular books of accounts and ensure timely posting of transactions.
- Prepare bank reconciliation regularly
- Prepare timely financial statements and submit them to the Accounts Officer.
- Provide a backstop network as far as fund utilization is concerned.
- Participate in budgeting and planning for activities.
- Performs any other assignment as given by the Accounts Officer.

Performance: Increased objective attainment, self-motivated staff, and timely activity reports.

Education: Double trained at registered level, Diploma in Nursing Administration or Diploma in Health Service Management. Bsc Nursing will be added advantage. Must be registered with Nurses and Midwives council

Work Experience: 4 years of working experience as a health worker

Skills required: Should have well-developed inter-personal skills, management and counseling and communication skills and ability to demonstrate patient focused approach and a pleasant personality.

Effort Needed: The job requires mental concentration and more of physical effort.

Title: Nursing Officer Grade I
Report to: Senior Nursing Officer Grade I
Department: Clinical Services
Salary Scale: Negotiable within IMA 5
Purpose: The main purpose of the job involves planning for the Section, organizing various activities, coordinate the implementation of the tasks and activities as made by the Senior Nursing Officer Grade I, control the use of section resources, participate in recruitment of quality employees, provide a sense of direction, report to the Senior Nursing Officer Grade I any progress.

Duties and responsibilities:

- To ensure continuous nursing coverage on wards/units by receiving reports and effectively handing over to in coming shift.
- To coordinate nursing activities on the wards/units and ensure that patient focused approach is being achieved.
- Attend doctors/clinical officer's ward rounds.
- To requisition equipment and supplies for the wards/units.
- To participate in the organization and management of wards/units.
- To order special diets, prepare patients for meals and participate in serving them.
- To ensure the aseptic technique is adhered to in the performance of sterile procedures.
- To adhere to the professional code of conduct.
- To participate in teaching of students/pupils, junior staff, patients and attendants.
- To participate in primary health care and research activities.
- To ensure that wards/units hold regular meetings.
- To participate in primary health care activities.
- To carry out any other duties assigned by Senior Nursing Officer Grade I.

Performance: Increased objective attainment, self-motivated staff, and timely activity reports.

Education: Double trained as registered level. Must be registered with Nurses and Midwives council

Work Experience: 1 year of working experience as a health worker

Skills required: Should have well-developed inter-personal skills, management, counseling and communication skills and ability to demonstrate patient focused approach and pleasant personality.

Effort Needed: The job requires mental effort and physical effort.

Title: Nursing Officer Grade II
Report to: Nursing Officer Grade I
Department: Clinical Services
Salary Scale: Negotiable within IMA 6

Purpose: The main purpose of the job involves planning for the Section, organizing various activities, coordinate the implementation of the tasks and activities as made by the Nursing Officer Grade I, control the use of section resources, participate in recruitment of quality employees, provide a sense of direction, report to the Nursing Officer Grade I any progress.

Duties and responsibilities:

- To participate in continuous nursing coverage on wards/units by receiving reports and effectively handing over to in coming shift.
- To keep patients comfortable and ensure a healthy environment.
- To participate in bedside nursing procedures as a member of the caring team.
- To participate in Doctors/clinical officers ward rounds.
- To prepare, carry out sterile procedures and work hand in hand with the Doctors.
- To prepare patients for meals and participate in serving them
- To maintain personal contact with patients, take note of their complaints, report if any necessary and ensure confidentiality.
- Receive patients, register admissions and discharges.
- To adhere to the professional to code of conduct.
- To attend nursing staff meetings on wards /units
- To carry out any other duties assigned by the Nursing Officer Grade I

Performance: Increased objective attainment, self-motivated staff, and timely activity reports.

Education: certificate of Registration in Nursing, Midwifery or Psychiatry. Must be registered with Uganda Nurses and Midwives Council.

Work Experience: 1 year

Skills required: should have well-developed inter-personal skills, management and counseling and communication skills and ability to demonstrate patient focused approach and pleasant personality.

Effort Needed: The job requires mental and physical effort.

Title: Enrolled Nurse
Report to: Nursing Officer Grade II
Department: Clinical Services
Salary Scale: Negotiable within IMA 7

Purpose: The main purpose of the job involves planning for the Section, organizing various activities, coordinate the implementation of the tasks and activities as made by the Nursing Officer Grade II, control the use of section resources, provide a sense of direction, report to the Nursing Officer Grade II any progress.

Duties and responsibilities:

- To participate in continuous nursing coverage on wards/units by receiving reports and effectively handing over to in coming shift.
- To keep patients comfortable and ensure a healthy environment
- To give out treatment as prescribed and carry out nursing procedures.
- To carry out observation, keep proper records and ensure their safe custody.
- To participate in doctors/clinical officers ward rounds.
- To receive patients, register admissions and discharges.
- To prepare patients for meals and participate in serving them.
- To ensure that aseptic techniques are adhered to in the preparation of sterile procedures.
- To maintain personal contact with patients, take note of their complaints report if necessary and ensure confidentiality.
- To carry out health education to patients and their attendants.
- To adhere to professional code of conduct and to supervise nursing aides and cleaners.
- To participate in primary health care activities.
- To carry out any other duties assigned by the Nursing Officer Grade II

Performance: Increased objective attainment, self-motivated staff, and timely activity reports.

Education: Enrolled Nurse Certificate. Must be registered with Uganda Nurses and Midwives Council.

Work Experience: 1-year experience

Skills required: Should have well-developed, inter-personal skills, management and counseling and communication skills and ability to demonstrate patient focused approach and pleasant personality.

Effort Needed: The job requires mental effort and more of physical effort.

Title: Enrolled Midwife
Report to: Nursing Officer Grade II
Department: Clinical Services
Salary Scale: Negotiable within IMA 7
Purpose: The main purpose of the job involves planning for the Section, organizing various activities, coordinate the implementation of the tasks and activities as made by the Nursing Officer Grade II, control the use of section resources, provide a sense of direction, report to the Nursing Officer Grade II any progress.

Duties and responsibilities:

- To participate in continuous nursing coverage on wards/units by receiving reports and effectively handing over to in coming shift.
- To provide total care to mothers during pregnancy with emphasis on identifying high-risk cases and provision of health education.
- To ensure the aseptic technique is adhered to in carrying out deliveries.
- To provide total care to mothers during labour with emphasis on keeping proper records, use of drugs and prevention of complications to mother and baby.
- To ensure that the baby air passages are clear, assess and keep baby warm, constantly watch the umbilical cord and carry out immunization.
- To make sure that the baby is properly labeled with identification tag.
- To provide total care to mother during puerperium with emphasis on prevention of infection and successful and safe breast-feeding.
- To be able to manage obstetrical emergencies and refer complicated cases to the doctor.
- To keep mothers comfortable, allay their anxieties and ensure a healthy environment.
- To adhere to the professional code of conduct.
- To register and notify the authority about the birth of the newborn.
- To maintain personal contact with patients, take note of their complaints, report if necessary and ensure confidentiality.
- To receive patients, register admissions and discharges.
- To prepare patients for meals and participate in serving them.
- To participate in primary health care activities.
- To carry out any other duties assigned by the Nursing Officer Grade II

Performance: Increased objective attainment, self-motivated staff, and timely activity reports.

Education: Enrolled Midwife Certificate. Must be registered with Uganda Nurses and Midwives Council.

Work Experience: 1 year

Skills required: Should have well-developed sense of judgement, observation, inter-personal skills, management and counseling and communication skills and ability to demonstrate patient focused approach and pleasant personality.

Effort Needed: The job requires both mental and physical effort.

Title: Enrolled Psychiatric Nurse
Report to: Nursing Officer Grade II
Department: Clinical Services
Salary Scale: Negotiable within IMA 7

Purpose: The main purpose of the job involves planning for the Section, organizing various activities, coordinate the implementation of the tasks and activities as made by the Nursing Officer Grade II, control the use of section resources, provide a sense of direction, report to the Nursing Officer Grade II any progress.

Duties and responsibilities:

- To participate in continuous nursing coverage on wards/units by receiving reports and effectively handing over to in coming shift.
- To keep patients comfortable and ensure a healthy environment.
- To participate in doctors/clinical officers ward rounds.
- To give out treatment as prescribed and carry out nursing procedures.
- To prepare patients for meals and participate in serving them.
- To receive patients, register admissions and discharges
- To ensure maximum protection of patients relatives and staff.
- To prepare patients for specialized therapy and ensure proper management.
- To maintain personal contact with patients and relatives, take note of their complaints and suggestions, report if necessary and ensure confidentiality.
- To supervise students, attendants and cleaners.
- To give health education to patients and relatives.
- To adhere to the professional code of conduct.
- To carry out any other duties assigned by the Nursing Officer Grade II

Performance: Increased objective attainment, self-motivated staff, and timely activity reports.

Education: Psychiatry Nurse Certificate. Must be registered with Uganda Nurses and Midwives Council.

Work Experience: 1 year

Skills required: Should have well-developed sense of judgement, persuasion and inter-personal skills, counseling and communication skills and ability to demonstrate patient focused approach, patience and tolerance and pleasant personality.

Effort Needed: The job requires mental and physical effort.

Title: Laboratory Technician Grade I
Report to: Medical Superintendent
Department: Clinical Services
Salary Scale: Negotiable within IMA 6

Purpose: The main purpose of the job involves planning for the Section, organizing various activities, coordinate the implementation of the tasks and activities as made by the medical superintendent, control the use of section resources, provide a sense of direction, report to the medical superintendent any progress.

Duties and responsibilities:

- To participate in carrying out laboratory investigations, interpret results and submit reports to clinicians.
- To prepare reagents and ensure that similar preparations by junior staff are in keeping with established procedures.
- To liaise with ward management in the preparation of patients for laboratory tests.
- To advise clinical staff in the proper collection, handling and transportation of specimens.
- To follow safety measures against hazards and ensure safe disposal of laboratory waste.
- To care for, service and ensure that equipment is functional.
- To participate in planning and budgeting for the laboratory unit.
- To adhere to the professional code of conduct.
- To participate in primary health care activities.
- To participate in training students/juniors staff and other health workers.
- To prepare periodic laboratory reports and submit them to the medical superintendent.
- To attend relevant meetings.
- To carry out any other duties assigned by the medical superintendent.

Performance: Increased objective attainment, self-motivated staff, and timely activity reports.

Education: National Diploma in Medical Laboratory Techniques from a recognized Institution. Must be registered with the Allied Health Professionals Council.

Work Experience: 5 years

Skills required: should have well-developed managerial skills, sense of judgement, persuasion and inter-personal skills, counseling and communication skills and ability to demonstrate patient focused approach, patience and tolerance and pleasant personality.

Effort Needed: The job requires greater mental effort and more of physical effort.

Title: Laboratory Technician Grade 11
Report to: Laboratory Technician Grade 1
Department: Clinical Services
Salary Scale: Negotiable within IMA 7
Purpose: The main purpose of the job involves planning for the Section, organizing various activities, coordinate the implementation of the tasks and activities as made by the Laboratory Technician Grade 1, control the use of section resources, provide a sense of direction, report to the Laboratory Technician Grade 1 any progress.

Duties and responsibilities:

- To participate in carrying out laboratory investigations, interpret results and submit reports to clinicians.
- To prepare reagents and ensure that similar preparations by junior staff are in keeping with established procedures.
- To liaise with ward management in the preparation of patients for laboratory tests.
- To requisition supplies necessary for laboratory work and keep an inventory.
- To advise clinical staff in the proper collection, handling and transportation of specimens.
- To follow safety measures against hazards and ensure safe disposal of laboratory waste.
- To care for, service and ensure that equipment is functional.
- To participate in planning and budgeting for the laboratory unit.
- To adhere to the professional code of conduct.
- To participate in primary health care activities.
- To participate in training students/juniors staff and other health workers.
- To prepare periodic laboratory reports and submit them to the laboratory technician grade I
- To attend relevant meetings.
- To carry out any other duties assigned by the laboratory technician grade I.

Performance: Increased objective attainment, self-motivated staff, and timely activity reports.

Education: National Diploma in Medical Laboratory Techniques from a recognized Institution. Must be registered with the Allied Health Professionals Council.

Work Experience: 1 year

Skills required: Should have well-developed managerial skills, sense of judgement, persuasion and inter-personal skills, counseling and communication skills and ability to demonstrate patient focused approach, patience and tolerance and pleasant personality.

Effort Needed: The job requires greater mental effort and more of physical effort.

Title: Laboratory Assistant Grade I
Report to: Laboratory Technician Grade II
Department: Clinical Services
Salary Scale: Negotiable within IMA 7
Purpose: The main purpose of the job involves planning for the Section, organizing various activities, coordinate the implementation of the tasks and activities as made by the Laboratory Technician Grade II, control the use of section resources, provide a sense of direction, report to the Laboratory Technician Grade II any progress.

Duties and responsibilities:

- To carry out laboratory analysis and submit reports to clinicians
- To prepare laboratory reagents, stains, etc for routine investigations.
- To follow safety measures against hazards and ensures safe disposal of laboratory waste.
- To participate in quality control program for laboratories.
- To care for and service equipment regularly.
- To requisition necessary supplies for laboratory work and keep record of stock.
- To adhere to professional code of conduct.
- To participate in primary health care activities.
- To prepare periodic reports and submit them to the laboratory technician grade II
- To attend relevant meetings.
- To carry out any other duties assigned by the laboratory technician grade II.

Performance: Increased objective attainment, self-motivated staff, and timely activity reports.

Education: Certificate in Medical Laboratory Techniques from a recognized Institution. Must be licensed by the Allied Health Professionals Council.

Work Experience: 1 year

Skills required: Should have well-developed managerial skills, sense of judgement, persuasion and inter-personal skills, counseling and communication skills and ability to demonstrate patient focused approach, patience and tolerance and pleasant personality.

Effort Needed: The job requires mental and physical effort.

Title: Laboratory Assistant Grade II

Report to: Laboratory Assistant Grade I

Department: Clinical Services

Salary Scale: Negotiable within IMA 8

Purpose: The main purpose of the job involves planning for the Section, organizing various activities, coordinate the implementation of the tasks and activities as made by the Laboratory Assistant Grade 1, control the use of section resources, provide a sense of direction, report to the Laboratory Assistant Grade 1 any progress.

Duties and responsibilities:

- To carry out laboratory analysis and submit reports to clinicians
- To prepare laboratory reagents, stains, etc for routine investigations.
- To follow safety measures against hazards and ensures safe disposal of laboratory waste.
- To participate in quality control program for laboratories.
- To care for and service equipment regularly.
- Requisition necessary supplies for laboratory work and keep record of stocks.
- To adhere to the professional code of conduct.
- To participate in primary health care activities.
- To prepare periodic reports and submit them to the laboratory Assistant grade I
- To attend relevant meetings.
- To carry out any other duties assigned by the laboratory Assistant grade I.

Performance: Increased objective attainment, self-motivated staff, and timely activity reports.

Education: Certificate in Medical Laboratory Techniques from a recognized Institution. Must be licensed by the Allied Health Professionals Council.

Work Experience: 1 year

Skills required: Should have well-developed managerial skills, sense of judgement, persuasion and inter-personal skills, counseling and communication skills and ability to demonstrate patient focused approach, patience and tolerance and pleasant personality.

Effort Needed: The job requires mental and physical effort.

Title: Orthopaedic Officer Grade I

Report to: Medical Superintendent

Department: Clinical Services

Salary Scale: Negotiable within IMA 6

Purpose: The main purpose of the job involves planning for the Section, organizing various activities, coordinate the implementation of the tasks and activities as made by the medical superintendent, control the use of section resources, provide a sense of direction, report to the medical superintendent any progress.

Duties and responsibilities:

- To participate in clinical work including provision of maintenance therapy and pre and postoperative patient care.
- To refer complicated orthopaedic conditions to seniors
- To assist in management of static and mobile orthopaedic units.
- To carry out equipment maintenance and ensure that they are secure and functional.
- To participate in primary health care activities.
- To adhere to the professional code of conduct.
- To collect relevant basic health statistics and submit them to the Medical Superintendent
- To participate in training activities
- To attend relevant meetings
- To carry out any other duties assigned by the medical superintendent

Performance: Increased objective attainment, self-motivated staff, and timely activity reports.

Education: Diploma in Orthopaedics from a recognized Institution. Must be registered with the Allied Health Professionals Council.

Work Experience: 3 years of experience in similar position

Skills required: Should have well-developed managerial skills, sense of judgement, persuasion and inter-personal skills, counseling and communication skills and ability to demonstrate patient focused approach, patience and tolerance and pleasant personality.

Effort Needed: The job requires mental and physical effort.

Title: Orthopaedic Officer Grade II

Report to: Orthopaedic Officer Grade II

Department: Clinical Services

Salary Scale: Negotiable within IMA 6

Purpose: The main purpose of the job involves planning for the Section, organizing various activities, coordinate the implementation of the tasks and activities as made by the Orthopaedic Officer Grade I, control the use of section resources, provide a sense of direction, report to the Orthopaedic Officer Grade I any progress.

Duties and responsibilities:

- To participate in orthopaedic work and ensure proper management of patients.
- To participate in the implementation of primary health care activities.
- To refer complicated cases to the orthopaedic officer grade I
- To ensure that equipment is secure, functional and well maintained
- To adhere to the professional code of conduct.
- To carry out any other duties assigned by orthopaedic officer grade I.

Performance: Increased objective attainment, self-motivated staff, and timely activity reports.

Education: Diploma in Orthopaedics from a recognized Institution. Must be registered with the Allied Health Professionals Council.

Work Experience: 1 year

Skills required: Should have well-developed managerial skills, sense of judgement, persuasion and inter-personal skills, counseling and communication skills and ability to demonstrate patient focused approach, patience and tolerance and pleasant personality.

Effort Needed: The job requires mental and physical effort.

Title: Principal Ophthalmic Clinical Officer

Report to: Medical Superintendent

Department: Clinical Services

Salary Scale: Negotiable within IMA 5

Purpose: The main purpose of the job involves planning for the Section, organizing various activities, coordinate the implementation of the tasks and activities as made by the Medical Superintendent, control the use of section resources, provide a sense of direction, report to the Medical Superintendent any progress.

Duties and responsibilities:

- To participate in clinical work, including provision of maintenance therapy, pre and postoperative patient care.
- To refer complicated eye conditions to the ophthalmologist.
- To liaise with theatre management in the pre and postoperative patient care.
- To ensure that equipment and other supplies are available in the ophthalmic unit in the hospital.
- To ensure proper management of static and mobile eye units.
- To participate in planning and budgeting for ophthalmic unit and account for the allocated resources.
- To identify man power, promotional and training needs and recommend to the medical superintendent.
- To ensure that staff adhere to the professional code of conduct.
- To ensure the students, junior staff and other health workers receive training.
- To participate in primary health care activities.
- To initiate and ensure that relevant research is carried out in the ophthalmic field.
- To ensure continuous performance assessment of ophthalmic staff and completion of their annual performance appraisal reports.
- To receive and prepare reports for submission to the medical superintendent.
- To be a member of the committee for prevention of blindness.
- To attend senior management meetings.
- To carry out any other duties assigned by medical superintendent.

Performance: Increased objective attainment, self-motivated staff, and timely activity reports.

Education: Must be a trained clinical officer or a double-trained nurse. A diploma in clinical ophthalmology from recognized institution. Diploma in health service management. Be registered with Allied Health Professional Council.

Work Experience: Must have served for at least five years as a health worker.

Skills required: Should have well-developed managerial skills, sense of judgement, persuasion and inter-personal skills, counseling and communication skills and ability to demonstrate patient focused approach, patience and tolerance and pleasant personality.

Effort Needed: The job requires mental and physical effort.

Title: Ophthalmic Clinical Officer

Report to: Principal Ophthalmic Clinical Officer

Department: Clinical Services

Salary Scale: Negotiable within IMA 6

Purpose: The main purpose of the job involves planning for the Section, organizing various activities, coordinate the implementation of the tasks and activities as made by the principal ophthalmic officer, control the use of section resources, provide a sense of direction, report to the principal ophthalmic officer any progress.

Duties and responsibilities:

- To participate in clinical work, including provision of maintenance therapy, pre and postoperative patient care.
- To refer complicated eye conditions to the principal ophthalmic clinical officer.
- To assist in management of static and mobile eye units.
- To carry out equipment maintenance and ensure that they are secure and functional.
- To participate in primary health care activities.
- To participate in collaborative research activities.
- To adhere to the professional code of conduct.
- To collect relevant basic health statistics and submit them to the principal ophthalmic clinical officer.
- To participate in training activities
- To attend relevant meetings.
- To carry out any other duties assigned by principal ophthalmic clinical officer.

Performance: Increased objective attainment, self-motivated staff, and timely activity reports.

Education: Must be a trained clinical officer or a double-trained nurse. A diploma in clinical ophthalmology from recognized institution is required. A diploma in health service management is an advantage. Must be registered with Allied Health Professional Council.

Work Experience: 1 year

Skills required: Should have well-developed managerial skills, sense of judgement, persuasion and inter-personal skills, counseling and communication skills and ability to demonstrate patient focused approach, patience and tolerance and pleasant personality.

Effort Needed: The job requires mental and physical effort.

Title: Anaesthetic Officer

Report to: Medical Superintendent

Department: Clinical Services

Salary Scale: Negotiable within IMA 6

Purpose: The main purpose of the job involves planning for the Section, organizing various activities, coordinate the implementation of the tasks and activities as made by the medical superintendent, control the use of section resources, provide a sense of direction, report to the medical superintendent any progress.

Duties and responsibilities:

- To participate in clinical work and ensure proper management of patients and the unit.
- To liaise with ward management in pre and postoperative patient care.
- To participate in the management of disaster situations and provide resuscitation services.
- To ensure that equipment is functional and well maintained.
- To adhere to professional code of conduct.
- To participate in training, research and administration activities
- To attend relevant meetings.
- To carry out any other duties assigned by medical superintendent.

Performance: Increased objective attainment, self-motivated staff, and timely activity reports.

Education: Must be a trained Clinical Officer or a Double trained Nurse. Must have a Higher Diploma in Anaesthesia from a recognized Institution. Must be registered with the Allied Health Professionals Council.

Work Experience: 3 years experience in similar position

Skills required: Should have well-developed managerial skills, sense of judgement, persuasion and inter-personal skills, counseling and communication skills and ability to demonstrate patient focused approach, patience and tolerance and pleasant personality.

Effort Needed: The job requires both mental and physical effort.

Title: Psychiatric Clinical Officer

Report to: Medical Superintendent

Department: Clinical Services

Salary Scale: Negotiable within IMA 6

Purpose: The main purpose of the job involves planning for the Section, organizing various activities, coordinate the implementation of the tasks and activities as made by the medical superintendent, control the use of section resources, provide a sense of direction, report to the medical superintendent any progress.

Duties and responsibilities:

- To participate in clinical work and ensure proper management of patients.
- To refer complicated cases to Seniors .
- To participate in health information system with emphasis on sensitizing communities on mental health.
- To ensure maximum protection of patients, relatives and staff.
- To participate in field outreach activities.
- To participate in primary health care activities.
- To adhere to the professional code of conduct.
- To participate in research activities.
- To participate in the preparation of reports.
- To attend relevant meetings.
- To carry out any other duties assigned by medical superintendent.

Performance: Increased objective attainment, self-motivated staff, and timely activity reports.

Education: Must have a National Diploma in Mental Health from a recognized Institution. Must be registered with the Allied Health Professionals Council.

Work Experience: 3 years experience in similar position

Skills required: Should have well-developed managerial skills, sense of judgement, persuasion and inter-personal skills, counseling and communication skills and ability to demonstrate patient focused approach, patience and tolerance and pleasant personality.

Effort Needed: The job requires mental and physical effort.

Title: Principal Clinical Officer

Report to: Medical Superintendent

Department: Clinical Services

Salary Scale: Negotiable within IMA 5

Purpose: The main purpose of the job involves planning for the Section, organizing various activities, coordinate the implementation of the tasks and activities as made by the medical superintendent, control the use of section resources, provide a sense of direction, report to the medical superintendent any progress.

Duties and responsibilities:

- To participate in clinical work and ensure proper management of patients.
- To refer complicated cases to seniors.
- To participate in the planning and making of budgets for the department/section and account for the allocated resources.
- To keep the Medical Superintendent informed on matters concerning clinical officers.
- To assess the performance of all clinical officers including completion of their annual performance appraisal reports.
- To participate in primary health care activities.
- To adhere to the professional code of conduct.
- To participate in research, teaching and administration activities.
- To participate in the preparation of reports.
- To attend relevant meetings.
- To carry out any other duties assigned by medical superintendent.

Performance: Increased objective attainment, self-motivated staff, and timely activity reports.

Education: Must have a National Diploma in Clinical Medicine and Community Health from a recognized Institution. Should have a Diploma in Health Service Management. Must be registered with the Allied Health Professionals Council.

Work Experience: Must have served for at least five years as a health worker.

Skills required: Should have well-developed managerial skills, sense of judgement, persuasion and inter-personal skills, counseling and communication skills and ability to demonstrate patient focused approach, patience and tolerance and pleasant personality.

Effort Needed: The job requires both mental and physical effort.

Title: Clinical Officer Grade I

Report to: Principal Clinical Officer

Department: Clinical Services

Salary Scale: Negotiable within IMA 6

Purpose: The main purpose of the job involves planning for the Section, organizing various activities, coordinate the implementation of the tasks and activities as made by the Principal Clinical Officer, control the use of section resources, provide a sense of direction, report to the Principal Clinical Officer any progress.

Duties and responsibilities:

- To diagnose, treat and ensure proper management of patients.
- To refer complicated cases to the Medical Officer.
- To liaise with other cadres in the unit in the delivery of quality health care to patients.
- To participate in the implementation of primary health care activities.
- To adhere to the professional code of conduct.
- To participate in research, teaching and administration activities.
- To participate in health data collection.
- To participate in the preparation of reports.
- To attend relevant meetings.
- To carry out any other duties assigned by Principal Clinical Officer.

Performance: Increased objective attainment, self-motivated staff, and timely activity reports.

Education: Must have a National Diploma in Clinical Medicine and Community Health from a recognized Institution. Must be registered with the Allied Health Professionals Council.

Work Experience: 3 years experience in similar position

Skills required: Should have well-developed managerial skills, sense of judgement, persuasion and inter-personal skills, counseling and communication skills and ability to demonstrate patient focused approach, patience and tolerance and pleasant personality.

Effort Needed: The job requires greater mental effort and more of physical effort.

Title: Radiographer

Report to: Medical Superintendent

Department: Clinical Services

Salary Scale: Negotiable within IMA 6

Purpose: The main purpose of the job involves planning for the Section, organizing various activities, coordinate the implementation of the tasks and activities as made by the Medical Superintendent, control the use of section resources, provide a sense of direction, report to the Medical Superintendent any progress.

Duties and responsibilities:

- To receive patients and analyze their X-ray requests.
- To prepare X-ray equipment according to requests.
- To liaise with ward management in the preparation of patients for X-rays.
- To take X-ray pictures, process X-ray films and prepares reports for the doctor/clinical officer.
- To maintain X-ray records.
- To ensure adequate supply of quality X-ray films.
- To assist in preparing X-ray budgets.
- To adhere to the professional code of conduct.
- To participate in research, teaching and administration activities.
- To participate in health data collection.
- To participate in the preparation of reports.
- To attend relevant meetings.
- To carry out any other duties assigned by Medical Superintendent.

Performance: Increased objective attainment, self-motivated staff, and timely activity reports.

Education: Must have a Diploma in Radiography from a recognized Institution. Must be registered with the Allied Health Professionals Council.

Work Experience: 1 year

Skills required: Should have well-developed managerial skills, sense of judgement, persuasion and inter-personal skills, counseling and communication skills and ability to demonstrate patient focused approach, patience and tolerance and pleasant personality.

Effort Needed: The job requires mental effort.

Title: Physiotherapist

Report to: Medical Superintendent
Department: Clinical Services

Salary Scale: Negotiable within IMA 7

Purpose: The main purpose of the job involves planning for the Section, organizing various activities, coordinate the implementation of the tasks and activities as made by the Medical Superintendent, control the use of section resources, provide a sense of direction, report to the Medical Superintendent any progress.

Duties and responsibilities:

- To carry out physiotherapy treatment to patients.
- To provide moving aides to disabled patients.
- To ensure that equipment is functional and well maintained.
- To ensure that patients and staff are protected from injuries resulting from equipment.
- To give education on how to avoid the occurrence of disabilities.
- To participate in the teaching and supervision of the students.
- To adhere to the professional code of conduct.
- To participate in primary health care activities.
- To participate in health data collection.
- To participate in the preparation of reports.
- To attend relevant meetings.
- To carry out any other duties assigned by Medical Superintendent.

Performance: Increased objective attainment, self-motivated staff, and timely activity reports.

Education: Must have a Diploma in Physiotherapy or its equivalent from a recognized Institution. Must be registered with the Allied Health Professionals Council.

Work Experience: 3 years

Skills required: Should have well-developed managerial skills, sense of judgement, persuasion and inter-personal skills, counseling and communication skills and ability to demonstrate patient focused approach, patience and tolerance and pleasant personality.

Effort Needed: The job requires both mental and physical effort.

Title: Occupational Therapist

Report to: Medical Superintendent
Department: Clinical Services

Salary Scale: Negotiable within IMA 7

Purpose: The main purpose of the job involves planning for the Section, organizing various activities, coordinate the implementation of the tasks and activities as made by the Medical Superintendent, control the use of section resources, provide a sense of direction, report to the Medical Superintendent any progress.

Duties and responsibilities:

- To carry out comprehensive clinical occupational therapy services to physically and psychologically handicapped patients.
- To requisition necessary supplies for occupational therapy activities and ensures that equipment is functional.
- To liaise with other health professional in the treatment and management of patients.
- To prepare patients for discharge and carry out home visits.
- To carry out support supervision of occupational therapy helpers.
- To keep clear and concise treatment notes in the registry.
- To adhere to the professional code of conduct.
- To participate in research, teaching and administration activities.
- To participate in primary health care activities.
- To participate in health data collection.
- To participate in the preparation of reports.
- To attend relevant meetings.
- To carry out any other duties assigned by Medical Superintendent.

Performance: Increased objective attainment, self-motivated staff, and timely activity reports.

Education: Must have a Diploma in Occupational Therapy from a recognized Institution. Must be registered with the Allied Health Professionals Council.

Work Experience: 3 years

Skills required: Should have well-developed managerial skills, sense of judgement, persuasion and inter-personal skills, counseling and communication skills and ability to demonstrate patient focused approach, patience and tolerance and pleasant personality.

Effort Needed: The job requires both mental and physical effort.

Title: Project manager

Report to: Programme Director

Department: Relevant Department

Salary Scale: Negotiable

Purpose: The main purpose of the job involves planning for the project, organizing various activities, coordinate the implementation of the tasks and activities as made by the Executive committee, control the use of project resources, participate in recruitment of quality employees, provide a sense of direction, report to the Executive committee any progress and act as an accounting officer of the project.

Duties and responsibilities:

- Responsible for the overall management of the project to ensure that all the activities that are planned are implemented
- Inform IMAU leadership, local government leaders, religious leaders, donor agencies and any other relevant administrators about the activities of the project.
- Make the necessary reports of the activities of the project together with the project staff.
- Supervise project staff to ensure all planned activities are implemented smoothly.
- Draw up the work plan of activities of the project together with the project staff.
- Make field visits to monitor and supervise the implementation of the project.
- Control the use of project resources.

Performance: Increased objective attainment, timely financial and activity reports.

Education: Degree in relevant area from recognized institution and any other qualification that is related to the successful execution of project.

Work Experience: 5 years of working experience of which three years as head of project and two years as project officer.

Skills required: managerial and leadership skills, effective communication and interpersonal skills, team -work player, result oriented, conflict manager.

Effort Needed: The job requires mental concentration and less physical effort, as it is a senior one.

Title: Project coordinator

Report to: Project Manager

Department: Relevant Department

Salary Scale: Negotiable

Purpose: The main purpose of the assignment involves planning for the section, organizing various activities, coordinate the implementation of the tasks and activities as made by the project management, control the use of project resources, advise in recruitment of quality employees, provide a sense of direction, report to the project manager any progress and act as technical advisor.

Duties and responsibilities:

- The project Coordinator is primarily responsible for making arrangements for all communications and social mobilization activities necessary for successful project implementation.
- Participate in making and regularly reviewing the training curriculum in conjunction with the trainers and other project staff.
- Organize training workshops for trainers in conjunction with the Project Manager and Area Project Coordinators.
- Organize training workshops for community educators in conjunction with Area Project Coordinators.
- Organize media activities and other communication activities in conjunction with other project staff.
- Supervise project implementation in conjunction with other project staff.
- Control use of resources within the area of operation

Performance: Increased objective attainment and timely activity reports.

Education: Degree or Diploma in relevant area from recognized institution and any other qualification that is related to the successful execution of assignment.

Work Experience: 3 years of working experience.

Skills required: managerial and leadership skills, effective communication and interpersonal skills, team -work player, result oriented, conflict manager.

Effort Needed: The job requires both mental and physical effort.

Title: The Data Manager /Internal Audit Officer

Report to: Project Manager

Department: Relevant Department

Salary Scale: Negotiable

Purpose: The main purpose of the assignment involves planning for the section, organizing various activities, coordinate the data and records as made by the project management, control the use of project resources, advise on best use of records/data, provide a sense of direction, report to the project manager any progress and act as technical advisor.

Duties and responsibilities:

- The Data manager/Internal Audit Officer is primarily responsible for ensuring that the data regarding project implementation including accounts data are properly recorded, analyzed, stored and reported in accordance with the project agreement and guidelines.
- Participate in designing appropriate forms for monitoring and supervision of project activities in conjunction with other project staff.
- In conjunction with other project staff, ensure that monitoring forms and accountability forms are correctly completed and promptly received at the headquarters of IMAU according to the work plan.
- Participate in filing the monitoring forms and entering the data in the computer.
- Participate in analyzing data received from the field in conjunction with other project staff.
- Make a quarterly report on data received from the field comparing expected outputs and achieved outputs in conjunction with the Project Manager and other project staff.
- Make monthly reports to the Project Manager regarding accountability of project funds and compliance with the IMAU financial system and the project agreement.

Performance: Increased objective attainment and timely activity reports.

Education: Degree in commerce or Business administration or Diploma in Business studies from recognized institution.

Work Experience: 3 years of working experience

Skills required: Managerial, analytical skills, effective communication and interpersonal skills, team -work player, result oriented, conflict manager.

Effort Needed: The job requires both mental and physical effort.

Title: Area project co-ordinator

Report to: Project Coordinator

Department: Relevant Department

Salary Scale: Negotiable

Purpose: The main purpose of the job is to plan, organize, coordinate, direct and control the effective use of the project resources and act as technical advisor as far as implementation of activities is concerned.

Duties and responsibilities:

- The Area Project Coordinator is primarily responsible for supervising and coordinating the project’s activities at the district level on a day to day basis.
- Inform District Leaders about the activities of the project in the district.
- Schedule and organize training workshops in the district together with district leaders.
- Make the necessary invitations for facilitators and participants in the training workshops.
- Identify participants for the workshops together with community leaders.
- Make field visits to support trainers while training is taking place.
- Make field visits to community leaders, volunteer workers and families who have undergone training to monitor and assess the progress and effectiveness of the project activities.
- Ensure that the monitoring forms are correctly completed and promptly received at the headquarters of IMAU according to the work plan. This is done in conjunction with the Data manager/internal audit officer.

Performance: Increased objective attainment and timely activity reports.

Education: Degree or Diploma from recognized institution in relevant field.

Work Experience: 3 years of working experience.

Skills required: managerial, analytical skills, effective communication and interpersonal skills, team -work player, result oriented, conflict manager.

Effort Needed: The job requires both mental and physical effort.

Title: Secretary

Report to: Project Manager

Department: Relevant Department

Salary Scale: Negotiable

Purpose: The main purpose of the job is to plan, organize, coordinate, direct and control the effective use of the project resources and will act as technical advisor as far as secretarial activities are concern.

Duties and responsibilities:

- The Secretary is primarily responsible for typing, receiving and filing all documents related to the project.
- Doing the typing, word processing, photocopying and all relevant secretarial work that may be required during the implementation of the project.
- Filing and storing the documents of the project in conjunction with the Data manager/Internal Audit Officer.
- Ensuring orderly and proper office management of the project office in conjunction with the Data manager/internal Audit officer.
- In charge of office administration, management, hygiene and reception of visitors.
- Perform any other duties as assigned by the Project Manager

Performance: Increased objective attainment and timely assignment output

Education: Diploma in Secretarial Practice or equivalent

Work Experience: 3 years of working experience in similar position

Skills required: managerial skills, effective communication and interpersonal skills, team -work player, result oriented, conflict manager.

Effort Needed: The job requires mental concentration and physical effort.

Title: Driver

Report to: Project Coordinator

Department: Relevant Department

Salary Scale: Negotiable

Purpose: The main purpose of the job is to drive project vehicle and ensure that the log book, Road license and third party licence are kept up-to-date, regular service of the vehicle is done and vehicle kept clean and in good mechanical condition

Duties and responsibilities:

- The Driver is primarily responsible for driving project staff for project activities and ensuring that vehicles are maintained in a neat working condition.
- Drive project staff whenever called upon.
- Ensure clean vehicles.
- Ensure vehicles are serviced and repaired promptly.
- Assist project staff whenever called upon.
- Perform any other duties as assigned by the Project Coordinator or Project Manager.

Performance: Minimized accidents increased vehicle maintenance and timely vehicle service and licenses

Education: O' level certificate of education or Primary leaving certificate and valid driving permit with class B, C, M

Work Experience: 3 years of working experience in similar position

Skills required: Effective communication and interpersonal skills, ability to write team -work player and result- oriented and conflict manager.

Effort Needed: The job requires both mental and physical effort.

Title: Monitoring and Evaluation Officer

Report to: Project Manager

Department: Relevant Department

Salary Scale: Negotiable

Purpose: The main purpose of the job is to plan, organize, direct, coordinate and control use of project resources. In addition, the job requires advising the project management in data collection and advising the project management on how best to implement the tasks.

Duties and responsibilities:

- To participate in project monitoring and evaluation.
- To participate in data collection, data entry and data analysis as far as project implementation is concerned.
- To monitor continuously the implementation processes and advise the project management.
- To establish the monitoring guides and set up performance indicators.
- To participate in project writing and management.
- To carry out research on the project impact and effect.
- To attend senior management meeting.
- To participate in planning, budgeting and account for any resources allocated for monitoring and evaluation.
- To perform any other assignment as given by the project manager.

^{a)}
Performance: attained project output, timely reports and established monitoring tools.

Education: Degree holder in relevant areas from recognized institution

Work Experience: 3 years of working experience in similar position

Skills required: Effective communication and interpersonal skills, analytical skills, ability to write team -work player and results oriented and conflict manager.

Effort Needed: The job requires mental effort.

Title: Accounts Officer

Report to: Project Manager

Department: Relevant Department

Salary Scale: Negotiable

Purpose: The main purpose of the job is to manage project funds and ensure that financial statements and record keeping is up-to-date and also ensure that accountabilities and statutory deductions are done and submitted to various units in the stipulated time.

Duties and responsibilities:

- Follow the established financial management system that has been approved by IMAU management.
- Keep regular books of accounts, ensure timely posting of transactions, ensure proper filing, and safe custody of all accounts documents.
- Prepare bank reconciliation regularly
- Prepare timely financial statements and submit them to the project manager.
- Advise the project as far as fund utilization is concerned.
- Participate in budgeting and planning for activities.
- Work in conjunction with the Data Manager/Internal Audit Officer to ensure accountability documents comply with the IMAU financial management system and the project agreement.
- Performs any other assignment as given by the project manager.

^{b)}

Performance: Timely financial reports, accountabilities, budget preparation and cash management.

Education: Degree in Commerce or Business Administration or Diploma in Business Studies or accounting from recognized institution.

Work Experience: 3 years of working experience in similar position

Skills required: Effective communication and interpersonal skills, ability to write team -work player and result oriented and transparency.

Effort Needed: The job requires greater mental effort as it is critical and physical effort.

Title: Accounts Assistant

Report to: Accounts Officer

Department: Projects

Salary Scale: Negotiable

Purpose: The main purpose of the job is to assist the Accounts Officer and ensure that financial statements and books of accounts are up-to-date and also ensure that statutory deductions are timely accounted for and submitted to various units.

Duties and responsibilities:

- Follow the established financial management system that has been approved by IMAU management.
- Keep regular books of accounts and ensure timely posting of transactions.
- Prepare bank reconciliation regularly
- Prepare timely financial statements and submit them to the Accounts Officer.
- Provide a backstop network as far as fund utilization is concerned.
- Participate in budgeting and planning for activities.
- Performs any other assignment as given by the Accounts Officer.

^{c)}
Performance: Timely financial reports, accountabilities, budget preparation and cash management.

Education: Diploma in Business studies or equivalent from recognized institution.

Work Experience: 1 year of working experience in similar position

Skills required: Effective communication and interpersonal skills, ability to write team -work player and result oriented and transparency.

Effort Needed: The job requires mental effort.

Title: Cashier

Report to: Accounts Officer

Department: Projects

Salary Scale: Negotiable

Purpose: The main purpose of the job is to assist the Accounts Officer and ensures that cash is properly secured and books of accounts for cash transactions are up-to-date.

Duties and responsibilities:

- Follow the established financial management system that has been approved by IMAU management.
- Withdraw or bank cash promptly.
- Ensures that cash management is handled properly and in a transparent manner.
- Keep regular books of accounts and ensure timely posting of cash transactions.
- Prepare bank reconciliation regularly
- Prepare timely returns and submit them to the Accounts Officer.
- Provide a backstop network as far as fund utilization is concerned.
- Participate in budgeting and planning for activities.
- Performs any other assignment as given by the Accounts Officer.

^{d)}
Performance: Timely financial reports, accountabilities, budget preparation and cash management.

Education: Diploma in Business studies or accounting or equivalent from recognized institution.

Work Experience: 1 year of working experience in similar position

Skills required: Effective communication and interpersonal skills, ability to write team -work player and result oriented and conflict manager.

Effort Needed: The job requires mental effort.

Title: Training co-ordinator

Report to: Project Manager

Department: Projects

Salary Scale: Negotiable

Purpose: The main purpose of the job is to plan, organize, direct, coordinate and control use of project resources in training. In addition, the job requires advising the project management on selecting trainers and community educators.

Duties and responsibilities:

- Participate in recruitment and selection of trainers who will effectively implement the training of communities
- Participate in selection of community educators
- Participate in organizing research and evaluation of training programs
- Participate in reviewing research findings and developing training materials
- Participate in designing training curriculum, collecting ideas about it, pre-testing it, and modifying it accordingly.
- Participate in translating the training curriculum
- Participate in organizing Training of Trainers workshops to equip trainers with critical skills of handling adults.
- Participate in organizing and supervising training workshops
- Participate in supervising trainers and community educators.

Performance: Number of workshops held, total number of participants attended, handouts given out and timely reports submitted

Education: Degree holder in relevant area from recognized institution. Certificate of training of trainers will be an added advantage

Work Experience: 3 years of working experience in similar position

Skills required: Effective communication and interpersonal skills, ability to write team - work player and results oriented and conflict manager.

Effort Needed: The job requires both mental and physical effort.

Annex 5:

IMAU Salary structure

Salary Scale	Monthly Salary
IMA 1	2,500,000
	2,400,000
	2,300,000
	2,200,000
	2,100,000
	2,000,000
	1,950,000
	1,850,000
	1,750,000
	1,650,000
	1,550,000
	1,450,000
	1,350,000
	1,250,000
	1,160,000
	1,140,000
	1,120,000
	1,100,000
	1,080,000
1,060,000	
1,040,000	
1,020,000	
IMA 2	960,000
	950,000
	940,000
	930,000
	920,000
	910,000
	900,000
	890,000
	880,000
	870,000
	860,000
	850,000
	840,000
	830,000
	820,000
810,000	

IMA 3	800,000 790,000 780,000 770,000 760,000 750,000 740,000 730,000 720,000 710,000 700,000 690,000 680,000 670,000 660,000 650,000 640,000 630,000
IMA 4	620,000 610,000 600,000 590,000 580,000 565,000 550,000 540,000 530,000 520,000 510,000 500,000 490,000 480,000 470,000 460,000 450,000 425,000 420,000 415,000 410,000 405,000

IMA 5	400,000
	395,000
	390,000
	385,000
	380,000
	375,000
	370,000
	365,000
	360,000
	355,000
	350,000
	345,000
	340,000
	335,000
	330,000
	325,000
320,000	
315,000	
310,000	
305,000	
300,000	
295,000	
IMA 6	290,000
	285,000
	280,000
	275,000
	270,000
	265,000
	260,000
	255,000
	250,000
	245,000
	240,000
	235,000
230,000	
IMA 7	225,000
	220,000
	215,000
	210,000
	205,000
	200,000
	195,000
	190,000
	185,000
	180,000
	175,000
170,000	
165,000	
160,000	
155,000	

IMA 8	150,000 145,000 140,000 135,000 130,000 125,000 120,000 115,000 110,000 105,000 100,000 95,000 90,000 85,000 80,000 75,000
IMA 9	70,000 65,000 60,000 55,000 50,000 45,000 40,000