INTRODUCTION AND SCOPE

This clearly summarises the key HR policies and procedures applicable to CARE Somalia/Somaliland National and Regional employees. This Quick Reference Card is an excellent aid to inform and guide staff on what CARE International expects from the employees and what the employees expect from CARE. This should always be read with the HR Policy and procedures manual on: http://som.ecsagateway.org/ and the staff’s employment contract for full details. The contents of this handbook are subject to change from time to time, staff will be updated as appropriate.

Features
- Concise summary of the most important HR policies.
- Overview of the important cases.

CARE’S VISION, MISSION $ VALUES

Our Mission
CARE works around the globe to save lives, defeat poverty and achieve social justice.

Our Vision
We seek a world of hope, tolerance and social justice, where poverty has been overcome and all people live with dignity and security.

Our Focus
We put women and girls in the center because we know that we cannot overcome poverty until all people have equal rights and opportunities.

Our Values
Transformation
Integrity
Diversity
Excellence
Equality

CARE PACKAGE OF POLICIES

This “package of policies” has been developed with the objective to guide CARE Somalia/Somaliland staff in maintaining appropriate behavior during their work, consistent with the values and principles of the organization. It includes the Code of Conduct, the Child Protection Policy and the Protection from Sexual Exploitation and Abuse (PSEA) Policy. As part of CARE, you are required to sign a declaration to abide by these policies as a show of your commitment to abide by the obligations, responsibilities and values therein enshrined.

A. RECRUITMENT AND SELECTION
**Diversity/ Equal Opportunities**

CARE Somalia/Somaliland subscribes to the policy of providing equal opportunity of non-discrimination in employment, regardless of race, colour, religion, nationality, tribe, clan, sex or age. CARE is also committed to institutionalizing gender, equity and diversity at both the organizational and programmatic levels. To this end, the recruitment process will strive to offer opportunities to all candidates to balance female candidate(s).

**Employment Classification**

All employee positions are defined under a Job Grading and salary Scale. Each grade within the structure reflects a minimum and maximum salary. The salaries for each individual shall be based on job grading and salary structure.

**Reference Checks**

Employment of any candidate is subject to the organization obtaining satisfactory professional references from at least two responsible persons. Preferably one of which should be from current or former employer.

**Anti-Terrorism**

CARE shall comply with all applicable laws and regulations that address terrorism and terrorist activity. All staff will be checked against the anti-terrorism list-checking system of CARE, before they are employed.

**Induction**

You will be provided with an induction/orientation at the commencement of your employment to enable you settle into your new role and work environment. The induction/orientation will ensure you have an understanding both of your rights and responsibilities as an employee and of the values of the organization. In addition, it will assist you in understanding your key work requirement, providing information on how to access the tools and resources needed for your role and help you to develop relationships with other employees. You will also receive job specific induction from your supervisor to better understand what is expected of you.

**Probation**

Once hired, staff must successfully complete a certain probation period before their employment is confirmed. It is the supervisor’s responsibility to ensure that probation evaluation is done on time and confirmation is not delayed.

All open ended contracts and any contract of twelve (12) months or more has a three-month probationary period with a possibility of being extended for another three months depending on performance. Any contract of less than 12 months has a two-month probation period with a possibility of being extended for another two months. Any contract of less than three months will have two (2) weeks of probation period with possibility of being extended for another two weeks.
**Working Hours**

**Nairobi based Staff**
The normal standard working hours are 8:00 a.m. to 4.45pm from Monday to Thursday and 8.00 a.m. to 3.00 p.m. on Fridays with lunch break from 13.00hrs to 14.00hrs.

**Somalia/Somaliland based Staff**
The normal standard working hours are 8.00 a.m. to 4.30pm from Sunday to Thursday, with lunch break.

**Flexi-time**
This policy describes the entitlement of staff to use flexi-time. The flexi-scheme is intended to allow CARE Somalia/Somaliland staff to work at pre-arranged times that suit their individual circumstances whilst ensuring standards are maintained.

The approved flexi hours for the country office are:

<table>
<thead>
<tr>
<th>Earliest commencement time:</th>
<th>7.00am</th>
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<tr>
<td>Latest commencement time:</td>
<td>9.00am</td>
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<tr>
<td>Earliest finish time:</td>
<td>3.45 pm</td>
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<td>Latest finish time:</td>
<td>5.45 pm</td>
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**Overtime (OT)**
Staff may be requested to work overtime from time to time to ensure that deadlines are met.

For overtime worked on a normal working day, an employee’s rest day or gazetted public holiday an employee shall be entitled to time off in Lieu equivalent to the extra overtime worked. For extra hours worked, time off in lieu will be given to staff. Time off, should be agreed in advance with the Line Manager and the time must be taken within four (4) weeks, following the additional time worked.

Staff travelling / will have travelled out of their work locations on a weekend or public holiday shall be entitled to one day off in lieu of that weekend or public holiday. This will also apply to Nairobi as well as Somalia/Somaliland based staff.

Staff who are entitled to R&R leave are not entitled to compensation for weekends or public holidays worked as this is included in their R&R.

**Personnel Activity Report (PAR)**
Each month ALL staffs are required to prepare a PAR in the HRMIS. The PAR shows their time distribution or time spent on different activities that relate to their jobs. The PAR’s must be approved by the respective supervisors. The submission date for the PAR’s is the first working day of the following month.

B. PROMOTION POLICY

All recommendations for promotion of Employees to take a higher level will be channelled through the annual performance appraisal process. The line manager will make the recommendation through the performance review form, which will further be reviewed by and approved by the Senior Management team. A promotion may involve the transfer of staffs to another position, department or work location and HR Office will assign the appropriate grade based on the increased job responsibilities indicated in the Job Description.

Other than recommendation for promotion through the Performance management process, opportunities for staff promotion may arise at the start of new projects. In this case a competitive recruitment process will be taken.

C. TRANSFERS / REASSIGNMENT POLICY

CARE’s primary obligation is to provide the most qualified person and coverage for the various assignments in the Country Office’s area of operation. Staffs can be transferred from one project / department/location to another when and where necessary within the country office areas of operation. While in all cases staffs opinions will be strongly considered, CARE reserves the right to transfer or rotate staffs depending on the requirements of the organization.

The transfer of staff from one region (Nairobi, Puntland, Somaliland, South Central) to another will be affected by changing taxation requirements and for this reason the accrued gratuity, bonus and where applicable pension for that staff will be paid off to the staff and cleared from the accrual spreadsheets, when they transfer from one region to another. The same will apply in cases where staff transitions from the national or regional staff category to the international staff category.

Note: payment of the above benefits will not be done when the transfer is within a region/between two offices within the same region.

Entitlement

An employee, who is required by CARE to relocate outside his / her previous location town as a result of job re-assignment, will be entitled to a moving expenses allowance equivalent to 50% of one month’s basic salary. Where the movement is to CARE guesthouse facilities the staff will not be entitled to this allowance.

D. LEAVE
All types/forms of leave will run on the calendar year basis (1st January to 31st December). For employees who join CARE mid-way through the year, leave will be prorated for the period from the date of joining to the end of that calendar year.

**Annual Leave**
There is a progressive increase in annual leave entitlements for staff depending on the number of years of service. The graduated scale is indicated below (effective July 2013), these will be updated on staff HRMIS accounts by the HR officers.

- 0-5 years - 25 working days / year – 2.08 /month
- >5-10 years - 28 working days / year – 2.33 /month
- <10 years - 30 working days / year – 2.50 /month

Employees who are eligible for R & R benefit will only be eligible for 15 days of annual leave (1.25 days per month).

**Annual Leave Carry-over**
CARE recognizes that time away from work is an important component to your work-life balance, and encourages all employees to take all accrued days each year. However, there may be times when you are unable to do so, so CARE provides you with the ability to carry over a maximum of 10 annual leave days from one calendar year to the next. Any accrued days in excess of this amount will be forfeited at the end of each calendar year unless there is an exemption/approval by the Country Director.

**Leave encashment**
Only on separation from CARE, all the unused annual leave balance may be encashed. There will be no leave encashment for staff on continued employment with CARE.

**Public Holidays**
CARE usually observes a maximum of 15 official holidays per calendar year. These include the national holidays plus any others that are approved, by the Country Director. In Somalia/Somaliland the maximum official holidays are thirteen days (13) plus two days compensated by working less hours during Ramadhan.

CARE will issue the approved holiday list during or before January of each year.

An employee is only entitled to public holidays applicable where they are based.

**Study and Examination Leave**
All employees are entitled to ten (10) working days of study leave annually at the discretion of the supervisor to prepare for their examinations.

**Sick Leave**
Minor Ailments or Accident
Each employee is entitled to 15 working days sick leave for minor ailments which may not require hospitalization or long absence from work for each full year worked.

Accumulated sick leave days for minor ailments over and above the 15 days annual entitlement will be deducted from annual leave, unless otherwise authorized by the Country Director.

Serious Ailments or Accidental
All employees are entitled to sick leave with full pay up to a maximum of sixty (60) days and thereafter to sick leave with half pay up to a maximum of thirty (30) days in any period of 12 months’ continuous service.

Subsequent sick leave days up to a maximum of 30 days after the second 30 days will be with no pay unless otherwise authorized by the Country Director. Continuous sick leave beyond the days prescribed here may lead to retirement on medical grounds.

The twelve continuous months of service shall be deemed to be on calendar basis.

Sick Child Leave
When an employee has a hospitalized child who is less than 10 years and there is need for him/her to stay with the sick child in hospital, then absence from duty will be charged to sick child leave up to a maximum of 5 days per annum.

Leave without Pay
Any leave taken by an employee in excess of that available will be treated as leave without pay.

Any absence from work beyond a two day period for which proper notification has not been given to CARE will be treated as unauthorized absence from work and, in effect, as leave without pay.

Leave of Absence
Under exceptional circumstances such as continuation of education, short term training, compelling personal reasons etc., an employee can request leave of absence. The Country Director may approve leaves of absence up to a maximum of one year at any given time.

During this period of leave of absence, the employee shall not be entitled to receive his / her salary and /or any other benefit normally due to CARE employees.

Maternity Leave
All female employees irrespective of length of service shall be entitled to a fully paid maternity leave of three (3) calendar months if based in Kenya and four (4) months in Somalia/Somaliland. In addition to the three calendar months leave, Kenya based staff is entitled to 2 hours nursing breaks per day for a period of 9 months. Somalia/Somaliland national staff is entitled to 1 hour nursing break per day for 12 months.
Field-based staff (staff based in another country other than the country of their nationality) will be given an additional 45 working days on top of the three or four calendar months’ maternity leave days to compensate them for the 2 hours nursing breaks. (The 9 months of 2 hours break translates to 45 days).

**Breastfeeding in the Workplace**

CARE Somalia/ Somaliland provides a workplace environment and organizational culture that supports breastfeeding in order to enable the mother and child to experience the full benefits of breastfeeding. CARE Somalia/Somaliland seeks to promote clean, comfortable, and private lactation rooms or spaces that are convenient for expressing or pumping breast milk or nursing, including access to a refrigerator and sink. Breastfeeding employees are allowed to take breaks to express breast milk, recognizing that a woman who is separated from her infant needs to express her milk at least three times within an eight/nine-hour work day. These breaks are considered part of the normal, paid workday and will not require employees to make up this time.

**Paternity Leave**

All male employees irrespective of length of service are entitled to ten (10) working days of paternity leave with full pay in order to take care of the new-born child and the mother. Applications for paternity leave should be availed within two (2) weeks of the baby's birth and should include copies of:

1) Proposed commencement date for the leave;
2) The National Identity Card/Passport of the applicant’s spouse (The name of the spouse should be the one appearing on CARE Somalia/ Somaliland Medical cover;
3) Birth notification form of the baby.

**Compassionate Leave**

All employees are entitled to compassionate leave. The Department Manager shall approve this leave only in the following cases:

- The death or serious, life threatening illness of a spouse or child – 10 working days
- Death or Serious, life threatening illness of a parent – 5 working days
- Death of an immediate relative - Father, Mother, parents-in Law, brother and sister – 5 working days.

**Marriage Related Leave**

- All employees are entitled to marriage related leave (marriage of an employee) of three (3)
- Working days. This leave is taken immediately after an employee weds. A marriage certificate will be used as support for request of this leave.

**Rest and Recuperation (R& R)**

Staff members that are hired by CARE Somalia to work in countries away from their home countries will be eligible for Rest & Recuperation (R&R). This entitlement is meant to give the
employees who are forced to work away from their home country an opportunity to take a break from time to time and is dependent on where the staff family is based. If the family is based in the same country of record where the staff is based, he/she will not be entitled to R & R. Staff who will be entitled to R & R will have only 15 days of annual leave.

Staffs that qualify for R & R will earn a day for each week spent in the field plus two travel days. The two travel days (one day to travel from the field and one day to travel back to the field) are also considered workdays and must be treated by the employee as such. The minimum stay in the field location will be six weeks and a maximum of eight weeks.

The use of EC flight where available is encouraged. CARE approved airlines will be observed. CARE will where possible, meet the costs of road or air travel as well as facilitate the travel to and from the field to Nairobi for staffs travelling on R & R. The use of CARE approved airlines and destinations will be observed. In exceptional circumstances due to security reasons or other reasons beyond the control of CARE, such facilitation of travel or meeting the cost of travel will not happen and staffs will be informed accordingly.

E. SALARY AND BENEFIT ADMINISTRATION

Salaries
Every employee will be paid a consolidated salary by the end of every month. The consolidated salary includes housing allowance where applicable. This does not include any allowances, bonuses or any other remuneration that may be paid to the employee. Each employee shall be paid by the last working day of each month.

Salary Advances
Confirmed employees are entitled to one salary advance per fiscal year. The advance should not exceed one-month basic salary and the net take home after the deductions should not be below a third of the basic monthly salary. The employee requesting the advance must complete a Salary Advance Request form. All salary advances shall be paid back within a period of three (3) months.

Child Education Loan
The child-education loan is designed to assist staff pay school fees bills for their legal children.

Salary and Child Education is an advance and should be repaid within three months or as per duration authorized by the Country Director.

Pension Scheme
Pension scheme is applicable for Nairobi based staff only.

CARE will contribute 10% of basic salary for Grade 3A to 6C staff and 15% for Grade 1B to 2C staff to the pension fund for all pensionable employees. Employees may contribute additional percentage of their salary as their individual contribution to the Fund.
**Bonus**

**Nairobi based Staff**
Each employee shall be entitled to taxable bonus equivalent to 25% of basic pay for Nairobi and that will be payable in December of every calendar year.

**Somalia/Somaliland based Staff**
Each member shall be entitled to Idd Bonus equivalent to 50% of monthly basic salary paid in two installments of 25% each during Ramadhan and Eid.

**Acting Allowance**
Acting positions are generally not for periods greater than one year. If the employee is in an acting position for two months or more, he/she will receive an “Acting allowance” backdated to the first day of the second month of his/her acting assignment. The level of acting allowance is 15% of the basic salary of the first step of the grade in which the position a staff is acting for. Any acting which qualifies for compensation must be formalized by an official letter from the HR department prior to the start of acting.

**Transport**
In Somalia/Somaliland due to security reasons and unreliable public transport, staff may be provided with group shuttle for both pick up and drop off. This arrangement may be withdrawn or changed any time depending on security considerations, funding and other factors.

**Accommodation**
Employees who are field based in work stations away from their home of record are entitled to meals and accommodation in a CARE guesthouse at their field workstation. CARE shall cover all guesthouse costs including rent, food, room cleaning and maintenance.

Staff who opts for their own accommodation out of the CARE guesthouse will not be reimbursed for any related expenses. They will however receive a food allowance to cater for meals foregone subject to approval by the CD.

**Per Diem**
Staff who travels outside their duty stations for official business will be paid Per Diem as per the per diem policy, [http://som.ecsagateway.org/wp-content/uploads/2017/06/Perdiem-policy.pdf](http://som.ecsagateway.org/wp-content/uploads/2017/06/Perdiem-policy.pdf)
This will require prior approval from the head of the unit. Specific country office/sub-office per diem rates are contained in the per diem policy.

**Medical Cover**
Apart from the statutory contributions to the National Hospital Insurance Fund (NHIF) in Kenya, CARE Somalia/Somaliland provides an additional medical insurance scheme for all employees. The cover will be renewed annually with the aim of optimizing its value for staff.
Definition

- **Dependents**: For the purposes of the medical scheme, a dependent is defined as a spouse or legal (biological or legally adopted) child less than 21 years old.
- **Family unit**: Employee, spouse (one only) and up to four legal children less than 21 years old.

**Medical Evacuation Emergency**
Medical evacuation is covered within the medical cover with the insurance company undertaking the medical cover.

**Group Personal Accident Cover & Group Life Cover**
Regular employees are entitled to Group Personal Accident (GPA) Insurance scheme and Group life insurance benefits in case of death of a staff while in the employment of CARE.

**F. PERFORMANCE MANAGEMENT**

**Performance Objective Setting**
The employee and his/her supervisor will conduct a performance planning for a fiscal year within the last month of the preceding fiscal year or within the probationary period in case of a new employee). The purpose is to establish an action plan and frame of reference for setting performance expectations within the fiscal year to ensure that the employee efforts are directed towards organizational and department/project strategies and objectives.

**Performance Reviews**
Performance reviews are ongoing, however, twice a year a formal review must be conducted and the discussions documented, Mid-Year Appraisal (MYA) and the Annual Performance Agreement and Assessment (APAA).

**G. DISCIPLINARY AND GRIEVANCE PROCEDURE**
Any act of misconduct by an employee will be dealt with in accordance with the disciplinary guidelines stated in the HR Policy Manual.

**H. DEVELOPMENT**

**Training and Capacity Building**
We are committed to providing and supporting training and development of staff at all levels so that we can improve your knowledge, skills, attitudes and values. This is core to the organization and to your development and job satisfaction. Towards this goal, we will provide equal opportunities for training and staff development.

**Individual Career Development (ICD)**
The Individual Career Development (ICD) Program provides CARE International-Somalia/Somaliland employees opportunity to undertake learning programs that will foster their
Individual Career path, growth and development. The programs seek to upgrade as well as develop employee's behavioral competencies and skills in order to improve their performance in their current job positions, perceived growth and or diversity. ICD opportunities are proactively or actively arranged to address staff development needs that are generated during the continuous monitoring of employee performance, mid-year, and annual performance appraisal (APA), internal processes such as audit and organizational restructuring, new programs/ projects and the emerging and national issues.

**CARE Academy**
[http://careacademy.org/](http://careacademy.org/) The learning materials are designed to promote individualized learning as well as offer staff opportunity to undertake courses at their own pace. CARE academy provides access to learning courses such as leadership, management, finance and IT. In addition, a number of CARE specific modules have been developed. Staff are allowed to use their work time to complete the e-learning courses provided that it has been discussed with the immediate manager.

**Temporary Duty Assignment (TDY)**
TDY is a program in which an employee possessing skills and competencies in a specific area is given opportunity to apply them in carrying out an assignment in a specific area is given opportunity to apply them in carrying out an assignment in a different Country Office (CO), CARE USA headquarters (headquarters), CARE International member (member) Office or Care Somalia/Somaliland sub-office other than the designated working station. It is only employees who have completed a minimum of one performance appraisal year and performing satisfactorily that are considered for TDYs.

**Internship**

### I. TRANSITION

**Resignation**
An employee wishing to separate from CARE will provide a signed resignation letter or an email, stating the reasons for resignation and the effective date.

**Redundancy**
Employees may be made redundant by the Country Director due to a programme reduction, or if the position becomes redundant due to official structural realignment.

**Termination of Employment**
Termination of employment occurs for a variety of reasons such as poor work performance, unavailability of funds to continue the program, elimination of positions, death, etc.
Unless one is on probation, has been summarily dismissed or it is otherwise specified in their employment contract an employee will be given notice as per their employment contract.

In cases of termination due to gross misconduct, CARE may terminate the contract without giving notice.

**Exit Interview**

CARE Somalia/Somaliland values staff feedback on their work experience at CARE. The feedback is shared with the Senior Management to enable the organization focus on appropriately improving the work environment and work experience for CARE Somalia/Somaliland employees. Thus, after receiving a notice of separation, HR will issue you with an Exit Interview Questionnaire *(see Annex 9.18)*. Your participation in this process is voluntary and appreciated.

**Certificate of Service**

An employee who for any reason separates from CARE will be entitled to a certificate of service. The certificate of service will be issued to an employee who has served CARE for a period of one month and above. CARE Somalia/Somaliland is not bound to give to an employee a testimonial, reference or certificate relating to the character or performance of an employee.