



Policies and Regulations

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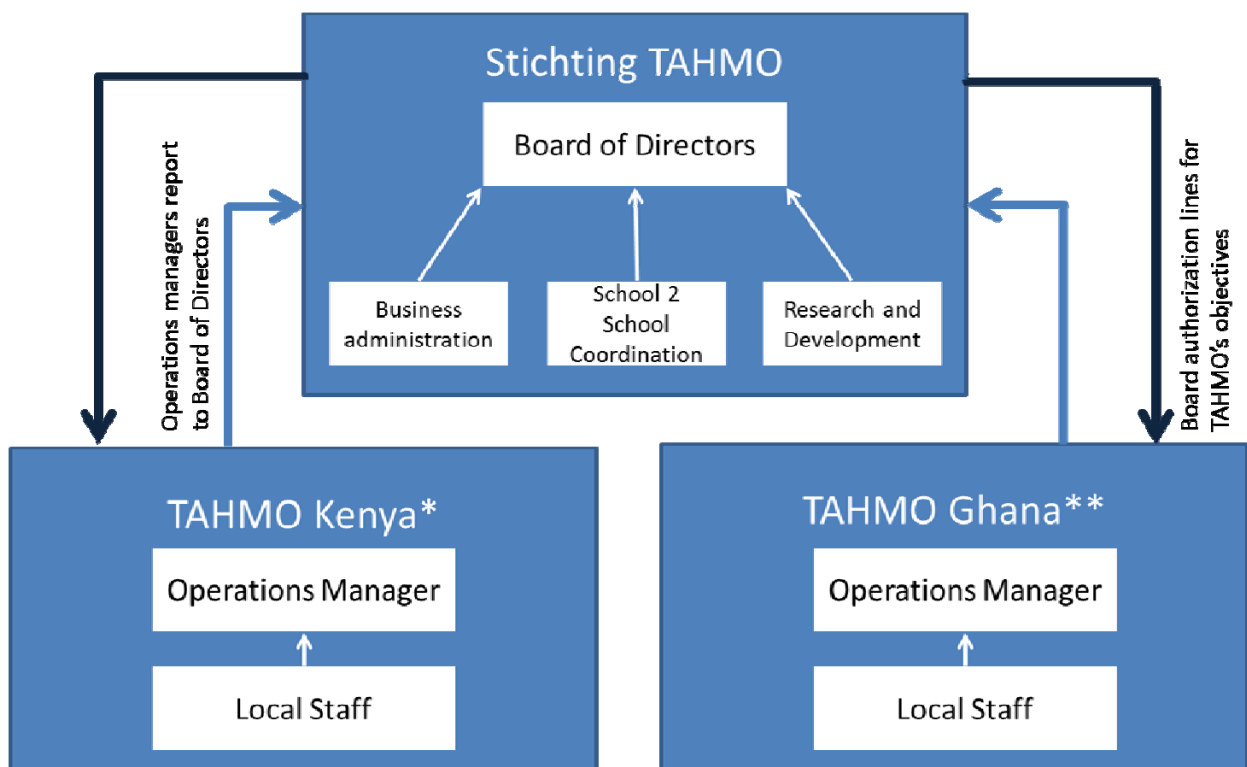
Organizational Chart

Additional Support

TAHMO receives additional support from TU Delft and OSU through business administration, School 2 School Coordination and Research and Development.

Structure of the foundation

The TAHMO foundation (Stichting TAHMO in Dutch) is the head office of the TAHMO initiative with two subsidiary NGO's: TAHMO Ghana and TAHMO Kenya. The TAHMO foundation has the overall responsibility of all subsidiaries and performs the project management activities and fund acquisition. TAHMO Ghana and TAHMO Kenya main responsibilities are to maintain customer relations with partners and to manage the execution of the projects. The TAHMO subsidiaries are managed by the operations director and one board member of the foundation.



*TAHMO Kenya is an independent NGO, incorporated in Kenya

**TAHMO Ghana is an independent NGO, incorporated in Ghana

Code of Ethics (1)

Preamble

(1.2) All TAHMO affiliates (such as TAHMO-Kenya and TAHMO-Ghana) shall adhere to those principles of governance, volunteer involvement, and support from the private sector, fundraising, service, and programs that enable it to be accurately described as a private and voluntary TAHMO (non-governmental organization).



Governance

(2.1) TAHMO and its affiliates shall be governed fairly, impartially, and responsibly by independent Boards of Directors.

(2.2) TAHMO shall have an independent, active, and informed Board of Directors. Board members shall serve without compensation other than reasonable reimbursement of expenses incurred. The Board shall have policies that specify the frequency of board meetings (at least one per year). The Board may designate an executive committee to act in its place as long as the executive committee has decision-making authority.

(2.3) The Board shall adopt a policy that prohibits direct and indirect conflicts of interest by TAHMO of the Board, employees, and volunteers. Board members are required to abide by TAHMO conflict-of-interest policy upon joining the Board (See sections 3.8 - 3.10 of this document). Board members, employees, and volunteers shall make known as soon as they are aware to the Board any affiliation they might have with an actual or potential supplier of goods and services, recipient of grant funds, or members with competing or conflicting objectives. Board members and employees shall absent themselves from discussion and abstain from voting or otherwise participating in the decision on any issue in which there is a conflict of interest. Large or otherwise inappropriate gifts to board members or staff for personal use shall be forbidden.

(2.4) Though the Board may delegate to staff, it must accept ultimate responsibility for governance over all aspects of TAHMO.

(2.5) The Board shall adopt a policy requiring that no person shall be excluded from participation in TAHMO, be denied the benefits of TAHMO, or be otherwise subjected to illegal discrimination by TAHMO, on the basis of race, color, national origin, age, religion, handicap, sex, or sexual orientation.

Ethics

(1.1) The Trans-African Hydro-Meteorological Observatory (hereafter referred to as TAHMO) adheres to the highest ethical standards in carrying out its mission. We are committed to encouraging professional competence, ethical practices, and quality services.

Code of Ethics (2)

TAHMO Integrity and Transparency

(3.1) TAHMO is committed to openness, transparency and honesty about its mission, structures, governance, policies, finances, strategies and activities. It will communicate actively and authentically with stakeholders - including those meant to benefit from its work, donors, the public, and partners - and proactively make information publicly available, while being mindful of the security and privacy implications of doing so. Information shall be accurate, comprehensive and timely, and be provided in formats appropriate for different groups of stakeholders. The affairs of TAHMO shall be conducted with integrity and truthfulness.

(3.2) TAHMO whistleblower policy promotes the open and free discussion of all TAHMO standards of operation and personal conduct, and thereby specifically prohibits retaliation against whistleblowers.

(3.3) TAHMO is opposed to wrongdoing, terrorism, corruption, bribery, other financial impropriety, or illegal acts under the law in the country of activity in any of its activities. Prompt and firm corrective action will be taken whenever and wherever wrongdoing of any kind is found among the board, employees, contractors, and volunteers. Ethics standards of TAHMO shall be maintained despite possible prevailing contrary practices elsewhere.

(3.4) In all of its activities, shall respect the dignity, values, history, religion, and culture of all of its constituents.

(3.5) All TAHMO-affiliated people and organizations shall recognize that all of its activities impact on the public perception of the broader NGO community and that it shares a significant responsibility to enhance the public trust.

(3.6) TAHMO will retain all records for at least 10 years including of all types of recorded information relating to TAHMO's operations during an official investigation.

(3.7) TAHMO Contractors and Staff should avoid using their official position or any information made available to them in the course of their duties to benefit themselves, their relations or any other persons with whom they have personal or social ties. They should avoid putting themselves in a position that may lead to an actual or perceived conflict of interest with the organization. Failure to avoid or declare any conflict of interest may give rise to criticism of favoritism, abuse of authority or even allegations of corruption. In particular, staff involved in the procurement process should declare conflict of interest if they are closely related to or have beneficial interest in any company which is being considered for selection as TAHMO supplier of goods or services.

(3.8) When called upon to deal with matters of the organization for which there is an actual or perceived conflict of interest, the staff member should make a declaration in writing to his supervisor. He should then abstain from dealing with the matter in question or follow the instruction of his supervisor who may reassign the task to other staff.



Conflict of interest

(3.9) A conflict of interest situation arises when the "private interests" of TAHMO contractors or staff compete or conflict with the interests of the organization. "Private interests" means both the financial and personal interests of the staff or those of their connections including:

- family and other relations;
- personal friends;
- the clubs and societies to which they belong; and
- any person to whom they owe a favour or are obligated in any way.

Code of Ethics (3)

Finances



(4.1) The finances of TAHMO shall be conducted in such a way as to assure appropriate use of funds and accountability. A statement of TAHMO's purpose, full or summary financial statement, description of the goals, summary of overall program activities, results of the work of TAHMO, and information about current board members for the last annual cycle shall be made publicly available on TAHMO's website.

(4.2) TAHMO's combined fundraising and administration costs shall be kept to the minimum necessary to meet TAHMO's needs. Allocations of expenditures to administration, fundraising, and program services shall reflect TAHMO's purposes, actual activities, and generally accepted accounting principles.

(4.3) TAHMO shall operate based on a budget approved by the Board of Directors. It shall account for funds from the moment they are received until they are used in the project or services. It shall exercise adequate internal controls over disbursements to avoid unauthorized and undisclosed payments. TAHMO shall prohibit any undisclosed or unauthorized transactions or loans to board members, contractors or staff.

(4.4) Contributions and grants to TAHMO shall be used as stated in the proposal or fundraising appeal or as requested by the donor and as agreed upon with program team members, partner communities and/or local counterparts and other partners. If funds cannot be spent this way, the donor shall be advised of the planned alternative use and given the opportunity to request a return of the contribution. TAHMO shall substantiate, upon request that their application of funds is in accordance with donor intent or request. Resources shall not be used as instruments for personal gain or prohibited political activities.

(4.5) International currency exchange shall comply with applicable laws, have appropriate government approvals, and be clearly recorded.

Marketing and Fundraising

(5.1) Fundraising solicitations shall be truthful; shall accurately describe TAHMO's identity, purpose, programs, and need; shall only make claims which TAHMO can fulfill; and shall avoid placing excessive pressure on donors. There shall be no material omissions or exaggerations of fact, no use of misleading photographs, nor any other communication that would tend to create a false impression or misunderstanding. Information in TAHMO's appeals should give accurate balance to the actual programs for which the funds solicited will be used.

(5.2) TAHMO's communications shall respect the dignity, values, history, religion, and culture of its staff and the people served by the programs. They shall neither minimize nor overstate the human and material needs of those whom it assists.

(5.3) If TAHMO engages in fundraising events or cause-related marketing, the amount of funds going to the charity shall be clearly described prior to, or in conjunction with, the effort.



Code of Ethics (4)

Management Practice and Human Resources

(6.1) TAHMO shall periodically reassess its mission and operations in light of the changing world environment through an ongoing strategic planning process.

(6.2) TAHMO shall treat all employees, interns, and volunteers, including host-country nationals and expatriates with dignity and respect, including specific inclusion of respect for their native cultural practices.

(6.2.1) Employee benefits shall be clearly described and communicated upon initiation of service to TAHMO, and TAHMO shall make any needed financial arrangements to protect its ability to honor its obligations to employees.

(6.2.2) TAHMO's expectations of contractors and employees shall be clearly defined and communicated in a job description, which shall be updated as appropriate, at least each 5 years.

(6.3) TAHMO shall have policies and procedures to promote gender and minority equity, pluralism, diversity, and affirmative action in recruitment, hiring, training, professional development, and advancement.

(6.4) TAHMO shall abide by federal, state, and local employment discrimination, diversity, harassment, gender, and labor law.

(6.5) Promoting Gender Equity

(6.5.1) Gender sensitization will be fully integrated into an TAHMO's human resource development program for staff at all levels to improve TAHMO's effectiveness and to promote non-discriminatory working relationships and respect for diversity in work and management styles.

(6.5.2) TAHMO will strive to increase the numbers of women in senior decision-making positions if and wherever they are currently underrepresented.

(6.5.3) An important criterion in hiring and personnel evaluation policies and practices will be a demonstrated understanding of gender issues and a commitment to gender equity.

(6.5.4) TAHMO is committed to family-friendly policies and create an environment that enables both women and men to balance work and family life.

(6.5.5) TAHMO will have policies and practices that support equal pay for equal work.

(6.6) Promoting Diversity

(6.6.1) Diversity sensitization will be fully integrated into an TAHMO's human resource development program for staff at all levels in order to promote non-discriminatory working relationships, respect for diversity in work and management styles, and an TAHMO culture which supports diversity.

(6.6.2) An important criterion in hiring and personnel evaluation policies and practices will be a demonstrated understanding of and commitment to diversity issues.

(6.6.3) TAHMO's policies and practices support equal pay for equal work.



Diversity

(6.6.4) TAHMO will strive to increase ethnic and racial diversity, where there is underrepresentation, in senior decision-making positions at headquarters, in the field, and on boards of directors.

Code of Ethics (5)

General Program Standards

(7.1) TAHMO's programs shall facilitate self-reliance, self-help, popular participation, and sustainable development, so as promote the life and dignity of each human person.

(7.2) TAHMO shall give priority to working with or through credible and accountable local and national institutions and groups, encouraging their creation where they do not already exist, or strengthening them where they do.

(7.3) In its program activities, TAHMO shall respect and foster human rights, both socio- economic and civil-political.

(7.4) TAHMO's programs shall respect the dignity, values, history, religion, and culture of the people served.

(7.5) TAHMO's fundamental concern shall be the well-being of those affected; its programs shall assist those who are at risk without political, religious, gender, or other discrimination; and a high priority shall be given to strengthening the resiliency of the most vulnerable groups, typically women, children, minorities, the disabled, and the very poor.

(7.6) Programs shall promote the advancement of the status of women and their empowerment.

(7.7) In the planning of programs and projects, shall consider the full range of potential impacts upon the host country, including the potential to strengthen the capacity of local structures and institutions to absorb constructively financial and other inputs, and, where resources exceed capacity, to create new auxiliary structures such as locally controlled foundations or funds; the potential for sustaining the program outcomes in the future; the effect upon the demand and markets for locally produced goods and services; the potential for individual and community empowerment; and the effects upon the natural environment and ecosystems.

(7.8) TAHMO shall have defined procedures for evaluating, both qualitatively and quantitatively, its programs and projects. These procedures shall address both the efficiency of the use of inputs, and the effectiveness of the outputs, i.e. the impacts on the program team members and the relationship of these impacts to the cost of achieving them.

(7.9) TAHMO shall be willing to regularly share program knowledge and experience with program team members, other TAHMO, donors, and other constituencies.



Promoting Diversity

(7.10) Consistent with its mission and the constituency it serves, TAHMO will establish a mechanism to promote diversity in programs.

(7.11) Diversity issues will be incorporated into each stage of the program process, ideally from review of project proposals to implementation and evaluation, to ensure that projects foster participation and benefits for all affected groups.

Code of Ethics (6)

Promoting Gender Equity

(7.12) TAHMO will establish, promote and monitor the equitable participation of men and women (and girls and boys as appropriate) in the planning, designing, monitoring and evaluation of all aspect of programs.

(7.13) Gender will be integrated into each stage of the program process, from review of project proposals to implementation and evaluation, ideally reflecting the differences in how men, women, boys and girls are affected by programs and considering pre-existing and changing power dynamics and gender roles between men and women, including access to and control over resources and the different constraints and risks faced by men, women, boys and girls relative to one another to ensure that projects foster participation and benefits for both women and men, girls and boys.

Minimum Operating Security Standards

(7.14) TAHMO shall have policies specific to TAHMO's mission and security plans at the field-level based on a security risk assessment.

(7.15) TAHMO shall make available appropriate resources to mitigate TAHMO identified security risks.

(7.16) TAHMO shall have personnel policies and procedures for hiring, preparing and supporting staff to cope with the security risks at their post of assignment, support them during their service, and address post assignment issues.

(7.18) TAHMO shall incorporate accountability for security into their management systems at both the field and headquarters level

(7.19) TAHMO shall work in a collaborative manner with other humanitarian and development community members to advance their common security interests.



Public Policy

(8.0) Advocacy, public policy, and lobbying activities by TAHMO shall be non-partisan (i.e. not associated with a specific political party) in nature and shall conform to applicable regulations.



Operations Manual (1)

This operations manual provides important organizational information as well as operations procedures for TAHMO.

Critical Organization Information

This section documents the most critical organization information.

Bank Information

Dollar account: NL17INGB0020005091

Euro account: NL04INGB0006506708

TAHMO's Mailing Address: TAHMO, Civil Engineering, 4.73, Mekelweg 4, Delft, Netherlands.

Nonprofit Incorporation Information: 853955050

TAHMO is incorporated in the Netherlands.

Accountant: Valorisation Centre (TU Delft)

Payroll Information: Included in TAHMO_financial_manual

All policies, account passwords, and other critical documents are filed in TAHMO's paper files and on the TAHMO Google Drive.

Recurring Operational Tasks

Weekly

- Update website and news.
- Enter/update station database records.
- Back up TAHMO google drive folder to external hard drive.
- Every Friday: Pay bills and invoices come that in from vendors, consultants, etc. and record. Make deposits and record. Invoice customers/fee-paying clients.

Monthly

- Conduct general video conference among TAHMO staff and affiliates.



"Planning is an unnatural process; it is much more fun to do something. The nicest thing about not planning is that failure comes as a complete surprise, rather than being preceded by a period of worry and depression"

-Sir John Harvey-Jones



Operations Manual (2)

- Payroll: Set to automatically direct- deposit for current employee. Memorized transaction for payroll, taxes, and fees should be recorded.
- Reconcile bank statements.
- Adjust General Ledger to allocate staff time and shared costs against projects/ classes.

Quarterly

- Create and disseminate Newsletter.
- Submit board updates and include quarterly financial statements.

Annually

- Prepare reporting files and paper files for annual review and legal filings; send digital files to accountant, store paper files in case of audit in site visit.
- Renew registered foundation, non-profit, and other organization fees.
- File all relevant materials with tax entities, pay filing fees.
- File forms with Dutch government offices, if appropriate.



Operations Procedure Manual

This section provides step-by-step instructions for key operations procedures.

Security Culture/Procedure:

- Never e-mail username and password and URL to someone in the same e-mail.
- Do not store username and password information in the same file on your desktop. Create a numbered sheet of paper with your password information and then on another piece of paper in a separate location with the numbers, username information and website locations.
- Create different accounts for contractors accessing the same website.
- Change passwords every 60-90 days.
- Do not ask any internet browser to remember your password for any site.
- If purchasing a product and using a secure webform it is ok to put your e-mail, however otherwise do not give your e-mail address out online
- If posting a job announcement or something online that requests a reply from the general public, create a random e-mail address that will forward to your e-mail account.

File Saving Procedure:

- All files will be saved like this <NameOfFile_VersionNumber>
- It is good protocol to include version numbers for collaborative documents and documents used over time and use dates for documents relating to a specific event.

Back Up Procedure:

Operations Manual (3)

- Back up TAHMO's files every Friday afternoon.

Reimbursement Procedure:

- Collect receipts.
- Fill out Check Request form be sure to designate which accounts are associated with each expense. Turn in receipts and check request.

Accounting Procedures and Invoice creation:

- See the TAHMO Accounting Procedures and Policies for a detailed guide on bill payment and invoice creation.

New Hire Procedure:

Pre-first day

- Set up e-mail address for new hire
- Set up a basecamp username and password
- Set then up a username and password for database
- Set up username and password for website

First Day

- Give them new employee folder which contains
 - Employment forms
 - Payroll forms
 - Personnel Manual
 - Job Description (have them sign it)
- Give them keys
- Tour the office, show them which keys goes where
- Get them to sign up for all the listservs
- Show them how to use organizational calendar
- Show them how to use organizational website
- Take them out to lunch.

During First Week

- Explain all of TAHMO's programs in detail
- Procedure for new board member:
- Announcement
 - Update board roster
 - Update letterhead/fax
 - Bio for website
 - Set up account in organizational calendar software

Human Resource/Personnel Filing Procedure:

Create personnel folders for each employee tracking with the following information.

- o Employee Contact information
- o New Hire Forms
- o Benefit Forms
- o Attendance Records
- o Signed Personnel Manual Page
- o Vacation Requests



Terms and Conditions

TAHMO will not retaliate against an employee in the terms and conditions of employment because that employee: (a) reports to a supervisor, to the Board of Directors or to a federal, state or local agency what the employee believes in good faith to be a

Operations Manual (4)

violation of the law; or (b) participates in good faith in any resulting investigation or proceeding, or (c) exercises his or her rights under any state or federal law(s) or regulation(s) to pursue a claim or take legal action to protect the employee's rights.

In addition, TAHMO will not, with the intent to retaliate, take any action harmful to any employee who has provided to law enforcement personnel or a court truthful information relating to the commission or possible commission by TAHMO or any of its employees of a violation of any applicable law or regulation.

Training

Operations Managers will be trained on this policy and TAHMO'S prohibition against retaliation in accordance with this policy.



Whistle Blower Policy

TAHMO is committed to operating in compliance with all applicable laws, rules and regulations, including those concerning accounting and auditing, and prohibits fraudulent practices by any of its board members, officers, employees, or volunteers. This policy outlines a procedure for employees to report actions that an employee reasonably believes violates a law, or regulation or that constitutes fraudulent accounting or other practices. This policy applies to any matter which is related to TAHMO's business and does not relate to private acts of an individual not connected to the business of TAHMO.

Report of a violation

If an employee has a reasonable belief that an employee or TAHMO has engaged in any action that violates any applicable law, or regulation, including those concerning accounting and auditing, or constitutes a fraudulent practice, the employee is expected to immediately report such information to the Board of Directors. If the employee does not feel comfortable reporting the information to the Board of Directors, he or she is expected to report the information to the Operations Manager.

Terms and Conditions

TAHMO will not retaliate against an employee in the terms and conditions of employment because that employee: (a) reports to a supervisor, to the Board of Directors or to a federal, state or local agency what the employee believes in good faith to be a violation of the law; or (b) participates in good faith in any resulting investigation or proceeding, or (c) exercises his or her rights under any state or federal law(s) or regulation(s) to pursue a claim or take legal action to protect the employee's rights.

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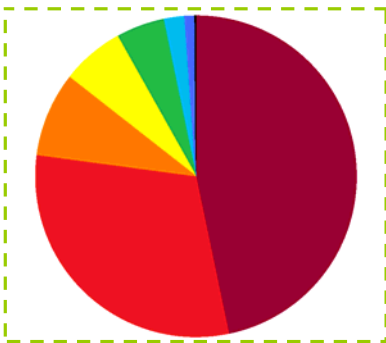
Noticed a violation of the law or regulations?

1. Report the violation to the Board of Directors.
2. Not comfortable with BoD? Then report to your Operations Manager.
3. TAHMO will take disciplinary action after assessing the report.



Budget Guidelines (1)

The overall project budget is a financial overview of all expected project costs and revenues and is the foundation for project management. This includes effective and efficient allocation of assets like labour and equipment. The project leader compiles the budget in consultation with the treasurer of the TAHMO board. The treasurer has to sign the budget before submission of the budget. A budget generally consists of: staff, , overhead, contingency costs and equipment.



Staff

Direct costs: Direct staff costs include gross wages, social security, holiday allowance and personal expenses. All direct costs are in accordance with the collective agreement of the respective country.

Indirect costs: Indirect costs includes housing, operation costs, and (in)direct personal support.

Significant contributions from staff has to be included in the budget. Furthermore, all involved staff in a project has to be budgeted. Non-budgeted staff is not able to get subsidy. A project might require an unexpected amount of extra time of staff members. Remuneration of these extra hours should be approved with the grant provider prior to invested time.

Overhead

Housing and operation costs: Depreciation costs of buildings, indirect housing like rental, safety and cleaning, maintenance of building, office costs, furniture, representation costs.

Indirect staff support: Use of academic libraries through OSU or TU Delft.

Direct staff support: (financial) administration, technical support, secretarial services.

Contingency

The contingency rate is set to 5 to 10 percent of the total costs.

University Guidelines

TAHMO is a collaboration between the Oregon State University (OSU) and the Delft University of Technology (TU Delft). Budget components are consistent with the budget guidelines of each respective University. This document is a general guideline for the budgeting of TAHMO projects. Grant providers may have different budget requirements.



Budgeting Guidelines (2)

Equipment

Material: This includes all commodities, raw materials and consumables for the project. The VAT of these materials is excluded on the budget. Exceptions are (parts of) project in which no VAT is charged.

Manufacturing: Staff hours for manufacturing are included in the Staff component. If the manufacturing is done externally then the invoice should be included in the materials element.

Tools: This element includes project specific apparatus, maintenance, rental and lease of apparatus, discipline-specific appliances.

Project specific apparatus include pc's, printers and software and should be included on the budget without the VAT. The value of the apparatus should be supported with invoices. Apparatus which is partly used for a project should be partly valued in the budget.

The maintenance costs depends on the maintenance contract. If this is unknown, then the maintenance is set for about 10% of the purchase price per year.

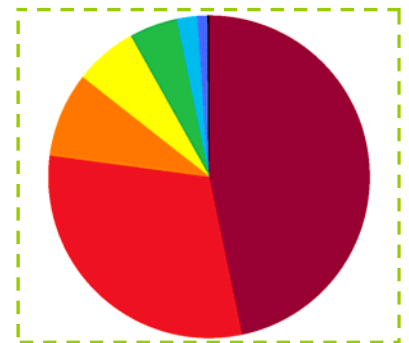
For rental and lease of apparatus the costs mentioned in the tender. Costs of installing or removal have to be included in the budget.

Discipline-specific appliances is equipment which is not specifically for a project, but does contribute to it. Costs are

Depreciation costs are included in the budget. These costs are determined on the purchasing price and the installation costs. Invoices which includes the purchasing prices have to be included for audits. Depreciation costs depend on a lifespan which should be 3, 5 or 10 years, depending on the type of equipment.

Travel and subsistence: Travel and subsistence costs (including conferences) have to be included in the budget and verified with invoices.

Exchange rate risk: Exchange rate risk is the risk on a lower financial result and a lower value of the assets and liabilities due to changes in exchange rates. TAHMO both exchanges in dollars and euros. A principle is to avoid any foreign currency exchange of above 250.000 euros.



Budget Monitoring

This Financial Operating Procedure provides guidance to Budget Holders (Treasurer, Accountant, Operation Managers) on the best practice for Budget Monitoring.

Budget Monitoring Process



1. Identify current position: It is advisable to run transaction reports and review it to ensure that all transactions are in the correct cost code and there are no erroneous entries, thereby ensuring that the current position is correct. Budget holders should control all entries into their accounts and therefore reduce the number of errors.

2. Compare Current Position to Planned Position: The reports will allow the budget holder to identify areas of under or overspend and also areas of over or under recovery of income where appropriate. The reports can be used to drill down to individual transaction level to identify the sources of spend/income.

3. Identify any Actions Required: If you are spending and receiving income in line with your original plan, then no further action may be required at this stage. However, you may have received more income than anticipated and there may be an opportunity to do something in the budget period which was not originally planned for, e.g. improve, maintain or replace weather stations, send staff on additional training courses or purchase additional equipment. If, at this stage, more has been spent than anticipated, the budget holder will need to address this and identify areas where expenditure could be reduced. If you have identified new, unbudgeted opportunities, liaise with Finance, who can advise on possible courses of action.

4. Report to Budget Holder: Where a budget holder has delegated authority, that delegate must inform the budget holder of progress toward the planned position, as the budget holder is ultimately responsible for achieving that position.

5. Agree Action Required and take action: It would be advisable to engage with Finance at this stage, who can offer advice and guidance. Actions may include: (1) Re-allocation of local budgets; (2) Agreeing areas where costs need to be reduced; (3) Agreeing where additional money is to be spent, and allocating an appropriate budget. If at this stage, no future cost savings can be identified and/or additional income generated, then the departure from the original plan must be communicated to Finance. If a new unbudgeted opportunity for teaching/research/service provision has been identified, this should be discussed with Finance.

Who is responsible for budget monitoring?

The budget holder (Operations Manager or a Board of Director) is ultimately responsible for monitoring the budget

but they may delegate authority to other members of staff. However, they cannot delegate their responsibility for the management of resources within that budget.



Procurement Policy (1)

All procurements made by TAHMO involving the expenditure of funds will be made in accordance with the following procurement standards. TAHMO shall not engage in procurement practices which may be considered arbitrary or restrictive. Purchases will be reviewed by the Treasurer to prevent duplication and to ensure that costs are reasonable.

Methods for Procurement

Small Purchases: Purchases between \$1000 and \$5,000 require three over-the-telephone quotations of rate, price, etc. A memorandum will be prepared setting forth the date calls were made, parties contacted and prices obtained. For purchases of less than \$1000, efforts will be made to get the lowest and best price, but written records of such efforts are not necessary.

Purchases between \$5,000 and \$20,000 require written estimates but no legal advertisement is required. TAHMO will solicit written responses from at least 3 vendors, and if no such responses are available, a statement explaining the procurement will be prepared and filed.

Competitive Sealed Bids: When the cost of a contract, lease or other agreement for products or services, other than those personal or professional, exceeds \$20,000, an Invitation for Bids (IFB) notice will generally be prepared. This will be published on TAHMO and tenderinfo.com. This notice will appear not less than seven (7) days and not more than thirty-five (35) days before the due date for bid proposals. TAHMO may also solicit sealed bids from responsible prospective suppliers by sending them a copy of such notice.

The IFB will include a complete, accurate and realistic specification and description of the goods or services to be procured, the bid deposit, payment bond and bond performance required (if applicable), the location where bid forms and specifications may be secured, the time and place for opening bids, and whether the bid award will be made on the basis of the lowest price or the lowest evaluated price. If the lowest evaluated price is used, the measurable criteria to be used must be stated in the IFB.

Sealed bids will be opened in public at the time and place stated in the IFBs. The bids will be tabulated by the Treasurer at the time of bid opening. The results of the tabulation and the bid procurements will be examined for accuracy and completeness by the Treasurer who will make recommendations to the TAHMO Board. The TAHMO Board will make the decision as to whom the contract shall be awarded. After the bid award is made by the TAHMO Board, a contract will be prepared for execution by the successful bidder. After the contract is signed, all bid deposits will be returned to all unsuccessful bidders.

TAHMO may cancel an Invitation for Bid or reject all bids if it is determined that such is in the best interests of TAHMO. Bidders will be notified in writing of such cancellation or rejection. TAHMO may allow a vendor to withdraw a bid if requested at any time prior to the bid opening. Bids received after the time set for bid opening shall be returned to the vendor unopened.



Conflict of Interest

No TAHMO official will take part or have an interest in the award of any procurement transaction

if a conflict of interest exists. A conflict of interest occurs when the official has a (indirectly) financial or other interest in any of the competing firms.

No TAHMO official may acquire a financial interest in or benefit in any way from any activity which uses any portion of funding, nor shall they have any (indirect) interest in any contract, subcontract or agreement.

Acceptance of exceptions to this rule will be decided by the TAHMO Board, where any board member with a (potential) conflict of interest may not enter in the discussion and decision.

Procurement Policy (2)

Competitive Negotiations: TAHMO will use competitive negotiations, regardless of contract amount, upon a written determination that: bidding is not feasible or the services to be procured are professional in nature.

With the exception of certain professional services (principally engineering services), competitive negotiations will proceed as follows:

First, proposals will be solicited through tendersinfo.com; additionally, a Request for Proposal (RFP) may be prepared and mailed to qualified vendors. The RFP will describe services needed and identify the factors to be considered in the evaluation of proposals and the relative weights assigned to each selection factor. The RFP will also state where further details regarding the RFP may be obtained. The RFP will call attention to the same regulations discussed in the bidding process. Requests for proposals will always include cost as a selection factor.

Second, award must be made to the offeror whose proposal is determined in writing by the TAHMO Board. Evaluations must be based on the factors set forth in the RFP and a written evaluation of each response prepared. If it is determined that no acceptable proposal has been submitted, all proposals may be rejected. New proposals may be solicited on the same or revised terms or the procurement may be abandoned.

Non-competitive Negotiations: Non-competitive negotiations may be used for procurements in excess of \$2,000 when bidding or competitive negotiations are not feasible. A typical example would be the acquisition of weather stations with very specific specs. TAHMO may purchase goods and services through non-competitive negotiations when it is determined in writing by the TAHMO Board that competitive negotiation or bidding is not feasible and that:

1. An emergency exists which will cause public harm as a result of the delay caused by following competitive purchasing procedures, or
2. The product or service can be obtained only from one source, or
3. The contract is for the purchase of perishable items purchased on a weekly or more frequent basis, or
4. Only one satisfactory proposal is received through RFP or RFQ.

Procurement by non-competitive negotiation requires the strictest attention to the observation of impartiality toward all suppliers. The TAHMO Board must approve all procurements by non-competitive negotiation when only one supplier is involved or only one bid or response to an RFP/RFQ is received.

Bids will be accepted only from those contractors who have a proven record of ability to successfully complete the scope of work being bid. Consideration will be given to such matters as contractor integrity, compliance with public policy, record of past performance and financial and technical resources in awarding contracts.



Acceptance of Gratuities

No TAHMO official shall solicit or accept gratuities, personal favours or anything of monetary value from contractors, potential contractors, subcontractors or potential subcontractors.

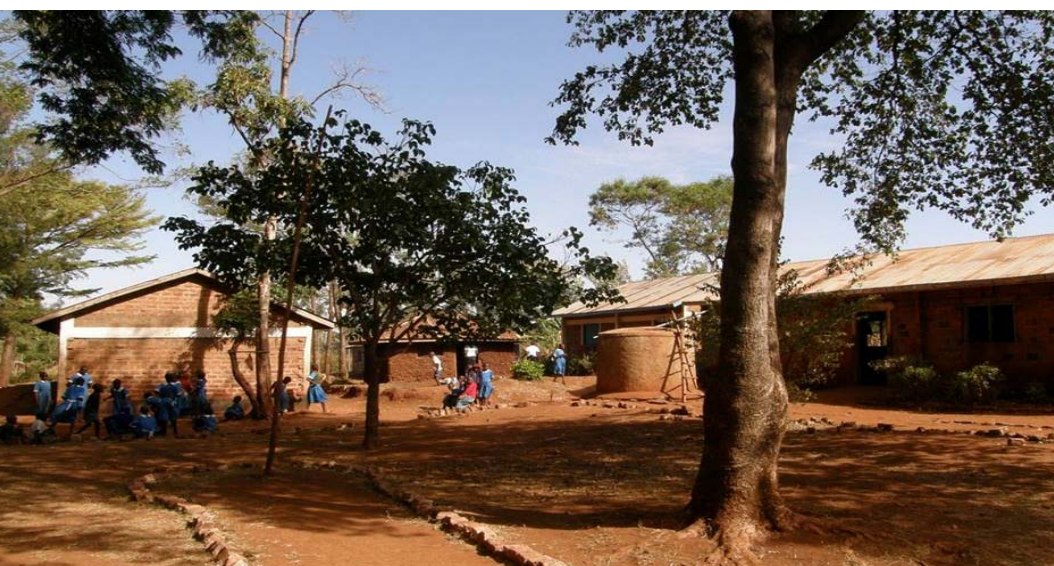
Procurement Policy (3)

Contracts

All procurement in excess of \$2000 will be memorialized by a written contract. Where it is not feasible or is impractical to prepare a contract, a written finding to this effect will be prepared and some form of documentation regarding the transaction will also be prepared. All contracts will contain language which allows TAHMO the opportunity to cancel any contract for cause. Said cause shall include (but not be limited to) demonstrated lack of ability to perform the work specified, unwillingness to complete the work in a timely fashion or any other matter which could cause a hardship for TAHMO if a claim should arise or the work not be completed on schedule at the specified cost.

Documentation

All source documents supporting any given transaction will be retained and filed in an appropriate manner. Where feasible, source documents pertinent to each individual procurement shall be separately filed and maintained. Where it is not feasible to maintain individual procurement files, source documents will be filed and maintained in a reasonable manner. Whatever form of documentation and filing is employed, the purpose of this section is to ensure that a clear and consistent audit trail is established. At a minimum, source document data must be sufficient to establish the basis for selection, basis for cost, (including the issue of reasonableness of cost), rationale for method of procurement and selection of contract type, and basis for payment.



Penalties

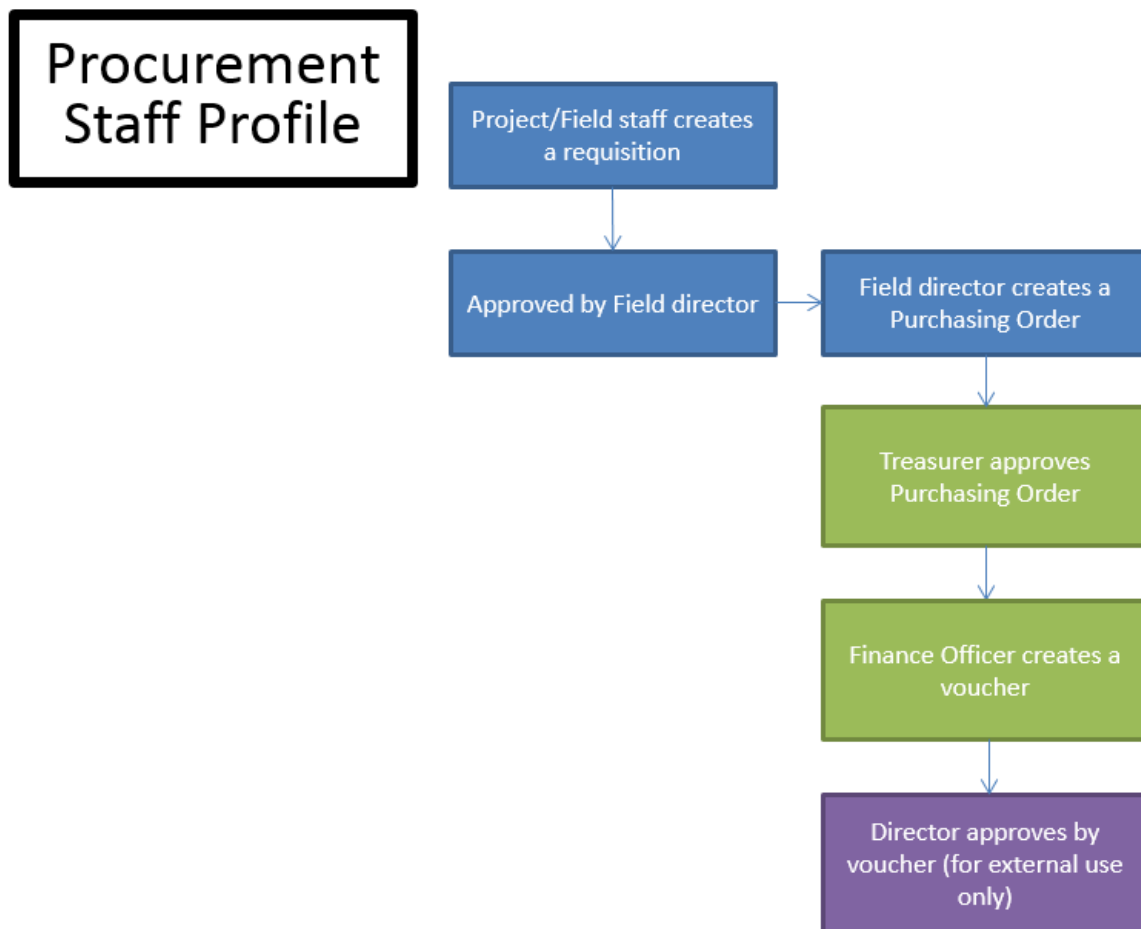
Any TAHMO official who knowingly and deliberately violates the provisions of this code will be open to civil suit by TAHMO without the legal protection of TAHMO. Furthermore, such a violation of these procurement standards is grounds for dismissal by TAHMO (if an official) or such sanctions as available under the law (if an elected official).

Any (potential) contractor who knowingly and deliberately violates the provisions of these procurement standards will be barred from future transactions with TAHMO.

Procurement Policy (4)

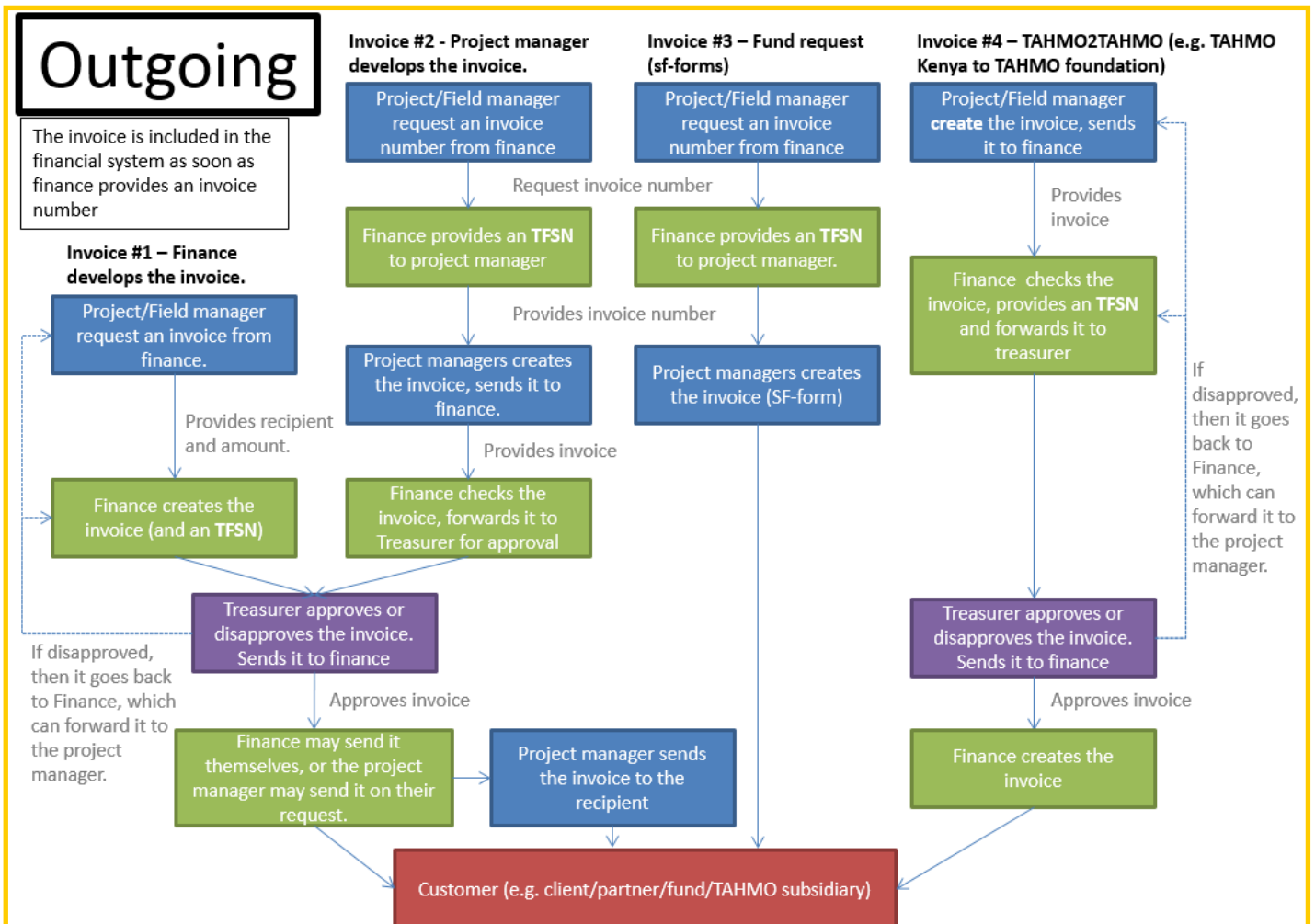
Procurement Staff Profiles

The procurement staff profile follows the financial purchasing procedure. Note that our external procurement procedure might vary from our internal procedure.



Financial Procedures (1)

Outgoing Invoice Procedures



TFSN: TAHMO Financial Sequence Number

Purchase Order/ Incoming Invoices

Ixx-yyy

xx = Projectnumber

yyy = Sequence number

Non-Project:

xx = Year

Outgoing Invoices / Sales

Pxx-yyy

xx = Projectnumber

yyy = Sequence number

*small projects or "one time transactions" is seen as a miscellaneous project. Each year has a separate folder for miscellaneous projects.

Project 9 = Miscellaneous 2015

<to be determined project> = Miscellaneous 2016

Non-Project:

KExx-yyy Kenya

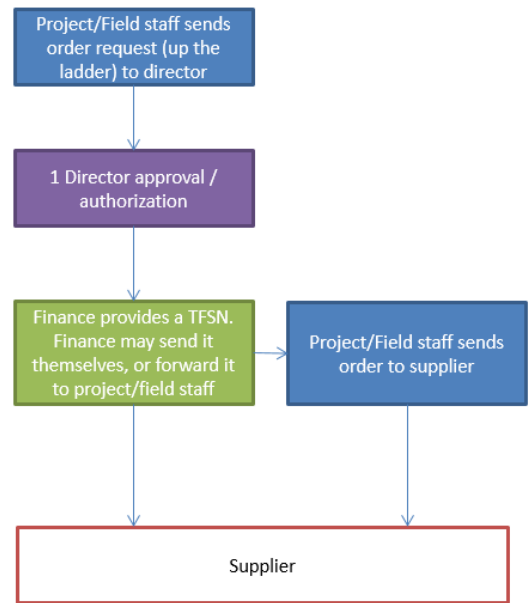
GHxx-yyy Ghana

xx = Year

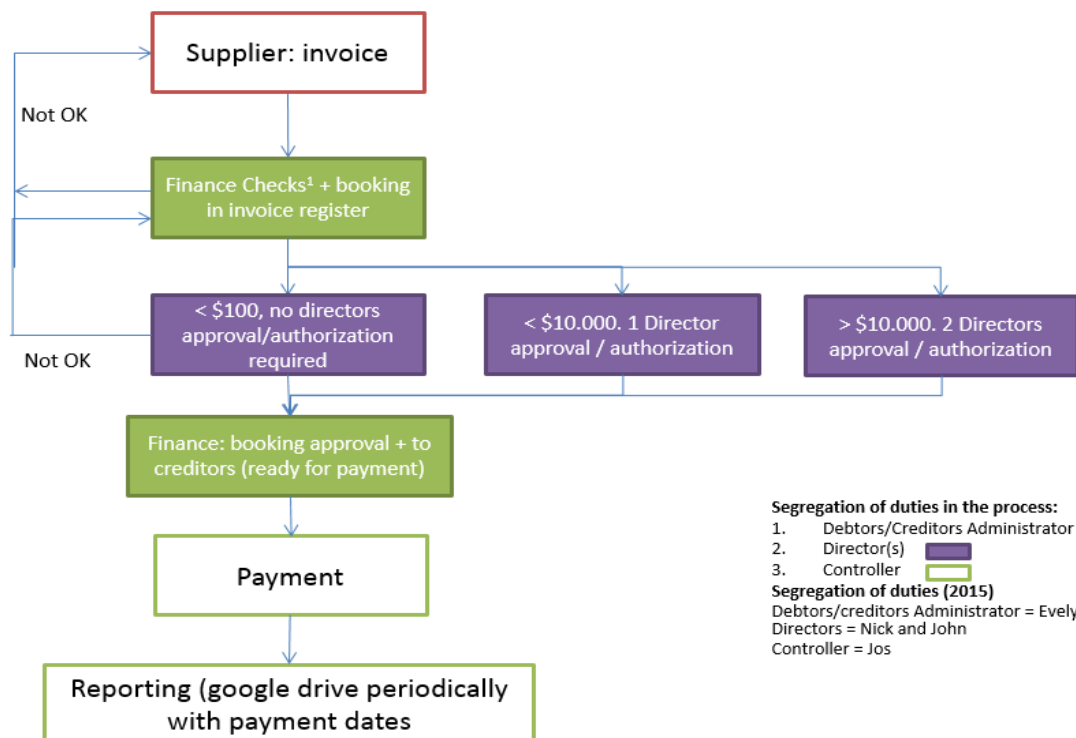
Financial Procedures (2)

Incoming Invoice Procedures

Ordering Process



Incoming and payment process



Segregation of duties in the process:

- 1. Debtors/Creditors Administrator █
- 2. Director(s) █
- 3. Controller █

Segregation of duties (2015)
 Debtors/creditors Administrator = Evelyn
 Directors = Nick and John
 Controller = Jos

1: Checks : Invoice requirements, Deviations from Purchase order , etc.



Human Resources Policy and Procedures Guide (1)

HR Policy Statement

This handbook is intended to provide you with a general understanding of TAHMO's basic Human Resource policies. You are encouraged to familiarize yourself with these policies, as they will answer many common questions concerning your employment with us.

Our HR Policies cannot anticipate every situation or answer every question about employment. They are not an employment contract and are not intended to create contractual obligations of any kind. Neither the employee nor TAHMO is bound to continue the employment relationship if either chooses, at its will, to end the relationship at any time.

In order to retain necessary flexibility in the administration of policies and procedures, TAHMO reserves the right to change, revise, or eliminate any of the policies and/or benefits described in this handbook at any time.



Company Overview

The TAHMO Foundation was formed in April 2014. Our not-for-profit foundation started because of a scientific and practical need for a great density of robust weather stations in Africa. TAHMO's goal is to achieve the installation of 20,000 automatic weather stations throughout Africa by the end of 2025.

Our typical customers and partners are national meteorological departments, agricultural insurance groups, and development agencies and we do our best to provide them with highly functioning weather stations that provides useful data to information intermediaries and end-users.

Our main business offices are located at in Corvallis, Oregon at Oregon State University and Delft, the Netherlands, at Delft University of Technology, and we have satellite field offices in Nairobi, Kenya.

Probationary Period

The probationary period is intended to give new employees the opportunity to demonstrate their ability to achieve a satisfactory level of performance and to determine whether the new position meets their expectations. TAHMO uses this period to evaluate employee capabilities, work habits, and overall performance. Either the employee or TAHMO may end the employment relationship at will at any time during the probationary period, with or without cause or advance notice.

All new and rehired employees work on a probationary basis for the first 90 calendar days after their date of hire. Any significant absence will automatically extend a probationary period by the length of the absence. If TAHMO determines that the designated probationary period does not allow sufficient time to thoroughly evaluate the employee's performance, the probationary period may be extended for a specified period.

Human Resources Policy and Procedures Guide (2)

Performance Evaluations and Compensation

Performance evaluations are conducted at the end of an employee's probationary period, to discuss job responsibilities, standards, and performance requirements. Additional formal performance reviews are conducted to provide both TAHMO and employees the opportunity to discuss job tasks, identify and correct performance deficiencies, encourage and recognize strengths, and discuss positive, purposeful approaches for meeting goals.

The performance of all employees is generally evaluated according to an ongoing 12-month cycle.

Merit-based pay adjustments may be given to recognize truly superior performance and shall be at the sole discretion of the company.



Benefits

The following benefit programs are available to employees:

- Holidays
- Vacation Benefits
- Sick Leave

Holidays

The company will grant paid holiday time-off to employees on the holidays per individual work contracts.

Vacation

Vacation time-off with pay is available to employees to provide opportunities for rest, relaxation, and personal pursuits. The amount of paid vacation time an employee receives each calendar year will be communicated at the beginning of the calendar year.

Paid vacation time can be used in minimum increments of one day. To take vacation, employees must request advance approval. Requests will be reviewed based on a number of factors, including business needs and staffing requirements.

In the event that available vacation is not used by the end of the year, employees will forfeit the unused time as permitted by law.

Sick Leave

A reasonable amount of sick leave will be provided for. Sick time-off may be either paid or unpaid and will be granted solely at the discretion of the company. Sick leave is not automatic and will be granted only when absences are due to personal, legitimate illness or injury. Sick leave cannot be used for work related injuries--those are handled under Workers' Compensation laws.



Human Resources Policy and Procedures Guide (3)

If an employee is absent for three or more consecutive days due to illness or injury, a physician's statement may be requested verifying the disability and its beginning and expected ending dates. Such verification may be requested for other sick leave absences as well and may be required as a condition to receiving sick leave benefits.

Termination

Unfortunately, termination of employment is an inevitable part of personnel activity within any company, and many of the reasons for termination are routine.

Since employment with TAHMO is based on mutual consent, both the employee and TAHMO have the right to terminate employment at will, with or without cause, at any time. Employees will receive their final pay in accordance with applicable state law.

It is not possible to list all the forms of behavior that are considered unacceptable in the workplace. The following are examples of infractions of rules of conduct that may result in disciplinary action, up to and including termination of employment:



- ◆ Theft or inappropriate removal or possession of company property
- ◆ Falsification of timekeeping records, the application form, or any other company records
- ◆ Working under the influence of alcohol or illegal drugs
- ◆ Possession, distribution, sale, transfer, or use of alcohol or illegal drugs in the workplace, while on duty, or while operating employer leased or owned vehicles or equipment
- ◆ Fighting or threatening violence in the workplace
- ◆ Negligence or improper conduct leading to damage of employer leased or owned property or customer property
- ◆ Insubordination or other disrespectful conduct
- ◆ Sexual or other unlawful harassment
- ◆ Possession of dangerous or unauthorized materials, such as explosives or firearms, in the workplace
- ◆ Excessive absenteeism or any absence without notice.
- ◆ Unauthorized disclosure of business "secrets" or confidential information
- ◆ Unsatisfactory performance or conduct
- ◆ Gambling in the workplace or on company premises
- ◆ Failure to immediately report a work-related injury
- ◆ Misuse of company funds/money/equipment/property
- ◆ Any employee found to be operating a company leased or owned motor vehicle while under the influence of alcohol or illegal drugs will be immediately terminated.

Alcohol & Drug Use Testing

TAHMO is committed to providing a safe, efficient, and productive work environment for all employees. Current employees may be asked to undergo urine and/or blood drug/alcohol testing after any of the following incidents:

When there is reasonable suspicion that an employee may be under the influence of alcohol or drugs, following a serious or potentially serious incident in which safety precautions were violated or unusually careless acts were performed, or where there is reasonable cause to believe the employee is impaired. Reasonable cause shall be

Human Resources Policy and Procedures Guide (4)

defined as those circumstances, based on objective evidence about the employee's conduct in the workplace that would cause a reasonable person to believe that the employee is demonstrating signs of impairment. Examples of objective evidence include, when an employee shows signs of impairment such as difficulty in maintaining balance, slurred speech, erratic or atypical behavior, or any other appearance of impairment.

Use of Company Computers

It is each employee's responsibility to safeguard proprietary company information. Never give your User ID or Password to anyone. Employees are expected to exit and log off all systems at the end of every business day or when a workstation is left unattended for an extended period of time.

Additional computer and technology policies are outlined in the Information Technology Policy section of the TAHMO doctrine.

Non-Disclosure

The protection of confidential business information and trade secrets is vital to the interests and the success of the company. Such confidential information includes, but is not limited to, the following examples:

- Customer lists
- Financial information
- Marketing strategies
- New materials research
- Proprietary product processes
- Research and development strategies
- Technological data
- Technological prototypes

Employees who are exposed to confidential information may be required to sign a non-disclosure agreement as a condition of employment. Any employee who discloses trade secrets or confidential business information will be subject to disciplinary action, even if he or she does not actually benefit from the disclosed information.



Information Technology Policy (1)

Purpose

This policy defines the technical controls and security configurations users and Information Technology (IT) administrators are required to implement in order to ensure the integrity and availability of the data environment at TAHMO. It serves as a central policy document with which all employees and contractors must be familiar, and defines actions and prohibitions that all users must follow. The policy provides IT managers within TAHMO with guidelines concerning the acceptable use of TAHMO technology equipment, e-mail, Internet connections, voice-mail, facsimile, future technology resources and information processing.

The policy requirements and restrictions defined in this document shall apply to network infrastructures, databases, external media, encryption, hardcopy reports, films, slides, models, wireless, telecommunication, conversations, and any other methods used to convey knowledge and ideas across all hardware, software, and data transmission mechanisms. This policy must be adhered to by all TAHMO employees or temporary workers at all locations and by contractors working with TAHMO as subcontractors.

Employee Responsibilities

Employee Requirements

The first line of defense in data security is the individual TAHMO user. TAHMO users are responsible for the security of all data which may come to them in whatever format. TAHMO is responsible for maintaining ongoing training programs to inform all users of these requirements.

Challenge Unrecognized Personnel - It is the responsibility of all TAHMO personnel or involved with TAHMO hardware to take positive action to provide physical security. If you see an unrecognized person in a restricted TAHMO location (e.g. a weather-station), you should challenge them as to their right to be there. Any challenged person who does not respond appropriately should be immediately reported to supervisory staff.

Unattended Computers - Unattended computers should be locked by the user when leaving the work area. TAHMO policy recommends that all computers will have the automatic screen lock function set to automatically activate upon fifteen (15) minutes of inactivity.

Retention of Ownership - All software programs and documentation generated or provided by employees, consultants, or contractors for the benefit of TAHMO are the property of TAHMO unless covered by a contractual agreement. Nothing contained herein applies to software purchased by TAHMO employees at their own expense.

Prohibited Activities

Personnel are prohibited from the following activities. The list is not inclusive. Other



Scope

This policy document defines common security requirements for all TAHMO personnel and systems that create, maintain, store, access, process or transmit information. This policy also applies to information resources owned by others, such as contractors of TAHMO, entities in the private sector, in cases where TAHMO has a legal, contractual or fiduciary duty to protect said resources while in TAHMO custody. In the event of a conflict, the more restrictive measures apply. This policy covers the TAHMO network system which is comprised of various hardware, software, communication equipment and other devices designed to assist TAHMO in the creation, receipt, storage, processing, and transmission of information. This definition includes equipment connected to any TAHMO domain or VLAN, either hardwired or wirelessly, and includes all stand-alone equipment that is deployed by TAHMO at its office locations or at remote locales.



Information Technology Policy (2)

prohibited activities are referenced elsewhere in this document.

- Crashing an information system. Deliberately crashing an information system is strictly prohibited. Users may not realize that they caused a system crash, but if it is shown that the crash occurred as a result of user action, a repetition of the action by that user may be viewed as a deliberate act.
- Attempting to break into an information resource or to bypass a security feature. This includes running password-cracking programs or sniffer programs, and attempting to circumvent file or other resource permissions.
- Introducing, or attempting to introduce, computer viruses, Trojan horses, peer-to-peer ("P2P") or other malicious code into an information system. Exception: Authorized information system support personnel, may test the resiliency of a system. Such personnel may test for susceptibility to hardware or software failure, security against hacker attacks, and system infection.
- Software Use. Violating or attempting to violate the terms of use or license agreement of any software product used by TAHMO is strictly prohibited.
- System Use. Engaging in any activity for any purpose that is illegal or contrary to the policies, procedures or business interests of TAHMO is strictly prohibited.

Electronic Communication

As a productivity enhancement tool, TAHMO encourages the business use of electronic communications. However, all electronic communication systems and all messages generated on or handled by TAHMO owned equipment are considered the property of TAHMO - not the property of individual users. Consequently, this policy applies to all TAHMO employees and contractors, and covers all electronic communications including, but not limited to, telephones, e-mail, voice mail, instant messaging, Internet, fax, personal computers, and servers.

TAHMO provided resources, such as individual computer workstations or laptops, computer systems, networks, e-mail, and Internet software and services are intended for business purposes. However, incidental personal use is permissible as long as:

1. it does not consume more than a trivial amount of employee time or resources,
 2. it does not interfere with staff productivity,
 3. it does not pre-empt any business activity,
 4. it does not violate any of the following:
- Copyright violations - This includes the act of pirating software, music, books and/or videos or the use of pirated software, music, books and/or videos and the illegal duplication and/or distribution of information and other intellectual property that is under copyright.
 - Illegal activities - Use of TAHMO information resources for or in support of illegal purposes as defined by federal, state or local law is strictly prohibited.
 - Harassment - TAHMO strives to maintain a workplace free of harassment and that is sensitive to the diversity of its employees. Therefore, TAHMO prohibits the use of computers, e-mail, voice mail, instant messaging, texting and the Internet in ways that are disruptive, offensive to others, or harmful to morale. For example, the display or transmission of sexually explicit images, messages, and cartoons is strictly prohibited. Other examples of misuse includes, but is not limited to, ethnic slurs, racial comments, off-color jokes, or anything that may be construed as harassing, discriminatory, derogatory, defamatory, threatening or showing disrespect for others.
 - Junk E-mail - All communications using IT resources shall be purposeful and appropriate. Distributing "junk" mail, such as chain letters or unauthorized solicitations is prohibited. If you receive any of the above, delete the e-mail message immediately. Do not forward the e-mail message to anyone.

Generally, while it is NOT the policy of TAHMO to monitor the content of any electronic communication, TAHMO is responsible for servicing and protecting TAHMO's equipment, networks, data, and resource availability and therefore may

Information Technology Policy (3)

be required to access and/or monitor electronic communications from time to time. Several different methods are employed to accomplish these goals. Examples where electronic communications may be monitored include, but are not limited to, research and testing to optimize IT resources, troubleshooting technical problems and detecting patterns of abuse or illegal activity.

TAHMO reserves the right, at its discretion, to review any employee's files or electronic communications to the extent necessary to ensure all electronic media and services are used in compliance with all applicable laws and regulations as well as TAHMO policies. Employees should structure all electronic communication with recognition of the fact that the content could be monitored, and that any electronic communication could be forwarded, intercepted, printed or stored by others.

Report Security Incidents

It is the responsibility of each TAHMO employee or contractor to report perceived security incidents on a continuous basis to the appropriate supervisor or security person. A User is any person authorized to access an information resource. Users are responsible for the day-to-day, hands-on security of that resource. Users are to formally report all security incidents or violations of the security policy immediately to TAHMO.

Reports of security incidents shall be escalated as quickly as possible. Each incident will be analyzed to determine if changes in the existing security structure are necessary. All reported incidents are logged and the remedial action indicated. Security breaches shall be promptly investigated. If criminal action is suspected, TAHMO shall contact the appropriate law enforcement and investigative authorities immediately, which may include but is not limited to the police.

Transfer of Sensitive/Confidential Information

When confidential or sensitive information from one individual is received by another individual while conducting official business, the receiving individual shall maintain the confidentiality or sensitivity of the information in accordance with the conditions imposed by the providing individual. All employees must recognize the sensitive nature of data maintained by TAHMO and hold all data in the strictest confidence. Any purposeful release of data to which an employee may have access is a violation of TAHMO policy and will result in personnel action, and may result in legal action.

Installation of authentication, encryption certificates on e-mail systems

Any user desiring to transfer secure e-mail with a specific identified external user may request to exchange public keys with the external user. Once verified, the certificate is installed on both workstations, and the two may safely exchange secure e-mail.

Use of WinZip encrypted and zipped e-mail

This software allows TAHMO personnel to exchange e-mail with remote users who have the appropriate encryption software on their system. The two users exchange private keys that will be used to both encrypt and decrypt each transmission.



Software Malfunctions?

Users should inform the appropriate TAHMO personnel when the user's software does not appear to be functioning correctly. The malfunction - whether accidental or deliberate - may pose an information security risk.

What is Encryption?

Encryption is the translation of data into a secret code. Encryption is the most effective way to achieve data security. To read an encrypted file, you must have access to a secret key or password that enables you to decrypt it. Unencrypted data is called plain text; encrypted data is referred to as cipher text.

An encryption key specifies the particular transformation of plain text into cipher text, or vice versa during decryption.



Information Technology Policy (4)

Encryption

If justified by risk analysis, sensitive data and files shall be encrypted before being transmitted through networks. When encrypted data are transferred between agencies, the agencies shall devise a mutually agreeable procedure for secure key management. TAHMO employs several methods of secure data transmission:

- Installation of authentication and encryption certificates on the e-mail system. Any user desiring to transfer secure e-mail with a specific identified external user may request to exchange public keys with the external user by contacting the appropriate TAHMO personnel. Once verified, the certificate is installed on each recipient workstation, and the two may safely exchange secure e-mail.
- Use of WinZip encrypted and zipped e-mail. This software allows TAHMO personnel to exchange e-mail with remote users who have the appropriate encryption software on their system. The two users exchange private keys that will be used to both encrypt and decrypt each transmission.
- File Transfer Protocol (FTP). Files may be transferred to secure FTP sites through the use of appropriate security precautions. Requests for any FTP transfers should be directed to the appropriate TAHMO personnel.

Telecommuting

With the increased availability of broadband access and VPNs, telecommuting has become more viable for many organizations. TAHMO considers telecommuting to be an acceptable work arrangement in certain circumstances. This policy is applicable to all employees and contractors who work either permanently or only occasionally outside of TAHMO office environment. It applies to users who work from their home full time, to employees on temporary travel, to users who work from a remote office location, and to any user who connects to TAHMO network, if applicable, from a remote location.

Use of Transportable Media

Transportable media included within the scope of this policy includes, but is not limited to, SD cards, DVDs, CD-ROMs, and USB key devices.

Every workstation or server that has been used by either TAHMO employees or contractors is presumed to have sensitive information stored on its hard drive. Therefore procedures must be carefully followed when copying data to or from transportable media to protect sensitive TAHMO data. Transportable media, by their very design, are easily lost, so care and protection of these devices must be addressed. Since it is very likely that transportable media will be provided to a TAHMO employee by an external source for the exchange of information, it is necessary that all employees have guidance in the appropriate use of media from other companies.

The use of transportable media in various formats is common property within TAHMO. Transportable media received from an external source could potentially pose a threat to TAHMO networks. Sensitive data includes all human resource data, financial data and TAHMO proprietary information.

Rules governing the use of transportable media include:

- Sensitive data should never be stored on transportable media unless the data is maintained in an encrypted format.
- Non-TAHMO workstations and laptops may not have the same security protection standards required by TAHMO, and accordingly virus patterns could potentially be transferred from the non-TAHMO device to the media and then back to TAHMO workstation.
- When an employee leaves TAHMO, all transportable media in their possession must be returned to the appropriate personnel for data erase.

Risk Management Policy (1)

Principles

Risk management is a key governance and management function. TAHMO is proactive in its approach to risk management, balancing the cost of managing risk with anticipated benefits, and undertakes contingency planning in the event that critical risks are realised. TAHMO has the primary duty to ensure the health and safety of employees, users and assets. A duty to ensure health and safety requires TAHMO to manage risks:

- by eliminating health and safety risks so far as is reasonably practicable; and
- if it is not reasonably practicable to eliminate the risks, by minimising those risks so far as is reasonably practicable.

Deciding what is 'reasonably practicable' to protect people and assets from impact requires weighing up certain matters, including the likelihood of a risk occurring and the degree of impact that would result, and then making a judgement about what is reasonable in the circumstances.

Effective risk management involves a commitment to health and safety of people and assets from the TAHMO Board of Directors and the involvement and cooperation of TAHMO's employees.

Outcomes

As far as is reasonably practicable, employees, users and assets are not put at risk from work carried out by TAHMO. TAHMO is protected from adverse incidents, reduces its exposures to loss, and mitigates and controls loss should it occur. TAHMO has ongoing, unimpeded capacity to fulfil its mission, perform its key functions, meet its objectives and support its users.

Functions and Delegations

Position	Delegation/Task <i>*Note: A person can have more than one duty and more than one person can have the same duty at the same time.</i>
Board of Directors	Exercise due diligence to ensure that TAHMO complies with governmental work, health and safety acts and regulations for employees and assets. This includes taking reasonable steps to: <ul style="list-style-type: none"> • gain an understanding of the risks associated with the operations of TAHMO, and • ensure that TAHMO has and uses appropriate resources and processes to eliminate or minimise risks to health and safety.
Operations Managers	Ensure, so far as is reasonably practicable, that workers and other persons are not put at risk from work carried out by TAHMO. Ensure, so far as is reasonably practicable, that: <ul style="list-style-type: none"> • the workplace or TAHMO locations, including entry and exit and anything arising from the workplace are without risks to health and safety • the fixtures or fittings are without risks to health and safety Establish and implement risk management systems for all functions and activities of TAHMO.
Staff	Compliance with Risk Management Policy. Contribute to the establishment and implementation of risk management systems for all functions and activities of TAHMO.



Purpose

This policy establishes the process for the management of risks faced by TAHMO. The aim of risk management is to maximise opportunities in all TAHMO activities and to minimise adversity. The policy applies to all activities and processes associated with the normal operation of TAHMO. It is the responsibility of all Board members, staff, students and volunteers to identify, analyse, evaluate, respond, monitor and communicate risks associated with any activity, function or process within their relevant scope of responsibility and authority.

Risk Management Policy (2)

Risk Management

All Board members and staff contribute to the establishment and implementation of risk management systems for all functions and activities of TAHMO. Risk management practice aligns with Dutch law and specific country of operations.

Policy Detail

TAHMO aims to achieve better practice in the management of risks that threaten to adversely impact on TAHMO, its functions, objectives, operations, assets, employees, users or members of the public. TAHMO does whatever it is reasonably feasible to ensure its employees, users and assets are not impacted by its activities.

Many risks and their associated risks are well known and have well established and accepted control measures. In these situations, the second step to formally assess the risk is unnecessary. If, after identifying a risk or risk, we already know the risk and how to control it effectively, TAHMO just implements the controls.

TAHMO also uses the risk management approach when designing and creating products, processes or places used for work, because it is often easier and more effective to eliminate risks before they are introduced into a workplace and to incorporate safety features in the early stages of product or process development.

Risk Procedures

Identifying the risks

Identifying risks involves finding all of the things and situations that could potentially cause impact to people. Risks generally arise from three aspects of work and their interaction:

- The physical work environment
- The equipment, materials and substances used
- The work tasks and how they are performed

How to find risks

Regularly inspecting TAHMO workplaces and locations can help predict what could or might go wrong. Look at how people actually work, how equipment is used, what safe or unsafe work practices exist.

Risks are not always obvious. Some risks can affect health over a long period of time or may result in stress or fatigue. Also think about risks that you may bring into your workplace as new, used or hired goods.

As you inspect TAHMO workplaces or locations, you may spot straightforward problems and action should be taken on these immediately, for example, inappropriate use of the equipment. If you find a situation where there is immediate or significant danger to people, move those persons to a safer location first and attend to the risk

The 4 Steps of Risk Management

1. Identify risks - find out what could cause an impact
2. Assess risks - understand the likelihood of a risk causing impact or impact and how serious it could be,
3. Control risks - implement the most effective control measure that is reasonably practicable in the circumstances, and
4. Review control measures to ensure they are working as planned.

When should a risk management approach be used?

Managing work health and safety risks is an ongoing process that is triggered when changes affect TAHMO's work activities - changes such as:

- New program start-up
- changing work practices, procedures or the work environment
- purchasing new or used equipment or using new substances
- planning to improve productivity or reduce costs
- new information about workplace risks becomes available
- responding to workplace incidents (even if they have caused no injury, and
- responding to concerns raised by employees, health and safety representatives or oth-



Risk Management Policy (3)

urgently. Make a list of all the risks you can find, including the ones you know are already being dealt with, to ensure that nothing is missed. You may use a checklist designed to suit your workplace to help you find and make a note of risks.

Also, analyse the data records of workplace or locations accidents and user complains. For example, if data is missing, or if the fence around a TAHMO locations hurt someone, then these incidents need to be investigated to find the risk causing the asset failure or injury.

How to Assess Risks

You can rate the risk impact as one of the following:

High - severely impacts the operations

Medium - will moderately impact the operations

Low - will have an insignificant impact on the operations

A risk assessment can help you to describe what the impact of the risk is, whether any existing control measures are effective, what action you should take to control the risk, and how urgently the action needs to be taken. This assessment can be undertaken with varying degrees of detail, depending on the type of risks and the information, data and resources that you have available. *A risk assessment should be done when:*

- there is uncertainty about how a risk may result in injury or illness, or
- the work activity involves a number of different risks and there is a lack of understanding about how the risks may interact with each other to produce new or greater risks.

A risk assessment is not necessary in the following situations:

- Legislation requires risks to be controlled in a specific way - these requirements must be complied with.
- A code of practice or other guidance sets out a way of controlling a risk or risk that is applicable to your situation and you choose to use the recommended controls. In these instances, the guidance can simply be followed.
- There are effective controls that are in widespread use in the particular industry, that are suited to the circumstances in your workplace. These controls can simply be implemented.

To estimate the amount of impact that could result from each risk, one should consider the following questions for the project impact:

- What type of impact could occur? How severe is the impact?
- What factors could influence the severity of impact that occurs? The impact may occur immediately something goes wrong or it may take time for it to become apparent
- How many people are exposed to the risk and how many could be impacted?
- Could one failure lead to other failures?
- Could a small event escalate to a much larger event with more serious consequences?

In most cases, risks have symptoms as a result of a chain of events and a failure of one or more links in that chain. If one or more of the events can be stopped or changed, the risk may be eliminated or reduced. One way of working out the chain of events is to determine the trigger point where things begin to go wrong and then consider: 'If this happens, what may happen next?' This will provide a list of events that sooner or later causes impact. In thinking about how each risk may cause impact, you should consider:

- the effectiveness of existing control measures and whether they control all types of impact,
- how work is actually done, rather than relying on written manuals and procedures, and

Risk Management Policy (4)

- infrequent or abnormal situations, as well as how things are normally meant to occur.

How to Control Risks

The most important step in managing risks involves eliminating them so far as is reasonably practicable, or if that is not possible, minimising the risks so far as is reasonably practicable.

In deciding how to control risks you must consult your workers and their representatives who will be directly affected by this decision. Their experience will help you choose appropriate control measures and their involvement will increase the level of acceptance of any changes that may be needed to the way they do their job. There are many ways to control hazards and risks. Some controls are more effective than others.

You should consider various control options and choose the control that most effectively minimises the risk in the circumstances. This may involve a single control measure or a combination of different controls that together provide the highest level of protection that is reasonably practicable. Some problems can be fixed easily and should be done straight away, while others will need more effort and planning to resolve. Of those requiring more effort, you should prioritise areas for action, focusing first on those occurrences with the highest level of risk.

You must always aim to eliminate a risk, which is the most effective control. If this is not reasonably practicable, you need to minimise the risk by working through the other alternatives.

Develop and implement control options

Information about suitable controls for many common hazards and risks can be obtained from:

- codes of practice and guidance material
- manufacturers and suppliers of plant, substances and equipment used in your workplace, and
- industry associations and unions.

You may need to develop specific response strategies if the available information is not relevant to the hazards and risks or circumstances at TAHMO workplace and locations. This can be done by referring to the chain of events that were recorded during the risk assessment. For each of the events in the sequence, ask: "What can be done to stop or change the event occurring?" Working through the events in the sequence will give you ideas about all possible ways to eliminate or minimise the risk. There may be more than one solution for each of the events. The control options you choose need to be:

- One that provides the highest level of protection for people and assets and is the most reliable.
- Available - that is, it can be purchased, made to suit or be put in place.



Control Measures— Eliminate Risk:

The most effective control measure involves eliminating the risk. The best way to do this is by, firstly, not introducing the risk to the TAHMO workplace or location. Eliminating risks is often cheaper and more practical to achieve at the design or planning stage of a product, process or place used for work. In these early phases there is greater scope to design out risk control measures that are compatible with the original design and functional requirements.

Control Measures— Minimize Risk:

If it is not reasonably practicable to eliminate the risks, you should minimize the risks using one or more of the following approaches:

- Adaptation
- Avoidance
- Contingency
- Mitigation
- Transfer

Risk Management Policy (5)

- Suitable for the circumstance in your workplace - that is, it will work properly given the workplace conditions, work process and your workers.

A chosen response strategy should not introduce new risks. All risks can be controlled and it is always possible to do something, such as stopping the activity or providing instructions to those exposed to the risk. There will normally be a number of different options between these two extremes. Cost (in terms of time, effort as well as money) is just one factor to consider when determining the best control option. The cost of controlling a risk may be taken into account in determining what is reasonably practicable, but cannot be used as a reason for doing nothing. The greater the likelihood of a risk occurring and/or the greater the impact that would result if the risk did occur, the less weight should be given to the cost of controlling the risk. If two control measures provide the same levels of protection and are equally reliable, you can adopt the least expensive option. Cost cannot be used as a reason for adopting controls that rely exclusively on changing people's behaviour or actions when there are more effective controls available that can change the risk through substitution, engineering or isolation.

To allow your chosen control measures to operate effectively, you should: (1) develop safe work procedures, (2) provide training, instruction and information to perform tasks safely, and (3) provide supervision.

A response strategy is followed by a contingency plan to minimize or eliminate the risk impact and/or the risk occurrence.

Review the Control Measures

The controls that you put in place to protect the health and safety of people need to be monitored and reviewed regularly to make sure they work as planned. Don't wait until something goes wrong. A review is generally required when:

- a significant change occurs to a TAHMO workplace or location, work process or system of work
- there is evidence that a risk control measure does not adequately control the risk,
- a notifiable incident occurs.

Quality assurance processes can be used if you design, manufacture or supply products used for work to check that the product effectively minimises health and safety risks. Obtain feedback from users of the product to determine whether any improvements can be made to make it safer.

Keeping Records

Keeping records of the risk management process has the following benefits:

- demonstration of how decisions controlling risks were made,
- assists in risk training and basis for preparing safe work procedures,
- allows easy review of risks following any changes to legislation or activities,
- demonstrates to others (regulators, investors, customers) that work health and safety risks are managed.

Information should be kept on:

- the identified risks, assessed risks and chosen control measures,
- how and when the control measures were implemented, monitored and reviewed,
- consulted personnel,
- relevant training records, and
- any plans for changes.

Risk Register Log

The risk register log is used to assess risk. The following entries are available in the risk register log:

- Current status: probability that the risk can occur (open or closed).
- Risk impact (low, medium or high) and description.
- Probability of occurrence (low, medium or high).
- Risk description
- Risk Area
- Symptoms
- Triggers
- Risk Response (acceptance, avoidance, contingency, mitigation, transfer)
- Response Strategy
- Contingency Plan

Environmental Policy (1)

TAHMO is a foundation based in the Netherlands, USA, Kenya and Ghana. Our mission is to leverage weather data to increase the agricultural productivity and economic growth in sub-Saharan Africa by installing innovative and robust weather stations to provide weather data for end-users like farmers, intermediaries and researchers. We see ourselves as a responsible and ethical organization and as such place significant emphasis on managing and improving our environmental performance. This document sets out our environmental policy.



Environmental Objective

We recognize that as a foundation, operating in an international context, our activities have an impact on the environment. We therefore aim to reduce our environmental impact through:

1. Communication
2. Sustainable weather stations
3. Encourage public transport
4. Prohibition of child and forced labour
5. Paper management

Communication of this policy

This environmental policy is available through the google drive. All members receive notice on the environmental responsibilities and are updated of any revisions through email or team meetings.

Communication

TAHMO stimulates all involved personal to use effective teleconference tools (e.g. skype /google hangout, WebEx) for internal and external domestic and international communications. This to reduce the environmental costs of travelling to meetings. TAHMO frequently initiates the meetings and thereby ask our partners to use these media for communication except where face-face meetings are warranted.

Sustainable Weather Stations

The environmental costs of installing, maintaining and operating weather stations are high since traditional weather stations are expensive (>\$5000) and difficult to maintain (with moving parts, insect infestations, extreme weather conditions). TAHMO is using state-of-the-art, low cost and low maintenance weather sensors that provide high quality data at a fraction of the environmental costs. First, the stations require low maintenance so costs for travel and spare parts are kept minimal. Second, the weather stations are installed in schools where a primary contact person (e.g. a teacher) is educated for primary maintenance. Only if the primary contact person is not able to fix an issue, then TAHMO will arrange a local technician to visit the weather station thereby requiring less travel and saving CO2 emissions.

Furthermore, the production of the weather stations is done by Decagon in Oregon, USA. Decagon produces the weather stations through lead-free soldering and therefore reduces the environmental impact of production.

Environmental Policy (2)

Encourage Public Transport

TAHMO encourages all involved personal to use public transport. This is done by encouragement policies of the universities like the sustainable mobility policy of the Delft University in which employees get a partial reimbursement for public commuting.

Field directors and staff in Africa are encouraged to use public transport or to commute in groups except where the use of vehicles is needed for remote locations.

Prohibition of child and forced labour

TAHMO opposes all forms of child and forced labour. Child labour is defined as the recruitment, hiring and employment of workers under the minimum working age or the age of 18, whichever is higher. Forced labour refers to situations in which persons are coerced to work through the use of violence or intimidation, or by more subtle means such as accumulated debt, retention of identity papers or threats of denunciation to immigration authorities.

Child and forced labour is prevented by asking all partners involved in a project to submit a curriculum vitae of each staff who will be involved in one way or the other, and a company profile prior to any partnership. Throughout the partnership the work of partners is monitored and evaluated by reports and occasional office and field visits where resources permit. If any suspicion rises on the use of child or forced labour, then TAHMO will directly start an investigation and take necessary actions if required. This might ultimately lead to ending the partnership.

Paper management

TAHMO encourages recycling of paper, cardboard, plastic and metal waste generated in the office as much as possible. We also put in place measures that will enhance the use of electronic documentation with a safe backup. An example of this is the transition from paper school materials to putting school materials on a web platform which can be reached by all participating schools and students.



Monitoring of this policy

Annual management review of this environmental policy and any associated environmental procedures is encouraged.

Latest review: **November 2015.**



Child Protection Policy (1)

Children that participate in the TAHMO through the school2school program will be in contact with TAHMO material and TAHMO activities. This policy is written to protect children from both intentional and unintentional harm. Everyone who participates in TAHMO activities is entitled to do so in an enjoyable and safe environment. TAHMO has the moral and legal obligation to ensure that, when given responsibility of young people, trainers and volunteers provide them with the highest standard of care.



Policy Statement

TAHMO is committed to the following:

- The welfare of the child is paramount,
- All children, whatever their age, culture, ability, gender, language, racial origin, religious belief and/or sexual identity should be able to participate in TAHMO activities in a fun and safe environment.
- taking all reasonable steps to protect children from harm, discrimination and degrading treatment and to respect their rights, wishes and feelings.
- all suspicions and allegations of poor practice or abuse will be taken seriously and responded to swiftly and appropriately.
- all (Organisation/Club) employees who work with children will be recruited with regard to their suitability for that responsibility, and will be provided with guidance and/or training in good practice and child protection procedures.
- working in partnership with parents and children is essential for the protection of children.

Promoting good practice

It is not always easy to distinguish poor practice from abuse. It is therefore NOT the responsibility of employees or team members in TAHMO activities to make judgements about whether or not abuse is taking place. It is however their responsibility to identify poor practice and possible abuse and act if they have concerns about the welfare of the child. Examples of good and poor practice:

Good Practice

Always work in an open environment (e.g. avoiding private or unobserved situations and encouraging open communication with no secrets)

Make the experience of TAHMO activities fun and enjoyable: promote fairness, confront and deal with bullying

Treat all young people equally and with respect and dignity

Poor Practice

Unnecessarily spending excessive amounts of time alone with young people away from others

Allowing young people to use inappropriate language unchallenged

Engaging in rough, physical or sexually provocative games, including horseplay

When a case arises where it is impractical/impossible to avoid certain situation e.g. transporting a young person in your car, the tasks should only be carried out with the full understanding and consent of the parent/care taker and the young person involved.

young person misunderstands or misinterprets something you have done, report any such incidents as soon as possible to another colleague and make a written note of it. Parents should also be informed of the incident.

Confidentiality

Every effort should be made to ensure that confidentiality is maintained for all concerned. Information should be handled and disseminated on a need to know basis only.

Child Protection Policy (2)

Responding to Suspicions and Allegations

It is not the responsibility of anyone working in TAHMO in a paid or unpaid capacity to decide whether or not child abuse has taken place. However there is a responsibility to act on any concerns through contact with the appropriate authorities so that they can then make inquiries and take necessary action to protect the young person. This applies BOTH to allegations/suspicions of abuse occurring within TAHMO and to allegations/suspicions that abuse is taking place elsewhere.

Awareness of child abuse is possible in various ways. Either through signs, or it may be reported by someone else or directly by the affected person. Appropriate responds is necessary:

- stay calm so as not to frighten the young person
- reassure the child that they are not to blame and that it was right to inform others
- listen to the child, showing that you are taking them seriously
- keep questions to a minimum so that there is a clear and accurate understanding of what has been said. National laws are very strict and child abuse cases have been dismissed where it is felt that the child has been led or words and ideas have been suggested during questioning. Only ask questions to clarify.
- inform the child that you have to inform other people about what they have told you. Tell the child this is to help stop the abuse continuing.
- safety of the child is paramount. If the child needs urgent medical attention call an ambulance, inform the doctors of the concern family and ensure they are made aware that this is a child protection issue
- record all information



Reporting

All suspicions and allegations MUST be reported appropriately. TAHMO expects its employees and partners to discuss any concerns they may have about the welfare of a child immediately with the person in charge and subsequently to check that appropriate action has been taken. TAHMO employees are no experts on child protection and therefore all suspicions and allegations must be shared with professional agencies that are responsible for child protection.

Doubt

If there is any doubt, you must report the incident: it may be just one of a series of other incidences which together cause concern



Sub-grantee & assessment policy (1)

This document describes the sub-grantee grant processes, financial management policies and procedures required to ensure the establishment of sound and effective grant management.



Sub-grantee selection

Many grants require to partner with other organization to implement the program. When these partnerships involve subawards there are a special requirements for approval. A sub-award means financial assistance through a project where TAHMO is the lead partner

Partners who enable access to a continuum range of services have the likelihood to succeed than partners with isolated services. The following traits are looked for in identifying a partner:

1. Credibility in the community
2. Mission and values in relation to TAHMO's vision and goals
3. Financial management experience
4. Openness to technical support
5. Capacity building needs in relation to time needed to show results
6. Service delivery history & potential
7. Change management needs

The process through which TAHMO selects an implementation partner depends on the requirements set below.

Partners are already identified within original application: When the partner is already identified in the initial application for funding, along with their detailed budget and scope of work and the award references them in the cooperative agreement, then no further requirements are needed to consider the partner as sub-grantee.

Partners are selected without competition because of unique attributes: Partners may be selected without competition on basis of their unique qualifications. This process requires TAHMO to justify why open solicitation was not engaged to identify potential partners to provide the services needed.

Partners are selected competitively: Competitive selection of partners is preferred above the other selection methods. Competition increases the likelihood of cost-competitiveness as well as the possibilities for finding a more diverse range of skill-sets and more innovative approaches. When these processes are employed, announcements should provide the following key information: program objectives, minimum eligible requirements, criteria for evaluation, funds available, period of performance, type of activities, cost-sharing element and application material.

Regardless of how the partners are selected, a formal agreement must put in place outlining how funds are awarded. Once all documentation has been provided, and if deemed in good order, approval of issuance of the sub-award shall be provided to the sub-grantee.

Negotiating costs

After the selection of the implementing partner comes the refinement of technical and financial elements of their application. TAHMO has the responsibility to check the technically sound and that the budget is reasonable. The partner has to justify their proposed budget for each element of the program. TAHMO has the responsibility to review the proposed budget and ensure that it is aligned with the grant

Sub-grantee & assessment policy (2)

Sub-grantee procedures for effective grant management

TAHMO is responsible for providing oversight of financial and technical management aspects of the sub-grantees through review of reports, correspondence, site visits and other appropriate means. TAHMO may request for special audits. To ensure success, TAHMO can provide a post award orientation to partners to clarify roles, responsibilities and authorities of TAHMO officials who will administer the award and to help the sub-grantees understand all needed technical and administrative information. TAHMO's role is to support and monitor implementation by measuring and evaluating the partners progress. TAHMO should not control the day-to-day management of the partner.

TAHMO has the responsibility to ensure that sub-grantees have the capacity to manage their award. Awards should only be issued after TAHMO determines that partners have the necessary management competence to practice mutually agreed methods of accountability for funds and assets provided by the grant.

Financial management of sub-grantees

The financial management process depends on the grant type mechanism employed. Preferably, partners are reimbursed on the incurred costs (rather than reimbursement of amount defined and approved in the budget). The reimbursement takes place at the request of the partner. Submission should be in the form of a financial report on monthly expenditures that is based on copies of evidence. The basis for reimbursement of the incurred expenditures is provided by all accounting documents used by the partners organization in its own bookkeeping.

The frequency of fund obligation depends on the burn rate of the partner. Individual agreements with partners specify the type and frequency of financial reporting required.

Final grant payments will not be made until the final close-out of the grant is completed. This includes all financial and implementation reports. Standard, 10% is withheld until close-out completion when the final milestone is completed. Partners should submit a final request stating that it is the final invoice.

When the end of the grant period has been reached, it must be 'closed out'. Before closing-out, TAHMO will request the following from partners on a signed statements:

1. that the partner has received all funding due under the sub-agreement.
2. That the partner has no outstanding funding.
3. That the partner has no outstanding debts with TAHMO.

If partners use grant funds for the purchase of equipment, an inventory must be reviewed by TAHMO for further instruction on the disposition of that equipment.



Report on schedule

Reporting requirements of sub-grantees.

1. Submit monthly/quarterly reports on finances and budget.
2. Submit quarterly program implementation. To monitor the project goals.
3. Annual report.
4. Final report. Financial and project implementation.





Contracts and Agreements Register

#	Contract Title	Contract Description	Start date	End date	Estimated value	Supplier	Service area	Risk	Comment
001	Letter of support to TAHMO for the USAID-SIDA full proposal	LoS of EN to USAID SWFF fund	17 April 2014	NA	NA	Earth Networks	Kenya	Low	No financial risk.
002	MoU between TAHMO and Ghana Meteo Agency	MoU with Ghana Meteorological Agency	1 Dec 2014	NA	NA	Gmet	Ghana	Low	No financial risk.
003	MoU Malawi	MoU Malawi Department of Climate Change	5 Dec 2014	NA	NA	M	Malawi	Low	No financial risk.
004	MoU between Earth Networks and TAHMO	MoU between EN and TAHMO	22 April 2014	NA	NA	NA	Sub-Sahara Africa	Low	No financial risk.
005	MoU between TAHMO and Kenya Meteo Service	MoU between TAHMO and KMS	2 April 2015	NA	NA	NA	Kenya	Low	No financial risk.
006	SWFF-USAID_contract	Contract with USAID on the USAID Securing Water for Food Contract	20 Nov 2014	19 Nov 2015	\$100.000	USAID	Kenya	Low	A grant funded in steps. If first goal is not reached, then the project wont continue, but no remuneration to the fund is required.
007	Tahmo_reference_IBM	LoS from IBM to USAID SWFF fund	April 2014	NA	NA	NA	Kenya	Low	No financial risk.
008	Kilimo Salama letter	LoS from Kilimo Salama (Acre) to USAID SWFF fund	April 2014	NA	NA	NA	Kenya	Low	No financial risk.
009	UNEP-Letter of Endorsement	General Letter of Support from UNEP	12 Jan 2014	NA	NA	NA	NA	Low	No financial risk.
010	Support Letter for the UNDP proposal	Support Letter for the UNDP proposal: For Provision of Equipment and Services for National Meteorological and Hydrological Early Warning Systems	15 July 2015	NA	NA	NA	NA	Low	No financial risk.
011	Letter of Recognition in support of TAHMO's	Letter of Recognition in support of TAHMO's S2S program	25 May 2014	NA	NA	NA	Oregon, USA	Low	No financial risk.
012	Letter of Commitment UCH GRP TAHMO	Letter of Commitment from the Uganda Chartered Healthnet to TAHMO for the GRP call	24 Nov 2015	NA	NA	NA	Uganda	Low	No financial risk.
013	Letter of Commitment GRP TAHMO	Letter of Commitment from Earth Networks to TAHMO for the GRP call	24 Nov 2015	NA	NA	NA	Uganda	Low	No financial risk.
014	Letter of Support TU Delft TAHMO	LoS from the TU Delft to TAHMO, containing it hosts TAHMO within the University.	17 Feb 2015	NA	NA	NA	Netherlands	Low	Marginal costs of the use of TU Delft services will be covered by TAHMO. Fees will be based on actual marginal costs and will be determined and communicated before the execution of these services.

All contract, MoU's and support letters can be found on the Google drive of TAHMO > Official documents > Contracts & MoU's

Supplier selection and evaluation (1)

A sound supplier selection and evaluation process can reduce or prevent TAHMO from future problems or conflict with supplier. This policy presents (1) the supplier selection process, (2) the financial Ratio analysis of suppliers and (3) supplier evaluation

Supplier selection processes

The central question here is: what criteria and methods will TAHMO use to select suppliers? TAHMO presents 7 steps:

1. Recognize the need for the selection of a supplier.
2. Identify key sourcing requirements (what is TAHMO looking for in a supplier). In general these are: (1) quality; (2) cost; (3) Delivery performance and (4) technological capabilities.
3. Determining sourcing strategy. Depending on the selected requirements, TAHMO has to select between: (1) single vs multiple sources; (2) short-term vs. long-term contracts; (3) domestic vs. foreign suppliers.
4. Identify potential supply sources. The intensity of identification differs depending on the requirements based on capability of current supplier and strategic importance of the requirement. See table on the left of this page
5. Limit suppliers in selection pool. Perform a preliminary evaluation (based on the requirements) to narrow the list of potential suppliers. Time and resources prohibit in-depth evaluation of all suppliers. Methods to narrow down are: (1) financial risk analysis; (2) evaluation of previous performance and (3) evaluation of supplier provided information.
6. Determine method of supplier evaluation and selection. The supplier pool is now reduced and the remaining suppliers have to be evaluated. Reviewed suppliers should provide a proposal (RFP) and a detailed cost breakdown. External or third-party information might be required for the evaluation. Suppliers should—if able—be visited. Possible areas to evaluate during a supplier visit is the (1) cost structure, (2) delivery performance, (3) quality systems; (4) management capabilities; (5) workforce capabilities; (6) supplier agility and flexibility; (7) supplier supply chain management capabilities and finally (8) suppliers CSR.
7. Select a supplier and reach an agreement.



Guidelines for Intensity of Search

Strategic importance

High

Low

High

Minor to moderate information search

Minor information search

Major information search

Minor to moderate information search

Low

Capability

Financial Ratio Analysis

A financial ratio analysis (FRA) is used to evaluate various aspects of a company's operation and financial performance. A FRA is performed to manage business risks and eliminate marginal suppliers early in the evaluation process. The following sources can be used to analyse the FRA of a supplier: (1) company-published annual reports or financial summaries (e.g. 10-K and 10-Q reports). Suppliers provided data, trade and business journals and credit reports.

These other ratios can be analysed to evaluate the supplier:

1. Liquidity ratios: Capability of the supplier to meet short-term cash needs. Look at

Supplier selection and evaluation (2)

their current and quick ratios.

2. Leverage ratios: Capability of the supplier of paying long-term obligations.
3. Activity ratios: Effectivity of the supplier in managing its assets. Look at inventory turnover, average collection period and return on net assets.
4. Profitability ratios: Profitability of the supplier. The supplier's rate of return. Look at the gross and net profit margin, at their return on equity and return on investment.

Supplier evaluation processes

The central question here is: what criteria and methods will TAHMO use to evaluate suppliers? TAHMO presents 7 steps:

1. Identify key supplier categories
2. Weigh each evaluation category
3. Identify and weigh subcategories
4. Define scoring system for categories and subcategories
5. Evaluate supplier directly
6. Review results and make selection decision
7. Review supplier performance continuously

Other notes

Other notes concerning suppliers is the size of the relationship. One issue to consider is that if the relationship is big enough to make and impact on TAHMO business. Also, Just-in-time principle might be an issue with international suppliers.

Furthermore, suppliers might also be competitors. Strategy here is to limit the amount of information shared.



Effective supplier assessment survey or audit

1. Straightforward: easy to calculate
2. Reliable: Evaluators understand the measures.
3. Comprehensive: Important categories and requirements are considered.
4. Flexible: Can be used with other purchases which share the same requirements
5. Objective: a quantitative scoring system is used.

IT Management and Security Log (1)

IT management and security log

TAHMO is administratively managed at the Delft University of Technology (TU Delft) and Oregon State University. Both universities have baseline IT security. For example, the TU Delft baseline includes more than 200 measures for IT security. Furthermore, all TU Delft staff members are informed on safely using ICT facilities through the “[keep it safe](#)” guidelines. OSU network security includes a campus firewall project, security awareness training opportunities, and a comprehensive IT security policy. Therefore, any security risk on the administrative part of TAHMO is kept to a minimum.

The TAHMO foundation has the following IT systems:

1. Data-server which collects the weather data directly from the weather stations.
2. All data-platforms which provides the data to end-users. This includes both the school2school platform (Operational in Dec 2015) and TAHMO-platform for end-users (not yet operational).
3. Administrative information system on the cloud (google drive).
4. Financial information system.
5. Online presence via a customized Wordpress platform available at www.TAHMO.org

The IT-systems are described below including security and risk factors.

Data server

The data server collects all the raw data from the TAHMO automatic weather stations (AWS) in Africa, US and Europe through GPRS to the server based in Pullman in Oregon, USA. Currently there are 15 licences to access the data. All licences are shared property of TAHMO and Decagon. Licenses can be shared with partners and / or customers. Each license can be customized that the license holder only sees data of a specific number of AWS.

A risk factor is the shared property of the data and the absence of a formal agreement between TAHMO and Decagon on this issue. This remains to be formalized (October 2015). Security risks are, due to the server location, the limited licences and the ability to monitor licence holders, kept to a minimum.

Data-platforms

The data-platforms are platforms accessible through the internet. There are two data-platforms; one is the TAHMO-platform which is used by intermediaries (i.e. meteorological agencies, research institutes) and the school2school platform which is used by teachers and students.

The TAHMO-platform, which is currently in development, provides raw and processed (quality controlled and quality assured) data for professional use. The location and



IT Management and Security Log (2)

the method for accessing the data is still to be determined (October 2015). Because the TAHMO platform is still in an early development stage, it is not possible to determine the security risks yet.

The school2school platform presents weather data in a simplified manner which is easily understandable for teachers and school children. The data is also simplified to prevent schools from commercially selling the TAHMO data. Each school can view the weather data of its own and its partner school. Assignments, tasks, objectives and two way communicating is possible through this platform. Security risks are kept to a minimum because of the simplified data stream which has no commercial value. The school2school platform is managed by the TAHMO school2school coordinator.

Administrative system

All of TAHMO administrative documentation is stored in the cloud in a private google drive. These files are automatically backed-up on local machines in the USA and Netherlands. The administrative system is regularly (weekly) organized and archived.

Access to this cloud system is restricted to TAHMO staff only, partners and volunteers are not permitted access to the system. Upon resignation or termination of employment with TAHMO, access to the cloud administrative system is revoked within 24 hours. Monthly checks are conducted to review who is able to access TAHMO files and unauthorized personnel are immediately prohibited from accessing any TAHMO files. Security risks are minimized by routinely reviewing and updating user access rights to the system. The TAHMO general coordinator manages the administrative system.

Financial information system

Project budgets, the foundation's annual budgets and incoming and outgoing invoices are for administrative reasons on the google drive. Financial transactions are all done through the Delft University of Technology Accountview developed by Visma Software (in Norway). The financial officer manages the financial information system.

Wordpress web presence

TAHMO maintains a wordpress website to inform the public of the organization's mission, recent activities (news), and provide access to other TAHMO public education and sensor materials. Access to this websites administration is limited to TAHMO communication personnel. Changes to the TAHMO website are authorized by TAHMO executive staff. The websites files are backed up monthly to a local server. The wordpress web presence is managed by the TAHMO general coordinator.



IT Management and Security Log (3)

IT Security Log

TAHMO maintains an IT security log to archive all IT, database, and online platform activities. A sample of this IT security log is shown below.



#	Date	IT-System	Activity
1	28-10-2015	Google Drive	Checked authorized access for October. No changes made.
2	19-11-2015	Google Drive	Checked authorized access for November. No changes made.
3	19-11-2015	Wordpress	Checked for unauthorised access. No changes made.
4	26-01-2016	Google Drive	Checked authorized access for November. No changes made.
5	26-01-2016	Wordpress	Checked for unauthorised access. No changes made.
6	09-02-2016	Google Drive	Checked for unauthorised access. There are some former TAHMO coordinators who still have access. Since they have still a minor involvement with TAHMO, no changes will be made. However, their

Health and Safety Policy (1)

It is the policy of TAHMO to do all that is reasonably practicable to ensure the health, safety and welfare of all employees, contractors and visitors.

To this end we will adopt policies on all matters of Health and Safety that are compatible with the provisions of all relevant Health and Safety Acts, Regulations, ACOPs, Industry Standards and Duty of Care.

All personnel will receive appropriate information and training to ensure that they

- Are aware of the hazards at their workplace
- Are familiar with all relevant Safety Rules, Procedures & Safety Systems of Work
- Know where and how to access all necessary safety data.
- Know where to find and how to use first aid and fire fighting equipment
- Are familiar with the procedures for reporting accidents and for reporting or raising other health and safety issues

We also undertake to ensure that:

- Staff will be supervised and fully trained and assessed as competent
- Machinery, equipment and safety devices are regularly maintained and inspected and are safe and suitable to use.
- The workplace is safe and suitable in terms of comfort, space, heating, lighting, ventilation, cleanliness and freedom from unnecessary hazards
- Working practices are regularly reviewed to improve health and safety
- Accidents and incidents are investigated and appropriate actions taken to prevent recurrence
- Individual members of staff will not be expected to perform tasks that may present risks to them specifically due to their, age, sex or health status
- An on-going health surveillance scheme is in operation and that the records are regularly reviewed to check for possible links between working practice and ill health and that any such links are fully investigated and appropriate action taken.

Safety Management Program

A supervisor's safety responsibilities relating to their work areas and the employees they control should include the following duties:

- Make every reasonable effort to ensure the safety of employees, students and others under your control and make their workplace free of recognized hazards. For those hazards that are not within your ability to correct, notify your supervisor about the condition(s).
- Evaluate the physical capability of potential new employees to perform the tasks required. This is not discrimination, but rather an expected responsibility to make a reasonable determination of a potential employee's skills and physical ability to perform the tasks required by the position.
- Provide job training in work area safety procedures for all your employees, especially for new and reassigned employees with new job activities.
- Conduct regular work area safety inspections with the assistance of Environmental Health and Safety officers, if needed, to discover and correct unsafe conditions and work practices.
- Investigate injury accidents, not to find fault, but to determine cause and to pursue the correction of any safety deficiencies.
- Contact injured employees early and frequently, especially where lost work time is involved, to pursue avenues for early return to work.



Health and Safety Policy (2)

- Promote safe practices and attitudes among employees and students. If protective equipment must be used, promote its use by example.
- Consider safe work habits and attitude toward the job as a part of all performance ratings.
- Respond to employees' concerns for safety in a positive manner and take appropriate corrective action.

Employees, as part of their safety responsibilities, are expected to do the following:

- Conduct their work safely and try to maintain their work areas hazard-free.
- Wear personal protective equipment as prescribed by their field directors where needed (especially during installations in farms, schools and on roof-tops).
- Report hazards or unsafe work practices to supervisors or field directors
- Maintain reasonable physical body conditioning for the tasks of the work environment.
- Cooperate fully with their field director in conducting investigations of accidents so that unsafe conditions or work procedures may be corrected.
- Participate in physical restoration or vocational programs following lost-time injuries to achieve an early return to work

Lone Worker policy

It is inevitable that at certain times staff will find themselves working alone. There is no overall legal prohibition on working alone, but the general duties of the Health and Safety Policy still apply.

When a person may have to or chooses to, work alone, it is the responsibility of the Field Director to ensure that a risk assessment is carried out and, if appropriate that clear written arrangements are drawn up and put into place to ensure that the work can be carried out safely. These include the identification of the following questions:

- Will situations that are legally prohibited arise?
- Does the workplace present a specific risk to the lone worker?
- Is there safe access and exit for that person?
- Can one person safely handle all the equipment needed?
- Will cash be handled and is there a risk of violence?

Both routine work and foreseeable emergencies should be considered when assessing whether a person is medically fit to work alone. Emergencies may impose additional physical and mental burdens on the individual.

Although lone workers cannot be subject to constant supervision, there is still a duty on TAHMO to provide appropriate control of work. Supervision complements information, instruction and training and helps to ensure staff understand the risks associated with their work and that the necessary safety precautions are carried out. It can also provide guidance in situations of uncertainty. The extent of the supervision required is a management decision; it should not be left to individuals to decide that they require assistance.

The following examples specify systems of work that legally require more than one person: the use of ladders, use of dangerous machines and entry into confined spaces.



Fieldwork safety

Reporting requirements of sub-grantees.

All TAHMO employees shall complete and submit the fieldwork safety planning record prior to the departure of travel and research.

Numerous excursions to the same location or group of locations can be dealt with via one form.

Health and Safety Policy (3)

Vehicle safety

All vehicles used for TAHMO business shall be used legally, courteously, and safely. Drivers that have a valid driver license and are acting at the direction of TAHMO may drive any way or for any purpose that is lawful and necessary to carry out the official business. Whenever drivers drive otherwise, they are personally liable for all driving costs and related risks.



Supervisor Responsibility

Field Directors are responsible for being aware of, adhering to, and assuring their employees comply with all policies and regulations covering the use of vehicles under TAHMO business.

Authorized Drivers

All vehicles used for official business must be driven by an authorized driver. Regular employees, contract employees, students, and volunteer workers engaged in the performance of official business may be authorized to drive vehicles as long as they meet the driver qualifications listed below.

Driver Qualifications

Driver has a valid driver's license. Driver has not been convicted of a major traffic offense in the last three years.

Driver has had satisfactory driving experience with the type of vehicle being checked out.

Traffic Conviction

No person convicted within the past three years of a major traffic offense shall be permitted to drive vehicles on official business.

Travel in Private Vehicles

Travel for official business in private vehicles owned or used by employees, students, and volunteers shall be authorized only in accordance with these regulations. Authorized drivers of private vehicles used for official business are to comply with the vehicular safety, operation, and maintenance rules included herein. Drivers authorized to operate private vehicles must be advised of their responsibility to carry liability insurance.

Vehicle Accidents

All accidents used for official business must be reported to the legal authorities within 24 hours from the time of the accident. Serious accidents should be reported immediately if possible.

Travel Conditions

Prior to the trip, drivers should evaluate the route, weather conditions and other circumstances to determine if additional safety equipment is necessary. No vehicle will be driven when weather conditions create an unacceptable risk to the health and safety of passengers. Vehicles traveling continuously for over four hours and carrying passengers must have provisioned for a relief driver except under special conditions with the approval of the Field Director, CEO or Board of Directors. Rest stops are to be made every two hours where practical. Drivers should file itineraries describing destinations and anticipated departure and return times as well as mileages.



Health and Safety Record (1)

FIELD WORK SAFETY PLANNING RECORD

This form, is to be completed by the TAHMO Engineer or Staff and submitted to the Field Director prior to the departure on research travel and fieldwork. Numerous trips to the same location or group of locations can be dealt with via one form. The form is good for a single financial year and a new form must be completed annually.

Location of Fieldwork:

Country: _____ Geographical Site: _____

Nearest city (name, distance to): _____

Nature of activities: _____

Date of Departure: _____ Date of Return: _____

Fieldwork Team: (Please identify team leader(s))

Name	Category			First Aid Trained
	Employee	Student	Volunteer	

Hazard Identification - Identification of the hazards is critical to ensuring the safety of the Fieldwork Team. The following checklist will provide a guide to identifying common hazards, however, the team leader should review all aspects of the fieldwork to ensure comprehensive hazard identification has been completed.

Physical Demands - What physical demands will the fieldwork entail?

Climbing	Extreme Heat	Manual lifting, carrying or handling heavy loads
High Altitude	Extreme Cold	Working on, near, or over water
Hiking	Sun Exposure	Other: _____



Health and Safety Record (2)

Orientation:

	Have arrangements been made to provide field team members with: <input type="checkbox"/> Potable water <input type="checkbox"/> Personal washing/hygiene <input type="checkbox"/> Toilet facilities or procedures
	Are team members aware of suitable clothing, footwear and personal supplies required (e.g. boots, hat, raingear, sunglasses, sun-screen, insect repellent)? List required personal supplies and attach to form.
	Have arrangements been made to provide team members with, and train them in the safe use of, appropriate personal protective equipment such as: <input type="checkbox"/> Safety Glasses <input type="checkbox"/> Respiratory Protection <input type="checkbox"/> Coveralls <input type="checkbox"/> Protective Footwear <input type="checkbox"/> Protective Headwear <input type="checkbox"/> Hearing Protection <input type="checkbox"/> Gloves <input type="checkbox"/> Face Shield <input type="checkbox"/> Waders (Hip, Chest) <input type="checkbox"/> Knee/shin Guards <input type="checkbox"/> Flame Retardant Clothing <input type="checkbox"/> Other:
	Are team members familiar with TAHMO's policy on the use of alcohol and drugs?
	Are team members familiar with TAHMO's policies such as, Health and Safety Policy / Respectful Workplace and Learning Environment Policy / Violence Prevention Policy?

Other Hazards/Protective Measures/Comments: _____

Working Alone (see TAHMO's Working Alone Instruction)

	Will any participant be working alone? (See Working Alone Safety Instruction):
	Has an effective communications system been established (e.g. radio, walkie-talkies, phones, whistles, air horns, flares, frequent and scheduled contact)? Describe system:
	Will situations that are legally prohibited arise?
	Does the workplace present a specific risk to the lone worker?
	Is there safe access and exit for that person?
	Can one person safely handle all the equipment needed?
	Will cash be handled and is there a risk of violence?

	Limitations or prohibitions on certain activities while alone
	Provision of emergency supplies
	Establishment of minimum training or experience or other standards of competency before working alone
	Other:

What other means can be employed to reduce the risk to a participant when working alone?

Other Hazards/Protective Measures/Comments: _____

Any other comments: _____



Health and Safety Record (3)

Orientation:

What communication systems will be employed?

Cell Phones	Leaving Itinerary at Base Camp	Whistles/Air Horns
Radio or Walkie-Talkies	Scheduled contacts	Satellite phone
Other:		

How will team members remain orientated to their location?

Maps	Compass	Identification of safest routes
GPS (spare batteries)	Local guides	Area familiarization trips
Arial photo	Other:	

What procedures have been established in the case participant(s) become lost?

Participant training on remaining at location, use of emergency signals, use of emergency survival gear
Provision of survival gear
Procedure for organized search
Precautions against fire
Precautions in the event of extreme weather conditions

Other Hazards/Protective Measures/Comments: _____

Wildlife:

Will team members be administering drugs/anaesthetics or obtaining biological samples? If so, have they been trained in techniques appropriate to the species and in how to manage disposal of waste or surplus materials?
Have team members been instructed on techniques to avoid unexpected encounters with potentially dangerous wildlife?
Are team members familiar with the methods of contraction of disease from wildlife in the area?
Have team members been made aware of the signs/ symptoms of potential zoonoses that may be present in wildlife in the study area?
Have team members been made aware of potential vegetation hazards and the identification of toxic plants such as Poison Oak / Poison Ivy?

Other Hazards/Protective Measures/Comments: _____



Health and Safety Record (4)

Chemicals and Hazardous Materials

	Is each hazardous properly identified with a supplier or label?
	Will hazardous material be transported to and from the site?
	Will Material Safety Data Sheets for each hazardous material used be readily available to team members?
	Will samples be collected, preserved in hazardous material (ethanol, formalin)?
	Will appropriate materials be available to adequately handle hazardous materials, spills, leaks or releases? Describe materials and attach to form.
	Will radioisotopes be transported or used in the field? If so, have team members been trained to safely use, store and transport the material in accordance with legal requirements and licence conditions? (see Radiation Safety Policy)

Other Hazards/Protective Measures/Comments: _____

Safe Use of Equipment and Work Processes:

Some equipment and activities to which specific training or certification is required include:

Chain Saws	Explosives
Compressed Gases	Fall Protection above 6 feet
Confined Space	Hazardous Materials
Diving (Free, SCUBA, Line, NITROX, Tri Gas)	Ladders
Excavation/Trenching/Tunnelling	Lifting Devices and Hoists
Noise exposure above 85dBA _{lex}	Scaffolds
Powered saws, grinders & planers	Travel Un-Improved Roads
Firearms	ATV, PWC, other Water Craft
Fire Extinguisher	Climbing, Rappelling, Rope work
Powered Mobile Equipment (fork lift, tractor, heavy equipment)	
Minimum Distances from exposed energized conductors (e.g. power lines)	

	Are team members trained to operate the equipment safely and in compliance with regulatory standards?
	Have employees been trained in safe work procedures?

List Powered or Hazardous Equipment: _____

List Hazardous Procedures: _____

Health and Safety Record (5)

REQUIREMENTS:

Equipment

All equipment to be taken on a field trip must be checked by the field engineer to ensure that it is in good condition, complete and safe (before removal from the office). Documentation of this pre-trip assessment of the equipment is advised. Individuals operating the equipment must be trained in the proper use of the equipment.

Clothing

Fieldwork team members should be informed of the appropriate clothing to be worn while conducting their work. The appropriate clothing may have to be provided by TAHMO or the worker may have to provide his or her own clothing, depending on requirements.

It should be identified whether or not there is special protective gear to be used while conducting the particular fieldwork and where necessary, this protective clothing must be used and the appropriate training provided in the proper use and maintenance of the personal protective equipment.

When extreme weather conditions can be anticipated or are known, clothing appropriate to the situation should be taken on the fieldwork excursion.

Fieldwork team members must employ common sense in terms of clothing worn on the fieldwork excursion. Team members inappropriately attired or without the correct PPE will not be allowed to participate in the Fieldwork.



First-Aid Kits

First-aid kits are required for all off-campus operations. It is the responsibility of the supervisor to provide and ensure that the kit is maintained. Prior to the departure for fieldwork the supervisor is responsible to document the presence of a first-aid kit for the trip and any other required first-aid supplies.

Immunizations, Emergency Preparedness and First Aid

<input type="checkbox"/>	Diphtheria	<input type="checkbox"/>	Polio	<input type="checkbox"/>	<u>Other (specify below):</u>
<input type="checkbox"/>	Hepatitis A	<input type="checkbox"/>	Rabies	<input type="checkbox"/>	
<input type="checkbox"/>	Hepatitis B	<input type="checkbox"/>	Rubella	<input type="checkbox"/>	
<input type="checkbox"/>	Japanese Encephalitis	<input type="checkbox"/>	Tetanus	<input type="checkbox"/>	
<input type="checkbox"/>	Malaria	<input type="checkbox"/>	Typhoid	<input type="checkbox"/>	
<input type="checkbox"/>	Measles	<input type="checkbox"/>	Yellow Fever	<input type="checkbox"/>	

<input type="checkbox"/>	Has itinerary been left with responsible person?
<input type="checkbox"/>	Will itinerary be left with responsible local authority?
<input type="checkbox"/>	Are emergency contact numbers for local emergency assistance known?
<input type="checkbox"/>	Are emergency contact numbers for each participant known? Attach list or describe location of list:



Health and Safety Record (6)

	Are Student Health or Primary Health Insurance Numbers (or equivalent) for each participant available? Attach list or describe location of list:
	Is first aid kit complete?
	Are all team members familiar with the location of first aid kit and its contents?
	Has nearest medical facility been identified? Include Name, Location, & Distance from fieldwork site:
	Is a first aid attendant required? Name(s) of attendant(s):
	Are additional first aid supplies required? List:
	Is there means to summon assistance in case of emergency? Describe:

Other Hazards/Protective Measures/Comments:

EMERGENCY PROCEDURES

Emergency Plan for Research Location: include information on communication, equipment; local emergency contacts, emergency TAHMO contacts, etc. (**attach copy to form**)

TAHMO Contact and Phone #	Local Contact and Phone #
1.	1.
2.	2.
3.	3.
4.	4.

Equipment Checklist:

	Specialized Clothing - describe:	
	PPE (respirator, eye/face protection/head protection/footwear/high visibility wear) - describe:	
	Training on safe use procedures for power equipment	Additional First Aid or medical supplies
	Other training	Emergency supplies
	Communication devices (e.g. whistles, 2-way radios)	Vehicle travel survival kit
	First Aid kit	Material Safety Data Sheets
	First Aid attendant (see Appendix 12)	Maps
	Licenses (e.g. vehicle/boat/diving equipment)	
	Other:	



Health and Safety Record (7)

Risk Assessment

List identified hazards related to activities or environment (i.e. extreme heat or cold, wild animals, endemic disease, firearms, explosives, violence), and chosen available measures for eliminating or reducing risks to acceptable levels:

RISK	PRECAUTIONS TO BE IMPLEMENTED
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	

Notes:



Health and Safety Record (8)

I, the undersigned, acknowledge that, in keeping with TAHMO's Fieldwork Safety Instruction:

- a. I have been fully informed of the risks of this fieldwork and that I accept them;
- b. I am aware of and will comply with the established safety procedures and my duties as a participant as set out in TAHMO's Travel and Fieldwork Safety Instruction, including my duty to take reasonable care for my health and safety and the health and safety of others who may be affected by my actions;
- c. I am in a satisfactory state of health to undertake the research;
- d. I have received all of the recommended immunizations;
- e. I am aware of limitations of insurance coverage; and
- f. I am aware that I may be subject to academic discipline should I fail to comply with the Fieldwork Safety Instruction and established safety procedures.

ACKNOWLEDGMENT OF TEAM MEMBERS:		
NAME (print)	SIGNATURE	DATE
1.		
2.		
3.		
4.		
5.		
6.		

Signature of supervisor

I acknowledge that this safety plan has been prepared in keeping with the requirements of TAHMO's procedures for safety in fieldwork:

Name _____ Signature _____ Date _____

Signature of Director (or equivalent)

I acknowledge receipt of this document:

Name _____ Signature _____ Date _____