



ZAMZAM FOUNDATION

HUMAN RESOURCES POLICIES MANUAL

HR Manual- Approved by Board Members of Zamzam Foundation,
represented by General Director on this 2nd day of September 2019

Signature:

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SECTION FIVE: ANNEXES

SECTION ONE: INTRODUCTION

List of Abbreviations

1. GD- GENERAL DIRECTOR
2. CV- CURRICULUM VITAE
3. GBV- GENDER BASED VIOLENCE
4. HR- HUMAN RESOURCE
5. KRA- KEY RESULTS AREAS
6. MGT- MANAGEMENT
7. ZZF- ZAMZAM FOUNDATION
8. COC- CODE OF CONDUCT

Our Vision

To lead humanitarian relief and development work to enhance livelihoods and humanity in the Horn of Africa.

Our Mission

To seek to reduce and / or eradicate poverty, illiteracy and disease in the Horn of Africa through humanitarian relief and development work.

Our Core Values

1. Transparency and accuracy in communication
2. High performance in service delivery
3. Partisan bias and social or cultural bias
4. Equal right for all people

SECTION TWO: PURPOSE OF THIS MANUAL

The purpose of this manual is to outline Human Resources (HR) policies and procedures for all employees. In case of clarity, oversights or suggestions of any part of this manual, it should be addressed through the HR department, who will bring to the attention of the General Director, Management and the Board.

HR Policies and Procedures

The HR policies define the philosophies and values of the Zamzam Foundation and how best employees execute their individual and collective roles and responsibilities while realizing the ultimate business strategy. It is the responsibility of Human Resource Department, line managers and supervisors to ensure that employees thoroughly understand and adhere to these policies and procedures.

Scope of this Manual

The policies and procedures set out in this HR manual apply to all employees of Zamzam Foundation based in all of our offices. This HR Manual is an integral part of employment contract for all employees.

Parts of this HR manual applies to third parties working on behalf of Zamzam Foundation such as consultants, service providers and suppliers. Conditions of employment or engagement will be defined solely by contractual agreement.

Implementation

All Zamzam Foundation employees are expected to fully understand the content of this HR manual. In the case of third parties working on behalf of Zamzam Foundation, the responsible line management/supervisor must ensure that applicable policies and procedures are clearly addressed and captured in the contractual agreement in place.

Where there is no set policy on a significant issue or where the set policy cannot be implemented, the HR department should be consulted as to the course of action to be pursued.

This manual may be amended in any way by written notice to the HR department. Such notifications will clearly indicate the nature and extent of the amendment. Final decision on amendments will be reached upon consultation with the management and approved by the Board.

Legislative Framework

Zamzam Foundation abides by the Somalia labor law on employment and other legislative laws of the land. No employee will be put in a position in which he/she is required to carry out actions that would or might contravene these laws. It is the obligation of the General Director and HR department to establish the legal position in any unknown or questionable situation and to take responsibility to inform the management and Board.

Language of this Manual

A copy of this manual will be maintained in Arabic, English and Somali.

Availability of this Manual

All employees of Zamzam Foundation will be issued with a copy of this HR Manual upon signing the employment contract.

Review of this Manual

This HR manual will be reviewed annually by the HR department in consultation with the legal advice, General Director, management and the Board. The Board is the signatory to the final HR manual.

SECTION THREE: HUMAN RESOURCES STRATEGY

Human Resource Strategy refers to the overall direction that Zamzam Foundation wishes to pursue in achieving its objectives through its employees.

The HR Strategy for Zamzam Foundation consists of the following objectives:

- a) To enable Zamzam Foundation achieve business objectives through its employees.
- b) To develop a coherent set of human resource and employment policies that reinforce the business strategies.
- c) To enable staff, achieve their full capacity and potential and to deliver their maximum contribution to the achievement of business strategy.
- d) To nurture commitment from individuals to the success of Zamzam Foundation through high quality performance.
- e) To create conditions in which team work and high-quality work is achieved.
- f) To encourage willingness to operate flexibly and to develop skills among employees to ensure that Zamzam Foundation adapt to changes.

In developing the HR strategy, Zamzam Foundation is committed to providing a framework within which to monitor and improve support and management of employees. This is outlined in the following seven principles:

Principle 1: Human Resources Strategy

Human Resources are an integral part of Zamzam Foundation strategic and operational plans.

Principle 2: Staff Policies and Practices

Zamzam Foundation human resource policies should aim to be effective, fair and transparent.

Principle 3: Managing People

Good support, management and leadership of all employees are key to Zamzam Foundation's effectiveness.

Principle 4: Consultation and Communication

Dialogue with employees on matters likely to affect their employment enhances the quality and effectiveness of Zamzam Foundation policies and practices.

Principle 5: Recruitment and Selection

Zamzam Foundation policies and practices aim to attract and select a diverse workforce with the skills and capabilities to fulfil our business requirements.

Principle 6: Learning, Training and Development

Learning, training and employees' development are executed throughout Zamzam Foundation.

Principle 7: Health, Safety and Security

The security, good health and safety of Zamzam Foundation's employees are a prime responsibility of our business.

SECTION FOUR: HUMAN RESOURCES POLICIES

ZAMZAM FOUNDATION (ZZF)

POLICY No. 1

POLICY TITLE: RECRUITMENT POLICY

1. Risk Type

1.1. People's Risk

2. Policy Statement

Zamzam Foundation's primary objective is to recruit and retain staff of the highest caliber with the qualifications and experience necessary to provide an efficient and effective service to the people we serve. This is achieved through the application of a detailed and transparent recruitment process and procedures and through the application of all relevant employment legislation. The long listing, short listing and interviews should follow best practices in relation to providing equal opportunities to all eligible candidates. Selection for appointment is based on merit.

3. Policy Purpose

The aim of the policy is to outline the relevant steps in the recruitment process and procedures as well as to assess individual responsibilities for each of these steps.

4. Policy Scope

This policy is intended for all staff members who are involved in recruitment within Zamzam Foundation. This also applies to any recruiting agency engaged by Zamzam Foundation to recruit on its behalf.

This policy outlines all procedures concerned with a recruitment process. It ensures that all aspects of recruitment are carried out in a transparent, efficient and fair manner.

The four Annexes:

Annex 1: Job requisition form

Annex 2: Reference Check form

Annex 3: Offer Letter

Annex 4: Probation Assessment Form

Annex 5: Confirmation letter

Annex 6: Personal Data Form

5. Policy Guidelines

5.1. Preparation of Job Description & Person Specification

- a) Before a vacant post is advertised, the recruiting manager with HR support will develop a person's specification and job description. This should ensure the best possible candidate is identified to further the objectives of the foundation.
- b) If there is an existing job description for the post, Human Resources should ensure that any changes that are deemed necessary are made in consultation with the recruiting manager.

5.2. Recruitment process

- a) Step 1: Need identification and development of Job description.
 - i. The recruiting manager identifies the need for recruitment of the proposed position in line with Zamzam Foundation business strategy.
 - ii. He/she develops the job description in accordance with the policy on job description. Key information required: job title; purpose of the position; minimum qualification; minimum experience; competency; critical skills; knowledge and skills and personal attributes.
- b) Step 2: Preparation of a Job Requisition Form
 - i. The recruiting manager fills in the job requisition form. The form summarizes the following information: (1) Details of the post—Job

title, job family, base location, replacement or not, contract length, reports to (job title), budget code (s) with percentage and date required. (2) Recruitment Strategy—advertisement (internal/external), timelines on long and short listing, interviews date & time; and finally approval by the recruiting manager and the General Director.

c) Step 3: HR department reviews the needs assessment and the Job description
The HR department reviews step 1 and 2 with focus on the following:

- i. Whether the position is completely new, partly new or it is a replacement.
- ii. Is the proposed position in line with the business strategy of Zamzam Foundation?
- iii. Constituents of the job title.
- iv. Minimal qualification.

d) Step 4: Approval of Job Description and Job Requisition Form by the General Director.

- i. The General Director and the Board is the final approval authority of the proposed position and should ensure that it is in line with Zamzam Foundation business strategy.
- ii. Prior to approval, he/she should consult with the recruiting manager and the HR department.

e) Step 5: Placement of Advertisement

- i. In the event that the proposed vacancy is granted approval by the General Director and Board, a decision to either advertise internally or/and externally has to be reached by the recruiting manager and human resources department.
- ii. Human Resources department then prepares the advertisement in conjunction with the recruiting manager. However, for some new posts, it may be appropriate for the recruiting manager to prepare it. In either case, Human Resources department will be responsible for the placement of the advertisement.
- iii. All vacancies must be posted for a maximum of 7 days. This includes both internal posting, seeking candidate within Zamzam

Foundation and external posting, when seeking candidates outside the Zamzam Foundation. In both cases, current employees who meet the desired qualifications have the right to apply for any job posted.

f) Step 6: Formation of an interview panel

- i. An interview panel should consist of a minimum of two and a maximum of three people-- HR, recruiting manager and a senior technical staff in a different department/sector, where practical. The HR department takes the responsibility of the chair to ensure fairness and that proper procedures are adhered to, as well as to liaise with the Interview Panel regarding recommendations and decision.
- ii. The recruiting manager in conjunction with the HR department will prepare the appropriate documentation for each member of the Interview Panel. This will normally include the job description for the post, the C.V./Application Form of each applicant, interview questionnaire and the timetable for the interviews.
- iii. The HR department takes responsibility of walking members of the interview panel through this recruitment policy and this should happen right from the initial stages of the recruitment process.
- iv. For temporary contracts and positions in the support grades, it is sufficient for the HR department and a recruiting manager to conduct the interviews alone.
- v. The Panel appointed to interview candidates MUST have the relevant knowledge, experience and skills to select the best possible candidate to fill the vacancy.
- vi. The Interview Panel will be responsibility for developing a list of core questions to ask each candidate, with a corresponding marking scheme.
- vii. It will be the responsibility of the Interview Panel to question all candidates being interviewed on any employment gaps in their C.V./Application Form and to document the reason/s for the gaps.

The marks accorded to each candidate MUST be signed and dated by each member of the Interview Panel.

- viii. HR department is responsible for summarizing, documenting and communicating final results and decision to the rest of the panel members. All panel members MUST append their signatures on these results.
- ix. At the end of the interview process, the HR department will ensure that all documentation held by all members of the Interview Panel is returned to HR for filing purposes. It is recommended that any rough notes made by members of the Interview Panel should not be retained after the selection process, but should be destroyed by shredding for confidentiality purpose.

g) Step 7: Selection Process

- i. Criteria for long listing and short listing of prospective candidates must be agreed upon before the vacancy is advertised. This process MUST be transparent and relevant to the post.
- ii. All applications must be screened for eligibility using essential qualifications, experience and skills criteria that are outlined in the person's specification.
- iii. The first stage in the long-listing process is the screening stage, whereby applicants who do not have the required qualifications, or otherwise fail to meet the essential standard for the post, are eliminated and this is done by HR department.
- iv. The second stage is short listing, whereby an additional criterion on specification of the job requirements is used to select the best candidates. This process involves a team consisting of the recruiting manager, technical staff and human resources department. The final shortlist is made up based on the summary of the score sheets from the team, who grade each of the candidates separately.
- v. The recruiting manager will then share the final shortlist with the HR department who will communicate to successful applicants and invite them for interviews.

h) Step 8: Appointment of Candidate

- i. For all appointments the HR department should contact the referees after identifying the potential candidate(s). To provide guidelines for reference, the HR department should discuss the job advertisement or job description with the referee to allow him/her to assess the suitability of the applicant for the particular position.
- ii. The HR department must be in receipt of 3 verified references, A MUST one being their current/last employer as appropriate. Zamzam Foundation reserves the right to determine merit, appropriateness and relevance of such references and referees.
- iii. HR department will request, and ensure receipt of proof of qualifications/registration before employment commences.
- iv. HR department will request and ensure receipt of copies of education certificates, passport copy, and 2-passport size photos. This will form part of the personal HR file.

Note: If an interview panel member knows or is related to an applicant, the other panel members must be informed prior to the interview.

i) Step 9: Appointing new employees: Offer Letter

- i. Following a successful interview process and after a decision has been reached regarding the most suitable candidate for the job, the HR department sends an offer letter to the selected candidate. The letter should be correctly dated, as the candidate is required to accept the offer, in writing, within 7 days from the date of the offer letter. In the case of an urgent recruitment whereby a candidate is required immediately, then the 7 days' period may be waived.

j) Step 10: Signing of contract of employment

- i. All newly appointed staff must sign a contract of employment a job description, code of conduct and HR manual.
- ii. It is the responsibility of the HR department to prepare an appropriate contract, which should be signed by the General Director.

- iii. The HR department must ensure that the employee understands the contract and to have him/her to sign in duplicate. One copy of the contract is retained by the HR department for filing and the other one by the employee.

6. Types of contracts

- 6.1. Fixed Term Contract: Refers to a contract entered by both parties with a fixed term of at least 6 months.
- 6.2. Indefinite Term Contract: Refers to a contract with an indefinite but long term period.
- 6.3. Internship Contract: This contract is a special contract for interns that relates to job trainings, mentorships, and providing opportunities for young people to acquire skills and experience to prepare them for the job market.

7. Consultant Contracts

- 7.1. Zamzam employs consultants from time to time on a short-term basis to undertake specific pieces of work (short-term basis of a period less than 3 months).
- 7.2. A consultant should only be considered if it's not possible to have an existing staff carry out the task or a secondment. Approval from the General Director is required before any consultants are asked to undertake work for Zamzam Foundation
- 7.3. A consultant is not a Zamzam Foundation's employee & thus cannot enjoy related contractual privileges.
- 7.4. Employment of current Zamzam staff on consultancies is strictly prohibited.
- 7.5. Clear terms of references must be developed before any person is approached with a request to undertake consultancy work for Zamzam Foundation. All expenses of the consultancy must fall within stipulated budget.
- 7.6. The General Director or the right authority will then consider the proposal and decide whether it is appropriate to cover the assignment by hiring a consultant.
- 7.7. The procurement controls/ procedures as detailed in the Finance policies & procedures Manual are applicable in the procurement of consultancy services / consultants.
- 7.8. All payments to consultants shall be subject to payment procedures as detailed in the Finance Policies & Procedures Manual.

8. Starting Salary

A new employee normally starts on Step 1 of the appropriate grade for the position. However, where there are other important criteria for the position being filled, this may be recognised by placing the employee at a higher point of the scale by taking his/her experience into account. The General Director and HR department in consultation of the Board and finance will make the final decision on all starting salaries.

9. Staff Identification (ID)

Upon appointment, all staff will be provided with a Zamzam Foundation identity (ID) card, which they should have in their possession at all times. The ID card is the property of Zamzam Foundation and must be returned upon termination of employment. Requests for ID cards should be made through the HR department. In a case whereby an ID gets lost, the staff should report to the HR department immediately. The General Director or HR department should sign all ID cards.

10. Probation period

All new employees should undergo a probationary period depending on their level of position at the foundation. (see table below). An assessment on performance is carried out towards the end of the probation period. Subject to the outcome of the assessment, a decision is reached on whether to confirm the employee or extend for a further period depending on the level of position. If no improvement is noted after the extension, the contract is terminated. A letter of confirmation or termination will be shared with the employee based on either of the two decisions.

Level of Position	Probation Duration
Higher Level Position : Board, Directors	6 months
Middle Level Position: Managers, Officers, Assistants.	3 months
Lower Level Position: Cooks, Cleaners, Drivers and Guards	1 month

11. Employee's file

- 11.1. All employees of Zamzam Foundation must have a personal file with the HR department. These files are confidential, with only the General Director, and line manager having access to them. HR department may provide information to the staff upon special request and approval by the line manager.
- 11.2. Personnel files should contain all information relevant to the employee, including offer letter; contract of employment; job description; application form; interview record sheet; copies of academic certificates; copy of Passport and Identification cards; references; personal data form; appraisal forms; details of training courses attended; leave Forms; records of verbal warnings and letters of warning.
- 11.3. It is the responsibility of the HR department to ensure that personal files are maintained and kept up to date.

12. Induction of new employees

All new employees must undergo an Induction. This is facilitated by the HR department in collaboration with line manager/supervisor. For a full procedural process make reference to the orientation, induction and job description policy of Zamzam Foundation.

13. Retention of Records

- 13.1. Recruitment and selection procedures are subject to the provisions of this policy. It is therefore important that the decision-making process is clearly documented/ recorded and that all documents relating to recruitments and selection processes are returned to HR department for filing. A copy of the following records relating to the process should be retained:
 - a) Job Description/ Person Specification;
 - b) Advertisement;
 - c) Application Forms/ Curriculum Vitae;
 - d) Signed and dated Shortlist Assessment Forms and Rating Criteria;
 - e) Signed and dated Interview Assessment Forms and Rating Criteria;
 - f) Recommendations and Decision of the Interview Panel Signed and dated.
- 13.2. For drivers and security staff, a Certificate of Good Conduct from the Country Police Department is required.

14. Recruitment Expenses

Travel and accommodation expenses incurred by candidates invited for a 2nd round of interview will be borne by Zamzam Foundation, if such candidates are based in towns other than the one the interview is being conducted in.

15. Responsibilities

15.1.Board Members, General Director, Line Managers, HR, Employees

16. Dispensations:

16.1.Dispensations cannot be granted for this policy unless there is a conflict with regulatory/statutory requirements in which case approval to a dispensation must be obtained from ZZF’s General Director.

17. Related Documents

17.1.Grievance and Disputes Settlements

17.2.Employee Termination

18. Compliance Assurance Check

18.1.The ZZF Internal Audit function will review all foundation operations periodically and report on any identified incidents of non-compliance to this policy.

18.2.The prevention, detection and reporting of non-compliance is the responsibility of Board Members, General Director, HR, Line Manager, and Employees.

18.3.Employees who become aware or are suspicious of an activity or conduct which appears to be non-compliant should report the occurrence to the line manager or to higher authority if the line manager is involved.

Approved by:	The Board	
Policy Owner:	ZZF Head of Human Resources	
Approval Date:	July 2019	
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ZAMZAM FOUNDATION (ZZF)

POLICY No: 2

POLICY TITLE: EMPLOYEE ORIENTATION AND INDUCTION POLICY

1. Risk Type

1.1. People Risk

2. Policy Statement

Zamzam Foundation recognizes the importance of proper orientation of newly appointed employees. Orientation will introduce the new employees to Zamzam Foundation's business culture, processes and procedures as well as provide a clear understanding of individual and collective expectations.

Employee orientation is regarded as a vital part of staff recruitment process, which facilitates integration into the working environment. This policy, associated procedures and guidelines define the Zamzam Foundation's commitment to ensure that all staff are supported during the period of induction, to the benefit of the employee and Zamzam Foundation alike.

3. Policy Purpose

New employees will participate in an orientation program in order to become aware of important information about Zamzam Foundation. This includes: basic policies; performance expectations; job descriptions; and safety requirements. In most cases, orientation takes place during the first and second week of employment.

Starting a new job is a demanding and often stressful experience. Quite apart from the obvious challenge of tackling new tasks, there is also the need to become accustomed to a new workplace, a new environment and new colleagues.

The purpose of induction is to support new employees during this difficult period and to help them become fully integrated into the foundation as quickly and as easily as possible.

4. Policy Scope

All employees joining Zamzam Foundation must undergo thorough induction to help them settle quickly in their respective roles as well produce the best results from the start.

To ensure a successful induction process, the employee's orientation program should be managed by the line manager/supervisor with support of HR department in a proactive manner to ensure that all areas and persons of interest are well captured within reasonable timelines. New employees should be provided with an information package on Zamzam Foundation's business profile, structure, guidelines, standards, procedures and employee's expectations on the job.

It is expected that all employees of Zamzam Foundation adhere to this policy.

5. Policy Guidelines

5.1. Induction has benefits for all involved in the process. Employees who settle quickly into the Zamzam Foundation will become productive and efficient at an early stage of employment and in turn will experience feelings of worth and satisfaction. Properly inducted employees are motivated as they find it easy settling in the new work environment.

5.2. Advantages of an effective and systematic induction process are:

- a) Enables new employees to settle into the Zamzam Foundation quickly and become productive and efficient members of staff within a short period of time.
- b) Ensures that new entrants are highly motivated and that this motivation is reinforced.
- c) Assists in reducing staff turnover, lateness, absenteeism and poor performance generally.
- d) Assists in developing a management style where the emphasis is on leadership.
- e) Ensures that new employees operate in a safe working environment.

- f) Reduces costs associated with repeated recruitment, training and lost production.

5.3. Induction checklist

An induction checklist is a good way of ensuring that information is imparted to new employees when they are likely to be most receptive. It avoids overloading employees with information during the first weeks whilst ensuring that all areas are covered.

Line managers/supervisors should ensure that these matters have been properly understood whilst the checklist is being completed, perhaps in the form of a weekly chat with the new employee.

Arrangements should also be made for the employee to visit relevant departments with which they have regular contact in the course of their duties. At the end of the process the induction checklist should be signed by the relevant parties and filed in the employee's personnel file.

5.4. Items on the induction checklist:

- a) Zamzam Foundation background, values, goals
- b) Introduction to co-workers and departments
- c) HR file documentations
- d) Reporting structures
- e) Job description
- f) Policies and procedures
- g) Working hours, week and breaks
- h) Compensation and benefits
- i) Importance of regular attendance, punctuality
- j) Policy for phoning in absenteeism
- k) Overtime policy
- l) Dress code
- m) Health and safety hazards
- n) Safe working practices
- o) Performance standards / expectations for performance appraisal

- p) Safety / security procedures, location of emergency equipment, emergency exit routes.

Annex 1: Induction checklist

6. Zamzam Foundation commitment

Zamzam Foundation Human Resources Department will:

- a) Issue guidelines to familiarize managers and staff with the induction process.
- b) Provide a checklist for managers and staff to follow during the induction period.
- c) Ensure there is effective monitoring of the induction process, especially in the first three months of an employee with Zamzam Foundation.
- d) Deal with any problems promptly by providing an efficient service for both line managers and employees.
- e) Provide relevant formal training courses necessary to assist in the induction process.

7. Responsibilities:

7.1. Board Members, General Director, Line Managers, HR, Employees

8. Dispensations:

8.1. Dispensations cannot be granted for this policy unless there is a conflict with regulatory/statutory requirements in which case approval to a dispensation must be obtained from ZZF General Director.

9. Related Documents:

9.1. Job Description

10. Compliance Assurance Check:

10.1. The ZZF Internal Audit function will review all foundation operations periodically and report on any identified incidents of non-compliance to this policy.

10.2. The prevention, detection and reporting of non-compliance is the responsibility of General Director, HR, Line Manager, and Employees.

10.3. Employees who become aware or are suspicious of an activity or conduct which appears to be non-compliant should report the occurrence to the line manager or to higher authority if the line manager is involved.

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Policy Owner:	ZZF Head of Human Resources
Approval Date:	July 2019
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ZAMZAM FOUNDATION (ZZF)

POLICY No.3

POLICY TITLE: JOB DESCRIPTION POLICY

1. Risk Type

1.1. People's Risk

2. Policy statement

It is Zamzam Foundation's obligation to ensure that every employee within the foundation shall have a Job Title and a Job Description. A Job Title is the classification that identifies a specific job. A Job Description describes the outputs performed, its performance standards and competencies at a specific level.

3. Policy Purpose

This policy aims at enabling Zamzam Foundation hire the right people for the right positions, using minimum resources and time.

4. Policy Scope

3.1 Job Title

A Job title consists of a generic prefix as well as a descriptive suffix.

3.2 Purpose of Position

It is a brief description of the main purpose of the function highlighting the main contribution areas of the function.

3.3 Minimum Qualifications

The minimum formal/ informal qualification(s) required for the job function. This area provides a guideline for recruitment purposes to establish if a prospective candidate has the minimum theoretical background to perform the job requirements according to the needs of the business.

3.4 Minimum Experience

Describes the minimum requirements for the type and length of experience required from a candidate who is recruited for a specific position.

3.5 Core Critical Competencies

These are the core competencies a candidate requires in order to perform in a job successfully.

3.6 Knowledge

Refers to theoretical background, information, learning and understanding required in a subject or principle.

3.7 Skill

Refers to the special ability to perform certain tasks by means of applying theoretical/ technical principles or understanding.

3.8 Attributes:

These are personality traits required by the job function in support of performing daily tasks effectively.

3.9 Key Result Areas (KRA)

These are the main functional areas of a job that need to be performed to ensure value-add and contribution towards the business strategic objectives.

3.10 Key Activities

These provide a description of the processes and broad standard(s) required to perform the KRA.

3.11 Key Indicator

This is evidence that the KRA has been performed as required.

5. Policy Guidelines

1.1. The aim of this policy is to regulate the development and amendments of job descriptions and job titles, to ensure consistency and equity at all times in the business.

1.2. The HR department assumes the overall responsibility and custodianship for the implementation and maintenance of this policy as well as job descriptions themselves.

1.3. Help in identifying and describing the minimum requirements of a job in order to indicate what is expected from the employee according to the Zamzam Foundation's business needs.

- 1.4. Zamzam Foundation's job descriptions are confidential and may not be shared externally.
- 1.5. Job titles must consist of a generic prefix as well as a descriptive suffix. The prefix describes the hierarchical level and the suffix describes the broad function, e.g. Prefix: Board of Members, General Director, etc. and the suffix: Program/Project, Finance, Human Resources, Driver, and Manager.
- 1.6. Job descriptions must be relevant to the current business needs and may only be changed/ updated when:
 - (a) Major structural changes occur in Zamzam Foundation
 - (b) The job content has changed significantly over time.
 - (c) Re-foundation and rationalization of work in a department / unit/ section justify the changes.

6. Administration of job description

- 1.7. The need to change an existing job description or to develop a new one must be communicated to the Human Resources Department by members of the Board/ General Director and the Line Manager requesting for the change.
- 1.8. Human resources department will assist in timely compilation of the changes in terms of acceptable practice and policy.
- 1.9. HR department will develop a new job description with due involvement of the line manager/supervisor, General Director and incumbent, where relevant. The General Director will also sign off on the job description and record the review date where required on the job description.
- 1.10. The new job description and review date should be recorded by the HR department

7. Responsibilities:

- 7.1. Board Members, General Director, Line Managers, HR, Employees

8. Dispensations:

- 8.1. Dispensations cannot be granted for this policy unless there is a conflict with regulatory/statutory requirements in which case approval to a dispensation must be obtained from the ZZF's General Director.

9. Related Documents

9.1. Performance Management

10. Compliance Assurance Check:

10.1. The ZZF Internal Audit function will review all Foundation's operations periodically and report on any identified incidents of non-compliance to this policy.

10.2. The prevention, detection and reporting of non-compliance is the responsibility of General Director, HR, Line Manager, and Employees.

10.3. Employees who become aware or are suspicious of an activity or conduct which appears to be non-compliant should report the occurrence to the line manager or to higher authority if the line manager is involved.

Approved by:

The Board

Policy Owner:

ZZF Head of Human Resources

Approval Date:

July 2019

Review History:

Issued: July 2019

Next review: July 2020

ZAMZAM FOUNDATION (ZZF)

POLICY No.4

POLICY TITLE: EMPLOYEE DISCIPLINE POLICY

1. Risk Type

1.1. People Risk

2. Policy Statement

The employee discipline policy outlines disciplinary rules and procedures that Zamzam Foundation will undertake in addressing employee's misconduct in recognition that people make mistakes and employees may not always adhere to laid out policies and procedures. The policy ensures fairness and orderliness while addressing disciplinary actions across Zamzam Foundation.

3. Policy Purpose

This disciplinary procedure is meant to give employees a chance to correct the inappropriate behavior as well as assist them in the process. In addition, Zamzam Foundation wants to ensure that serious offences are thoroughly investigated and dealt with. This discipline policy focuses on preventive and corrective approach other than punitive.

4. Policy Scope

This disciplinary policy applies to all Zamzam Foundation employees.

5. Policy Guidelines

5.1. Line managers/supervisors with support from HR department are responsible for leading the disciplinary process. Depending on the severity of the offence, this may be escalated to the General Director. The process entails the following steps:

- a) Verbal warning
- b) Informal meeting with line manager/supervisor

- c) Formal warning
- d) Formal disciplinary meeting
- e) Punishments
- f) Termination

5.2. All the above steps are official and should be documented by line managers/supervisors. HR department must also keep records of the process from step C (formal warning) above onwards.

5.3. Line managers/supervisors should let employees know when they launch a progressive discipline procedure. For example, pointing out a performance issue is not necessarily a verbal warning and may be part of the regular feedback an employee receives. If a line manager/supervisor judges that a progressive disciplinary process is appropriate, they must clarify this to the employee and document the step.

5.4. Each of the above steps may be repeated instead of moving forward to the next step at HR department or the line manager's/supervisor's discretion. For example, a supervisor may choose to have more than one informal meeting with their employees before they ask HR to issue a formal warning. A line manager/supervisor may make a decision to repeat a step if they:

- a) Feel that the step was not properly executed the first time.
- b) See signs of improvement in the employee and wants to help them further in correction.
- c) Believes conditions or parameters change enough to make repeating the step necessary.

6. Misconducts leading to disciplinary action

6.1. Conflict of interest of employees on personal gain against Zamzam Foundation.

- a) Failure to comply with official working hours by:
 - i. Reporting to work late or leaving early from work.
 - ii. Loitering and idling during working hours.
 - iii. Being absent from work during working hours without permission or valid reason.
 - iv. Sleeping during working hours.

- b) Disorderly conduct or negligence of duty.
- c) Insubordination to supervisors.
- d) Reporting to work while intoxicated.
- e) Repetition of minor offences.
- f) Deliberately not performing assigned duties and responsibilities.
- g) Misuse and destroying office property.
- h) Subordination.
- i) Fraud and obtaining office money and property by false pretense.
- j) Use of abusive language and behavior.
- k) Being under the influence of alcohol and drug abuse during working hours.
- l) Unauthorized absence from work for several instances.
- m) Sexual harassment.
- n) Inappropriate use of internet during working hours
- o) Theft, misuse of Zamzam foundation's property and failure to account for use of the same.
- p) Giving false information in respect to educational qualification or experience to obtain employment.
- q) Giving out or sharing Zamzam Foundation's information without the necessary approval.

7. Disciplinary steps

7.1. Step 1

When a line manager/supervisor or HR department issues a verbal warning to an employee, they should do so in privacy. When appropriate, they should provide that employee with a copy of the Foundation's policy they violated, and explain the progressive disciplinary steps. The line manager/supervisor should provide employees with any coaching or advice needed.

Employees have [*two weeks*] to correct their behavior before step 2 takes effect.

7.2. Step 2

A line manager/supervisor or HR department, if appropriate, discusses corrective actions with the employee. Employees should receive actionable feedback on how to deal with an unintentional violation. They can review coaching or mentoring methods and are given 1 month to correct their behavior before step 3 takes effect.

7.3. Step 3

The employee receives a formal written warning from the HR department in consultation with the line manager/supervisor informing employee that if he/she does not correct their behavior within 1 week, step 4 will take effect.

7.4. Step 4

The employee is called in for a formal disciplinary meeting by the HR department, line manager/supervisor and General Director. He/she is granted the opportunity to explain things from their side of view and HR department is obliged to investigate. The HR department must clarify that this is the final step before an employee is penalized. The employee must correct their behavior immediately, failure to which, step 5 takes effect.

7.5. Step 5

This step encompasses any penalties that the employee will receive. This usually includes deduction of certain perks and benefits (as long as they are not mandatory by law). It may also include suspension without pay or demotion for serious offenses. Zamzam Foundation will provide counseling at this stage if appropriate (like for minor cases of substance abuse). This step will be applied uniformly and with fairness. The employee must correct their behavior within 1-month, failure to which, step 6 takes effect.

7.6. Step 6

An employee who continues to violate Zamzam Foundation's policies, either voluntarily or involuntarily, at this stage will be terminated. This step will follow an official investigation led by HR department with support from Zamzam Foundation's legal representative, when appropriate or necessary. The termination process shall be handled in a transparent and fair manner. A termination decision will be reached towards employees who are guilty of severe offences.

8. Appeals Process and Procedure

All employees who have been subject to disciplinary action have the right of appeal to an Appeals Committee. Appeals against the imposition of a penalty is allowed provided that the grounds of appeal are related to the procedural correctness of the disciplinary process or a claim that the penalty is unjust, because of suspicion or

prejudice, or unreasonable, because of disproportionate punishment in relation to the offence, or unwarranted, because the offence did not take place. In most cases, it is expected that employees and their line managers/supervisors will be able to resolve difficulties before involving the appeals procedure, and evidence that attempts at conciliation have been made will form part of the enquiries of an Appeals Committee.

9. Appeals Committee

9.1. Appeals Committee is an ad hoc body, convened by the General Director or his/her designate within 10 days of notification of the lodging of an appeals or complaint. (a) The Appeals Committee will comprise at least 2 members of the management, HR department and one employee appointed by the employee who launches the appeals. (b) Where the General Director or any other member of the Appeals Committee has had an involvement in the case, s/he should choose to exclude herself/himself from the deliberation of the Appeal Committee.

10. Procedure of an Appeals Committee

10.1. An employee who wishes to lodge an appeal must present a written statement of the grounds of appeals to the HR department within 10 working days of receiving of the penalty which is contested. The HR department, upon receipt of the appeal will prepare a dossier to the General Director advising on the convening of the Appeals Committee.

10.2. The Appeals Committee may summon any employee or examine any evidence which it deems pertinent to the case under discussion. The employee who has lodged the appeal has the right to see all such information and to be present at the examination of any person by the Appeals Committee, or to delegate another employee to act on their behalf. The employee has the right to written or verbal presentation to the Appeals Committee of his or her case.

10.3. Within 20 working days of the convening of an Appeals Committee, a written report from the committee is submitted to the General Director.

10.4. The report must represent the unanimous view of the Appeals Committee.

- 10.5. The report is prepared and signed by both the members of the Appeals Committee in form of a summary of the background to the appeal, a report of the proceedings of the committee and the recommendation of the committee, which may be either repeal of the penalty, diminution of the penalty or upholding of the penalty.
- 10.6. The General Director considers the report and may question any of the committee members or the employee for clarification, before a final decision is made.
- 10.7. When the General Director has reached a decision, which must occur within 10 working days after submission of the report, this is communicated to the employee in writing. A copy is sent to each member of the Appeals Committee, HR department, and to the relevant line manager/supervisor.
- 10.8. In such cases in which no satisfactory solutions are reached and when a complaint continues to exist, it will be possible for the employee to seek a resolution higher up in the Zamzam Foundation's Board.

11. Responsibilities:

- 11.1. Board Members, General Director, Line Managers, HR, Employees

12. Dispensations:

- 12.1. Dispensations cannot be granted for this policy unless there is a conflict with regulatory/statutory requirements in which case approval to a dispensation must be obtained from ZZF's General Director.

13. Related Documents

- 13.1. Grievance and Disputes Settlements
13.2. Employee Termination

14. Compliance Assurance Check

- 14.1. The ZZF Internal Audit function will review all Foundation's operations periodically and report on any identified incidents of non-compliance to this policy.

14.2. The prevention, detection and reporting of non-compliance is the responsibility of General Director, HR, Line Manager, and Employees.

14.3. Employees who become aware or are suspicious of an activity or conduct which appears to be non-compliant should report the occurrence to the line manager or to higher authority if the line manager is involved.

Approved by: The Board
Policy Owner: ZZF Head of Human Resources
Approval Date: July 2019
Review History: Issued: July 2019
Next review: July 2020

ZAMZAM FOUNDATION (ZZF)

POLICY No.5

POLICY TITLE: EMPLOYEE PERFORMANCE MANAGEMENT POLICY

1. Risk Type

1.1. People Risk

2. Policy statement

The performance management policy consists of guidelines that Zamzam Foundation follows in ensuring that best talents are selected, continuously improved and retained. It focuses on organizing, mentoring, coaching, guiding and evaluating employees' individual growth and development within Zamzam Foundation.

3. Policy Purpose

The performance management process ensures that Zamzam Foundation's strategic results are well aligned with employees' individual goals in order to fetch best results for both parties. The procedural process also provides a clear guideline towards achieving Zamzam Foundation's ultimate business goal, for now and in the future.

4. Policy Scope

The Policy underscores the need to align Zamzam Foundation goals and those of employee for greater results/output for both parties. All employees working for Zamzam Foundation must follow the performance management procedure in their respective positions as employees and as line managers/supervisors, and General Director.

Annex 1: Objectives setting form

Annex 2: Review and Performance Objective form

5. Policy Guidelines

- 5.1. This Policy is meant to guide employees, including line managers/supervisors, designed to help Zamzam Foundation be as effective as possible in our business. The essential component of all the activities is to create opportunities for conversation between line managers/supervisors and employees. These conversations are key in managing people, their performance as well as their career growth and personal development.
- 5.2. The process provides a well-defined staff development plan that originates from the needs of an individual employee, which ultimately benefits Zamzam Foundation through the ability to attract and retain highly qualified and competent employees.
- 5.3. The performance management process facilitates Zamzam Foundation to focus on its overall mission and vision for effective delivery of their business.
- 5.4. Employees have the right to have their performance managed and a responsibility for ensuring it is effectively managed.
- 5.5. Line managers/supervisors have the responsibility to manage his/her employees' performance, as well as accountability for ensuring it is managed.
- 5.6. Performance Management also ensures that employees are as effective as possible by enabling:
 - a) Setting up of clear objectives and expectations
 - b) A link between foundation's vision, strategy and individual's and team's objectives
 - c) Professional and personal development
 - d) Alignment to Zamzam Foundation culture and values
 - e) Accountability

6. Managing performance at Zamzam Foundation

- 6.1. The process starts at the beginning of the financial year, which is January and all employees MUST have set their objectives by end of February, the same year.
- 6.2. HR department has the responsibility of ensuring that objectives' setting is carried out in a timely manner.
- 6.3. Employees set out their individual objectives with the guidance of their line manager/supervisor, which are defined by the employees' job description.

- 6.4. The conversations between a line manager/supervisor and an employee are the key and essential component of the performance management process. The information helps to structure an open and sincere dialogue between an individual employee and his/her line manager/supervisor. They are also expected to set up regular reviews to monitor progress of objectives and to provide feedback on progress on quarterly or biannual basis.
- 6.5. This procedure is mandatory to all employees of Zamzam Foundation.

7. Setting Objectives

- 7.1. Objectives setting commences at the beginning of each financial year (within the first month), whereby an employee sets individual objectives that form the basis of activities he/she anticipates to achieve in the next 12 months of the financial year. This process is of course in line with the ultimate goals of Zamzam Foundation.
- 7.2. An objective is a specific result an employee aims to achieve within a specified time frame and with available resources. Objectives are basic tools that underlie all planning and strategic activities. It should be clearly written describing specific actions or tasks with a measurable end result to be accomplished within a specific timeline. They are key functions derived from the employee's job description.
- 7.3. An objective should be SMART and should include indicators, activities and timelines.
- S-SPECIFIC**—state exactly what you want to accomplish (who, what, where and when)
 - M-MEASURABLE**—how to evaluate with the aim of reaching the set out objectives or the progress made.
 - A-ACHIEVABLE**—the objectives should be realistic and within ability to reach
 - R-RELEVANT**— objectives, “should it be done?”, “why”? And “what will be the impact?” (are objectives aligned with Zamzam Foundation Strategic plan?)
 - T- TIMELY**—timelines should be realistic. By when the objectives are achieved.
- 7.4. Both parties should make sure that the laid out objectives work towards the mission and vision of Zamzam Foundation and in line with the strategic plan.

7.5. The following questions should be asked during objectives planning conversation:

- a) What is the employee going to do to contribute to and facilitate the achievement of Zamzam Foundation strategic plan?
- b) Employee's contribution to Zamzam Foundation's challenges.
- c) Employee's work priorities for the coming year.
- d) Key functions of an employee's role.
- e) Employee's coordination, collaboration, and alignment of priorities.
- f) Competences and skills the employee will need to engage over the specified period.

7.6. There are two types of objectives:

- a) Performance (towards achieving deliverables)
- b) Professional development objectives (improvement of an existing skill or acquisition of a new skill). Professional development objectives aim at improving the skills of an employee to become more effective and efficient in their role as well as preparing them for better opportunities within the foundation. Learning from professional development is not confined to training courses and other formal learning. Often, on-the-job training that is linked to your current work can be the best way to learn. In addition, it might be that coaching, mentoring, shadowing others, workshops, reading, exchange visits, or job swaps might be relevant to building the skills needed.

8. Objectives planning at a glance

- a) The employee or manager/supervisor should make an appointment to have one-to-one meeting, preferably face-to-face, to discuss objectives.
- b) Objectives should be documented in the Zamzam Foundation's **Objectives Setting Form**.
- c) Each employee MUST set 3 to 4 objectives and a professional development objective. Each objective should include measurement indicators.
- d) Line manager/supervisor should be involved in setting as well as signing off the objectives.

9. Daily Management

9.1. Both the employee and the line manager/supervisor should be guided by the set out objectives' specific activities while performing their duties as well as while supervising employees. This not only brings harmony between the two parties but also ensures that the ultimate objectives of Zamzam Foundation are achieved at the end of the day. Both parties should try to:

- a) Discuss progress of work.
- b) Review achievements verses what was agreed beforehand.
- c) Set priorities.
- d) Give on job coaching where appropriate, identifying any problems and providing more effective ways of working.
- e) Providing feedback.
- f) Work towards providing solutions.

10. Review Process

10.1. This refers to either the biannual or quarterly review process whereby the line manager/supervisor and employee meet to review the progress of set objectives in line with business strategy.

- a) Quarterly/Midterm review process for quarterly, reviews will be conducted in April, July and October while for biannual, it will be conducted in December of every year. Employees will use the Zamzam Foundation's Performance Review Form to document the process
- b) Annual Performance Review Process - The annual performance review is conducted before end of December of the same year.

10.2. Employee should prepare for the appraisal meeting by reviewing recommendations from either the midterm or biannual review meeting.

10.3. Employee and line manager/supervisor should have a good, honest, and open conversation on each objective and employee's overall performance.

10.4. Performance results, including rating are documented by the line manager/supervisor on Zamzam Foundation's Review and Performance Objectives Form.

10.5. Both parties should sign the Review and Performance Objectives Form, agreeing that the content fairly summarizes the review meeting. If an employee has any disagreement with content or rating, he/she can elaborate verbally or in writing.

11. Guiding questions

11.1. The line manager/supervisor may ask the employee the following questions during the review:

- a) What do you feel most proud of being part of Zamzam Foundation in the past months or year?
- b) What have you been able to achieve, based on the objectives you set at the beginning of this period?
- c) What have you not been able to achieve?
- d) What would you have needed to make the achievement?
- e) What did you want to achieve?
- f) What was the level of development?
- g) Have you learnt new skills?
- h) Can you identify any new area of improvement?
- i) What would you like to do differently?

11.2. While giving feedback, line managers/supervisor should start on a positive note. He/she should build on the strengths of the employee during the conversation. It is also important to appreciate and acknowledge achievements.

11.3. While addressing areas of improvement, the line manager/supervisor should try as much as possible to back up his/her reviews with facts and ask for the employee's input and perspective.

11.4. Focus should be on future learning while employee's strengths should be the basis for future improvements from lessons learnt.

12. Performance Rating

a) Excellent Performance

Demonstrates strong, consistent performance, particularly in critical competencies, skills, and responsibilities. The employee's work results add value

beyond the scope of the current role, often benefiting a wider than anticipated. Such an employee frequently exceeds the critical job requirements.

b) Good Performance

Employee consistently meets all required standards and responsibilities, demonstrates good and solid performance. He or she shows initiative and their outputs are dependable and of high quality. Employee is a competent, knowledgeable individual who consistently meets all the core requirements of the position. This rating represents successful performance.

c) Average Performance

The employee overall performance is on an average level meets fairly the standards required for competent performance and requires immediate improvement. He/she consistently performs on average the set out deliverables of this position. The rating represents a fair performance but needs to be improved.

d) Below Average

The employee overall performance does not meet the standards required for competent performance and requires immediate improvement. He/she consistently performs below the set out deliverables of this position. Employee lacks competence and knowledge of critical aspects of his/her position

13. What to do if a Line Manager and Employee disagrees on the ratings

13.1.Both parties to engage in discussion by involving the HR department and General Director to objectively understand how they have reached their conclusion.

14. How to manage Poor Performance

14.1.Address poor performance directly with the employee to diagnose factors causing the poor performance, to establish whether it is a problem of capability or motivation. Line managers/supervisors should try and approach the subject informally first by finding out from the employee if this is caused by equipment they use or resources they need to do their jobs. Also find out if there are points of frustration and if they are missing anything. See if they have any knowledge or skills gaps and train them. In case an employee has low motivation but has

the necessary skills, the line manager/supervisor should set clear and meaningful objectives to make sure they understand what is expected of them or what they need to improve and provide support on how to help them succeed in meeting the objectives. Ensure regular feedback on their current performance and long-term expectations. The feedback should be timely, open, and honest and acknowledge success. Line manager/supervisor should give constructive criticism as employees need to be aware of their weaknesses. If there is no room for improvement, then it is the employee's time to move on.

15. How to manage Excellent Performance

15.1. When you have excellent performance in a team, the line manager/supervisor has to be particularly carefully about how to acknowledge employees and continue to keep them motivated at such a high level of performance. Have a conversation with them about what motivates them. Employees are generally motivated by different things and it is the responsibility of the line manager/supervisor to find out these particulars. Think about what might be most important to them in being recognized. Zamzam Foundation rewards good performance by increment through classification salary by 1 step of a grade.

16. How to manage performance if newly hired

16.1. For a new employee, as part of the onboarding process the line manager/supervisor should have a conversation about the employee's objectives. They should set and agree on clear, individual objectives which ensures the employee understands what is expected of him/her to achieve. Objectives can be for a shorter term--between one and three months. An introductory review within the deemed period is undertaken and then brought into the annual cycle of Zamzam Foundation performance management. If introductory review and mid-year or annual review overlap or are very close together, the midyear/annual can be skipped. Note: Newly appointed employees, for less than six months are not eligible to performance appraisal.

17. Responsibilities:

17.1. Board Members, General Director, Line Managers, HR, Employees

18. Dispensations:

18.1. Dispensations cannot be granted for this policy unless there is a conflict with regulatory/statutory requirements in which case approval to a dispensation must be obtained from ZZF’s General Director.

19. Related Documents

- 19.1. Grievance and Disputes Settlements
- 19.2. Employee Termination

20. Compliance Assurance Check

- 20.1. The ZZF Internal Audit function will review all foundation operations periodically and report on any identified incidents of non-compliance to this policy.
- 20.2. The prevention, detection and reporting of non-compliance is the responsibility of General Director, HR, Line Manager, and Employees.
- 20.3. Employees who become aware or are suspicious of an activity or conduct which appears to be non-compliant should report the occurrence to the line manager or to higher authority if the line manager is involved.

Approved by: The Board
Policy Owner: ZZF Head of Human Resources
Approval Date: July 2019
Review History: Issued: July 2019
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ZAMZAM FOUNDATION (ZZF)

POLICY No. 6

POLICY TITLE: EMPLOYEE LEAVE POLICY

1. Risk Type

1.1. People Risk

2. Policy Statement

Staff members are provided with leave arrangements that enable them to balance work with rest and recreation, family responsibilities and other specific purposes. A safe and healthy workplace enables and encourages staff members to take breaks from their employment and provides them with an opportunity to refresh themselves away from the work environment. It is in the best interests of employees and of Zamzam Foundation that annual leave entitlements are taken each year. All employees are entitled to accrue and take leave in accordance with the relevant Somalia Labor law.

3. Policy Purpose

This policy seeks to clarify the employee's entitlements and obligations in relation to leave. In general, planned leave has to be mutually agreed, taking into account Zamzam Foundation's workloads and employee's needs. Except in cases where the employee could not anticipate the absence, leave must be approved in advance on the relevant leave Form.

4. Policy Scope

This policy applies to all Zamzam Foundation employees and is in compliance with Somalia Labor Law.

Annex 1: leave form

5. Policy Guidelines

5.1. Requests for leave of 2 weeks or longer should be made at least two weeks in advance of intended commencement date in the prescribed form. The staff

member should take the initiative and make provisions for the handing over of her/his tasks, so as to ensure a continuation of the work.

- 5.2. New employees should normally complete 6 months in service before being granted paid leave. However, in exceptional cases, consideration will be given to requests from employees who have completed a minimum of three months on a pro rata basis, at the discretion of the General Director.
- 5.3. Where employment is terminated before the completion of a 12 months leave period, but after 2 months of continuous service, the employee will be entitled to 1.7 days leave with full pay for each completed month of service.
- 5.4. Leave may not be accumulated in excess of 10 days from 1 year to the next and in such cases leave carried forward must be cleared by 31st March of the following year.
- 5.5. All documentation regarding leave entitlements and utilization will be kept in the employees' personal file. Part-time employees will accrue leave entitlements on a pro-rata basis.

6. Types of Leave

6.1. Annual leave:

- a. It is paid time of work granted by Zamzam Foundation to employees to be used at their pleasure.
- b. Employees are entitled to 20 days' annual leave. Annual leave will be calculated on a calendar year basis and applied pro rata.
- c. Annual leave may not be accumulated in excess of 10 days from 1 year to the next and in such cases annual leave carried forward must be cleared by 31st March of the following year.

6.2. Recalling a Person Who is on leave (holiday)

- a. If it happens for work reasons that an employee who is on annual leave (holiday) is recalled he/she shall be given his/her leave on another period, in addition to the number of days that person is travelling to the workplace.
- b. Zamzam Foundation will pay the travel expense and meals during his/her travel as a travel allowance.

6.3. Public Holidays

This apply to all employees. At the moment of writing the terms & conditions, these are the gazette public holidays in Somalia as per the Somalia Labor law:

1. Eid EI-Fitri (Eid following Ramadan): 2 days
2. Eid EI-Adha (Eid following Haj): 3 days
3. 12th Rabi El Awal - Mawlid Nabi (Birth of Prophet): 1 day
4. Labour day – 1st May: 1 day
5. 26th June: 1 day
6. Independence Day – 1st July: 1 day

In case a public holiday falls on a weekend, a compensation day is given to staff as well as any staff on annual leave at the time.

6.4. Sick Leave

- a. The employee has a right to 1-day sick off without the recognition of a doctor. If the employee requires more days without a doctor's recognition, those days will be deducted from his/her annual leave.
- b. Sick leave of more than one day shall be proved by a qualified doctor, proving that the employee may not perform his/her duties due to sickness and needs to rest.
- c. In case of a severe sickness, or an accident, an employee is granted 2-months sick leave in a year, with full pay. In an event whereby an employee is still unable to resume duty, they will be granted an additional 2 months without pay. Thereafter contract shall be terminated on medical grounds. Such an employee MUST have completed their probationary period.
- d. Should illness be caused through the employee's own neglect or misconduct the full salary will be forfeited for the whole or any part of the period of absence from duty at the discretion of the General Director.
- e. In the case of absence from duty as a result of an accident sustained while on duty and not due to the employee's willful misconduct or neglect, full salary may be allowed for the period allowed for sick leave as indicated above.
- f. Employees who fall ill during annual leave must make efforts to inform the line manager/supervisor and subsequently submit a Certificate from an

approved medical practitioner covering the period of absence from duty.
For eligibility of continuation of annual leave.

- g. Sick employees have to report to their line manager/supervisor or HR department on the first day they fall sick before 09:00am by calling or text message. The line manager/supervisor will then inform the HR department.

6.5. Compassionate Leave

An employee who has worked for at least 6 consecutive months has a right of three (3) leave days if any of the following family events occurs:

- i. If one of the employee's parent's dies.
- ii. If one his/her children dies.
- iii. If his spouse is delivering a baby (paternity) or dies, or if her spouse dies;
- iv. If sister/brother/grandparents dies.

6.6. Marriage Leave

An employee is granted 7 days for marriage.

6.7. Maternity Leave

- a. Female employees are eligible for 16 weeks' maternity leave with full pay. A female employee shall start her maternity leave 4 weeks before the time assumed to give birth (when she enters her 9th month) or when a qualified doctor confirms that she needs maternity leave for her or her baby's health.
- b. The female employee shall submit her leave form informing of the period she is taking and date of resuming work at least 4 weeks before commencement of her maternity leave. Unless she could not submit it because of sickness.
- c. If the female employee miscarriages during or after her seventh month, she is entitled of 6 weeks leave.
- d. On her return to work, every effort will be made to ensure that the staff member will not be disadvantaged in her work environment.

Note: A female employee who requests for maternity leave MUST bring a medical certificate from an approved doctor indicating the expected date of delivery.

6.8. Nursing – (Breast-Feeding)

Breast-feeding female employees will be given consideration on their working hours. They shall be given 2-hour breast-feeding break each day, until the baby reaches 1-year-old. The Female employee will therefore work 6 hours per day for a period of one (1) year either she reports early morning and leave early or she reports 2 hours late. This will be a discussion and approval from her line manager.

6.9. Paternity Leave

The male employee is entitled to paternity leave for a duration of 3 days upon presentation of the birth certificate of the newly born baby.

6.10. Conflicting public holidays

If a couple of holidays conflict with each other, the employee shall be given the total number of holidays required. For example, if Eid falls on a public holiday, employees are entitled to 2 days (both the public holiday and Eid)

6.11. Leave without pay

- a. This occurs in a situation whereby an employee has exhausted his/her annual leave and still requires time off work due to unforeseen emergencies. Zamzam Foundation's General Director has the discretion to approve leave without pay.
- b. In general, leave without pay will not be granted in a situation where an employee has an applicable entitlement for paid leave that is annual leave.

6.12. Study Leave

- a. All employee are entitled to ten (10) working days of study annually at the direction of the supervisor to prepare for their examinations. Employee has to seek the approval of his/her line manager/supervisor prior to one month before this leave request to plan accordingly. Under the exceptional circumstances an employee can request study leave of more than ten (10) working days but these has to be approved by General Director.
- b. Employee has to provide a proof of the examinations schedule or time table from a reputable university or college, the HR department has the responsibility to verify with the learning institution before approval.

7. Responsibilities:

7.1. Board Members, General Director, Line Managers, HR, Employees

8. Dispensations:

8.1. Dispensations cannot be granted for this policy unless there is a conflict with regulatory/statutory requirements in which case approval to a dispensation must be obtained from ZZF's General Director.

9. Related Documents

9.1. Employment Grievance and Disputes Settlements

9.2. Somalia Labor Law

10. Compliance Assurance Check

10.1. The ZZF Internal Audit function will review all foundation operations periodically and report on any identified incidents of non-compliance to this policy.

10.2. The prevention, detection and reporting of non-compliance is the responsibility of General Director, HR, Line Manager, and Employees.

10.3. Employees who become aware or are suspicious of an activity or conduct which appears to be non-compliant should report the occurrence to the line manager or to higher authority if the line manager is involved.

Approved by:	The Board
Policy Owner:	ZZF Head of Human Resources
Approval Date:	July 2019
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ZAMZAM FOUNDATION (ZZF)

POLICY No.7

POLICY TITLE: EMPLOYEE TALENT MANAGEMENT POLICY

1. Risky Type

1.1. People Risk

2. Policy Statement

Zamzam Foundation ensures that the workforce in place meet the Foundation's current and future business expectations. The talent management process looks at all key aspects in an employee's life cycle—selection, performance management, development and succession. This process is carried out with fairness in the decision-making process to ensure transparency, equity and value for Zamzam Foundation resources.

3. Purpose of the Policy

To provide Zamzam Foundation with a procedural process when it comes to hiring and retention of a superior work force. It also addresses transparency and accountability in decision-making involving employees' learning and career development within Zamzam Foundation.

4. Policy Scope

This policy is applicable to all Zamzam Foundation employees irrespective of their nature of contractual engagement and job grades.

5. Policy Guidelines

5.1. Responsibilities of talent Management within Zamzam Foundation:

- a) Ensures clear understanding of Zamzam Foundation's current and future business strategies to all employees.
- b) Identify gaps between the talent in place and the talent required to drive business success.

- c) Design a sound talent management plan with the aim of closing talent gaps by integrating this with strategic and business plans of Zamzam Foundation.
- d) Ensuring transparency when it comes to hiring and promotion decisions.
- e) Connecting individual employee's objectives to Zamzam Foundation's corporate goal as well as provide clear expectations and feedback to manage performance.
- f) Developing employee's talent to enhance performance in current positions as well as readiness for transition to the next level.
- g) To ensure business impact and employee's effectiveness.

5.2. Individual employees

Each and every employee must ensure that they set up their individual objectives according to the performance appraisal procedural process. Reason being that, these results will feed into the talent management process of the employees.

5.3. Line managers/Supervisors /General Director/Boards

In Zamzam Foundation line managers/supervisors/ General Director/Board are responsible for development and full potential of those under them by ensuring guidance in the performance management process and procedure. Proper objectives setting will automatically lead to good performance of employees as well as identification of gaps in terms of capacity, thus learning and development needs.

5.4. Human Resources Department

- a) The human resources department in Zamzam Foundation will ensure proper assessment of training and development needs amongst employees. The basis of this assessments will be the results of the performance appraisal which forms part of the employee's personal file.
- b) Decisions reached on trainings and other talent development activities must be in line with strategic objectives of Zamzam Foundation.
- c) Must ensure equal treatment of all employees, in terms of information sharing on opportunities, access to such information as part of the talent management process.

6. Responsibilities:

6.1. Board Members, General Director, Line Managers, HR, Employees

7. Dispensations:

7.1. Dispensations cannot be granted for this policy unless there is a conflict with regulatory/statutory requirements in which case approval to a dispensation must be obtained from ZZF's General Director.

8. Related Documents

8.1. Job Descriptions

9. Compliance Assurance Check

1.1. The ZZF Internal Audit function will review all foundation operations periodically and report on any identified incidents of non-compliance to this policy.

1.2. The prevention, detection and reporting of non-compliance is the responsibility of General Director, HR, Line Manager, and Employees.

1.3. Employees who become aware or are suspicious of an activity or conduct which appears to be non-compliant should report the occurrence to the line manager or to higher authority if the line manager is involved.

Approved by:	The Board
Policy Owner:	ZZF Head of Human Resources
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POLICY No. 8

POLICY TITLE: EMPLOYEE TRANSFER AND PROMOTION POLICY

1. Risk Type

1.1. People risk

2. Policy Statement

Zamzam Foundation offers qualified employees the opportunity to seek career development and growth through transfers and promotions within the Foundation. We also acknowledge that jobs' roles will naturally change over time with emergence of new technologies, inventions and initiatives in the workplace.

3. Policy Purpose

To provide a clear and standard procedure that Zamzam Foundation follows to ensure transparency, equality and accountability during decisions on transfer and promotions for employees in different job groups and departments.

4. Policy Scope

The policy is applicable to all employees, including line managers/supervisors in Zamzam Foundation.

5. Policy Guidelines

5.1. When a line manager/supervisor or General Director and even Board member wishes to request for transfer of an employee, he/she should:

- i. Submit a letter of recommendation to the HR department stating the transfer, skills, abilities and evaluation of staff performance.
- ii. The employee must be informed of this recommendation before any action is undertaken.

5.2. If it is the employee seeking a transfer the following should be taken into account:

- i. He/she must have initially discussed with the line manager/supervisor or General Director of his/her interest.
 - ii. The employee should have a complete performance evaluation in place.
- 5.3. When it is the HR department requesting for the transfer, this may be due to knowledge of abilities, talents, or experience of employee that would result in better utilization of skills.
- 5.4. A complete performance evaluation is done with a recommendation of personal developed plan.
- 5.5. The current line manager/supervisor and General Director must verify that all eligibility criteria for an employee's transfer has been met, including verifying the employee's past work performance, before recommending an employee for transfer.
- 5.6. After an employee has been selected and approved by the General Director or Board Members for transfer to another department, the line manager/supervisor of respective department(s) will determine a mutually acceptable transfer date. When assuming the new job, the start date will be a mutual agreement between the current line manager/supervisor and the future line manager/supervisor. The employee does not decide the starting date themselves.
- 5.7. The receiving line manager/supervisor should receive a completed performance evaluation from the former line manager/supervisor of the transferring employee as agreed as and not later than 30 days after the effective date of transfer.
- 5.8. All employees transferring to a new department or position will undergo a 2 months' probationary period.
- 5.9. The probationary period is established to ensure that the employee selected for the new position is qualified and can meet the minimum performance standards for that position.

6. Definitions

- 6.1. A transfer occurs when a classified employee is appointed to the same or similar position in another department.
- 6.2. Most transfers will occur as a result of a job posting. Employees may apply for a transfer opportunity provided they meet the following eligibility requirements:

- a) A minimum of 1-year continuous service in the present position, or approval of the line manager/supervisor.
 - b) Current performance of the employee should be satisfactory, not subject to any form of disciplinary action.
 - c) Must meet the minimum experience, skills, and education qualifications for the open position.
- 6.3. Promotion refers to a move whereby an employee takes up a vacant position which is of a higher-grade level either within the current department or in another department. Promotions are generally accompanied by salary increment at the time of promotion.

7. General Provision applicable to all cases of transfer and promotion

- a) The employee MUST meet the qualifications standard of the positions under considerations.
- b) The employee must be acceptable to the line manager/Supervisor in to which the transfer is anticipated.
- c) There must be a mutual agreement between the two-line managers / supervisors and human resource department relative to the terms of the proposed transfer.
- d) No Line manager /supervisor should discuss the potential transfer of an employee without clearance through the General Director and human resource department. If a head of department/supervisor wishes to investigate the possibility of securing the service of an employee in another department, he/she shall submit a letter to the human resource department indicating the interest and providing such additional information as might be pertinent in determining whether such a transfer might be suitable for all parties concerned. If the preliminary review indicates the transfer would warrant further consideration, the human resource department will coordinate the subsequent actions necessary to initiate the transfer process.
- e) An employee may not enter into direct contact with another department regarding transfer and must receive clearance from the human resource department before any negotiations take place.
- f) An employee subject to transfer from one department to another will carry

- any accumulated leave balance from his/her previous department into the new department.
- g) A number of factors must be considered in promotional possibilities to positions involving greater responsibilities, including job posting, performance evaluation, initiative, and dependability to aid in selecting qualified candidate for any promotion.
 - h) Employees are encouraged to discuss future promotional opportunities at any time with their line manager/supervisor, General Director or the Human Resource Department.
 - i) Promotions usually provide an opportunity to take up additional responsibilities which in the end results to career growth and development to employees benefiting from the promotion.
 - j) Qualified employees will be considered for promotion opportunities regardless of race, sex, age, religion nationality and disability.
 - k) All transfers and promotion should be approved and signed off by the Board members and General Director as the final authority.

8. Responsibilities:

8.1. Board Members/General Director, Line Managers, HR, Employees

9. Dispensations:

9.1. Dispensations cannot be granted for this policy unless there is a conflict with regulatory/statutory requirements in which case approval to a dispensation must be obtained from ZZF General Director.

10. Related Documents

10.1. Performance Management Policy

10.2. Job descriptions

11. Compliance Assurance Check

11.1. The ZZF Internal Audit function will review all foundation operations periodically and report on any identified incidents of non-compliance to this policy.

11.2. The prevention, detection and reporting of non-compliance is the responsibility of Director General, HR, Line Manager, and Employees.

11.3. Employees who become aware or are suspicious of an activity or conduct which appears to be non-compliant should report the occurrence to the line manager or to higher authority if the line manager is involved.

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Policy Owner: ZZF Head of Human Resources
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POLICY No. 9

POLICY TITLE: EMPLOYEE GRIEVANCE AND DISPUTES SETTLEMENT POLICY

1. Risk Type

1.1. People Risk

2. Policy Statement

Zamzam Foundation recognizes that employees may from time to time have work related complaints, disputes or grievances and that every employee has the right to raise their concerns with management. We therefore have an open-door policy in handling employees' desires to air their concerns affecting them at work, presently or in the future, while working with Zamzam Foundation.

The policy and foundation procedures reflect values, approaches and commitments of Zamzam Foundation. We shall provide a set of procedural guidelines to assist in decision making process in case of a work-related grievance and disputes.

3. Policy Purpose

This policy outlines a procedural process that Zamzam Foundation shall follow in addressing and resolving work related grievances and resolving disputes. That is: who does what; specific steps to undertake; and internal documents to use

4. Policy Scope

Grievances are concerns, problems or complaints that employees raise with their employer in trust. A grievance will include an issue relating to an individual employee with regard to his or her conditions of service, working practice or working conditions that they feel dissatisfied with.

Dispute settlement is the process of addressing and resolving concerns, complaints and problems addressed by either employees or employers.

5. Policy Guidelines

- 5.1. Zamzam Foundation ensures that all grievances and complaints raised by employees are addressed in the best way possible (transparently, fairly, equitably and most effective manner).
- 5.2. Employees should in the first instance raise any complaints, disputes or grievances with their line manager/supervisor in writing. If this is not possible, they can address this through the HR department or employee's line manager's manager.
- 5.3. Line managers and the HR department are responsible for executing the disciplinary procedure to employees in question. In cases where disciplinary action is severe, then it escalates to Zamzam Foundation management or the Board.

6. Steps to reporting grievances

- 6.1. Step 1: In the first instance, the complaint should be made through the employee's line manager. Where this is not practical, the matter may be discussed with the line manager's manager. The Manager will arrange an interview not later than two (2) days after receiving the complaint and will prepare a written record of the interview with her/his recommendation towards resolving the grievance. The recommendation should be endorsed by the Line Manager (or her/his Manager, where the Line Manager is already involved).
The documented record must be sent to the employee not later than five (5) working days after the interview. Within five (5) working days of receiving this record the employee may appeal to the next level of management if he/she feels that the grievance has not been resolved.
- 6.2. Step 2: At this second stage, the Line Manager (or her/his Manager) will arrange an interview not later than five (5) working days after receiving the appeal and will call for the written record of the first interview. After the interview, the Line Manager (or her/his Manager) will prepare a written record of the meeting together with a recommendation for resolving the grievance. This written record must be sent to the staff member within five (5) working days of the interview. If the complaint remains unresolved, the employee may appeal to the General Director within five (5) working days of receiving the record, stating in writing the grounds for the appeal.

6.3. Step 3: At this third stage, the General Director will arrange an interview not later than seven (7) working days after receiving the appeal and will call for the records of previous interviews. After the interview, the General Director will prepare a written record of the meeting with a recommendation for resolving the grievance and send this record to employee within five (5) working days of the interview. This will be the final stage of the procedure and the decision of the General Director will be final.

Given the different circumstances of work and placement of staff in different locations, it should be admitted that in certain cases it might be difficult to respect the timing defined in this structure.

6.4. Therefore, it is suggested that in any grievance procedure time limits should be reviewed and agreed case by case. Wherever possible, the time limits should follow those given above.

7. Responsibilities:

7.1. Board members, General Director, Line Managers, HR, Employees

8. Dispensations:

8.1. Dispensations cannot be granted for this policy unless there is a conflict with regulatory/statutory requirements in which case approval to a dispensation must be obtained from ZZF's General Director.

9. Related Documents

9.1. Code of Conduct

9.2. Grievance & Disputes Settlements policy

9.3. Employee Discipline

9.4. Employee Termination

10. Compliance Assurance Check

- 10.1. The ZZF Internal Audit function will review all foundation operations periodically and report on any identified incidents of non-compliance to this policy.
- 10.2. The prevention, detection and reporting of non-compliance is the responsibility of General Director, HR, Line Manager, and Employees.
- 10.3. Employees who become aware or are suspicious of an activity or conduct which appears to be non-compliant should report the occurrence to the line manager or to higher authority if the line manager is involved.

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ZAMZAM FOUNDATION (ZZF)

POLICY No.10

POLICY TITLE: DATA PROTECTION POLICY

1. Risk Type

1.1. People Risk

2. Policy Statement

Zamzam Foundation is committed to treating information of their employees, customers, stakeholders and other interested parties with utmost care and confidentiality.

3. Policy Purpose

Data protection policy ensures that all data and information relating to employees, clients and the wider stakeholders of Zamzam Foundation is handled with utmost confidentiality at the point of gathering, usage and storage.

4. Policy Scope

This policy is applicable to all stakeholders, both, internally and externally (employees, job candidates, customers, suppliers, consultants, partners) who provide or share information with Zamzam Foundation. Generally, this policy refers to anyone who collaborates with or acts on behalf of Zamzam Foundation and may need occasional access to data or information.

5. Policy Guideline

5.1. Personal data

As part of Zamzam Foundation's operations, there is occasional need to obtain and process information. This information includes any offline or online data that makes a person identifiable such as names, addresses, usernames and

passwords, digital footprints, photographs, social security numbers, financial data and many others.

5.2. Confidentiality

All employees are required at all times to preserve the confidentiality of Zamzam Foundation, never to share any information about the details of how Zamzam Foundation's business is conducted, or Zamzam Foundation's policies, papers and files, with anyone outside the foundation without the permission of the concerned authority. This obligation shall continue in perpetuity.

5.3. Employees' Responsibility

Failure to abide by this policy shall result to disciplinary action for gross Misconduct. Zamzam Foundation Employees will always ensure that data and information in their docket is:

- a) Accurate and kept up-to-date.
- b) Collected fairly and for lawful purposes only.
- c) Processed by the Foundation within its legal and moral boundaries.
- d) Protected against any unauthorized or illegal access by internal or external parties.

5.4. Zamzam Foundation will ensure that information and data will not be:

- a) Communicated informally.
- b) Stored for more than a specified period of time.
- c) Transferred to foundation's states or countries that do not have adequate data protection policies.
- d) Distributed to any party other than the ones agreed upon by the owner of data (exempting legitimate requests from law enforcement authorities).

5.5. Zamzam Foundation has direct obligations towards stakeholders whom their share data with belongs:

- a) Let people know which of their data is collected.
- b) Inform people about how the data will be processed.
- c) Inform people about who has access to their information.
- d) Have provisions in cases of lost, corrupted or compromised data.
- e) Allow people to request that we modify, erase, reduce or correct data contained in our databases.

5.6. In exercise data protection, Zamzam Foundation is committed to:

- a) Restricting and monitoring access to sensitive data.
- b) Developing transparent data collection procedures.
- c) Training all employees on online privacy and security measures.
- d) Building secure networks that protect online data from cyber-attacks.
- e) Establishing clear procedures for reporting privacy breaches or misuse of data.
- f) Include contract clauses or communicate statements on how data is handled in a secure manner.
- g) Establishing data protection practices such as: document shredding, secure locks, data encryption, frequent backups and access authorization.
- h) Ensuring that data protection provisions are up to date and disseminated to all stakeholder by posting on the Foundation's website.

6. Disciplinary Consequences

6.1. All principles described in this policy must be strictly followed by all Zamzam Foundation stakeholders including employees, customers, suppliers, and consultants.

6.2. A breach of data protection guidelines will invoke disciplinary and possibly legal action to anyone who is found guilty of mishandling or abusing use of any data/information in custody of Zamzam Foundation.

7. Responsibilities:

7.1. Board members, General Director, Line Managers, HR, Employees

8. Dispensations:

8.1. Dispensations cannot be granted for this policy unless there is a conflict with regulatory/statutory requirements in which case approval to a dispensation must be obtained from ZZF's General Director.

9. Related Documents

- 9.1. Grievance and Disputes Settlements
- 9.2. Code of Conduct
- 9.3. Employee Discipline

10. Compliance Assurance Check

- 10.1. The ZZF Internal Audit function will review all Foundation's operations periodically and report on any identified incidents of non-compliance to this policy.
- 10.2. The prevention, detection and reporting of non-compliance is the responsibility of General Director, HR, Line Manager, and Employees.
- 10.3. Employees who become aware or are suspicious of an activity or conduct which appears to be non-compliant should report the occurrence to the line manager or to higher authority if the line manager is involved.

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POLICY No. 11

POLICY TITLE: HEALTH AND SAFETY POLICY

1. Risk Type

1.1. People Risk

2. Policy Statement

Zamzam Foundation is firmly committed to a policy enabling all work activities to be carried out safely, with all possible measures taken to remove (or at least reduce) risks to health, safety and welfare of employees, workers, contractors, authorized visitors, and anyone else who may be affected by our business operations.

3. Policy Purpose

Zamzam Foundation will do all that is reasonable and practicable to prevent Personal injury, to provide and maintain a healthy and safe working environment.

4. Policy Scope

This policy applies to all business operations and functions, including those situations whereby workers are required to work off-site. Employees as well as groups of persons described above, are also responsible for their own safety by taking reasonable care of their own health, safety, welfare and that of any other person who might be affected by their acts or omissions at work.

5. Policy Guidelines

5.1. Responsibilities of Zamzam Foundation's Management:

- a) Commitment to consult and co-operate with employees in all matters relating to health and safety in the workplace.
- b) Commitment to continually improve our performance through effective safety management.

- c) Provide integrated safety/ job training for all employees and additional special safety training where appropriate.
- d) Provide all necessary safety devices and protective clothing and equipment and supervise their use.
- e) Develop and ensure safe systems and procedures at work.
- f) Provide adequate first-aid and medical facilities.
- g) A first-aid kit is kept at an easily accessible area in the office under the care of the HR department.
- h) Maintain constant interest and adherence in all aspects of safety, in particular by:
 - i. Undertaking regular and thorough workplace inspections.
 - ii. Organizing stimulating joint consultation on safety matters at the work place.
 - iii. Introduction of a monitoring safety procedure.
 - iv. Thorough investigation of accidents to prevent their recurrence
 - v. Providing adequate firefighting trainings as well as preventive practices.
 - vi. Providing the necessary arrangements to ensure that non-employees working at, or visiting, Zamzam Foundation premises adhere to all relevant safety rules and measures.

5.2. Responsibility of Zamzam Foundation's Employees:

- a) Should comply with safe work practices, with the intent of avoiding injury to themselves and others and damage to equipment.
- b) Take reasonable care of the health and safety of themselves and others.
- c) Must wear personal protective equipment and clothing where necessary.
- d) Comply with any direction given by management for health and safety.
- e) Avoid misuse or interference with anything provided for health and safety.
- f) Report accidents, dangerous occurrences, workplace and machinery deficiencies that have led, or may lead, to injury or cause accidents.
- g) Report all known or observed hazards to their supervisor or manager.
- h) Co-operate in investigation of accidents with the aim of introducing measures to prevent their recurrence.

5.3.Application of this policy: Zamzam Foundation seeks the co-operation of all employees, customers and other stakeholders and encourages suggestions for realizing our health and safety objectives to help create a safe working environment with zero accident rate.

6. Accidents

6.1.Any accident arising at work must be clearly and fully documented in writing and handed over to the General Director and Human Resources Department.

7. Responsibilities:

7.1.Board Members, General Director, Line Managers, HR, Employees

8. Dispensations:

8.1.Dispensations cannot be granted for this policy unless there is a conflict with regulatory/statutory requirements in which case approval to a dispensation must be obtained from ZZF's General Director.

9. Related Documents

9.1.Grievance and Disputes Settlements

9.2.Employee Termination

10. Compliance Assurance Check

10.1.The ZZF Internal Audit function will review all foundation operations periodically and report on any identified incidents of non-compliance to this policy.

10.2.The prevention, detection and reporting of non-compliance is the responsibility of General Director, HR, Line Manager, and Employees.

10.3.Employees who become aware or are suspicious of an activity or conduct which appears to be non-compliant should report the occurrence to the line manager or to higher authority if the line manager is involved.

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ZAMZAM FOUNDATION (ZZF)

POLICY No.12

POLICY TITLE: EMPLOYEE REMUNERATION, RECOGNITION AND PROMOTION POLICY

1. Risk Type

1.1. People Risk

2. Policy Statement

Salaries that are to be paid to all Zamzam Foundation employees at all levels of the Foundation shall be compatible with internal balances, strategic targets and market condition.

3. Policy Purpose

To offer competitive remunerations to its employees of all cedar. Zamzam Foundation will conduct an annual market research to determine the best practice prevalent

4. Policy Scope

Zamzam Foundation will strive to offer competitive salaries by striking a balance between the sustainability focus of the Zamzam Foundation, existing competition and individual performance

5. Policy Guidelines

5.1. Salary for all intents and purposes means the monthly salary indicated on the employee's contract and does not include any authorized overtime payment, allowances, bonuses or any other remuneration that may be paid to the employee.

5.2. Zamzam Foundation will provide salaries to staff according to the current salary grade structure for each category of staff. New employees will start at the first step/notch of the grade for which they qualify. If a new employee is to be placed at a higher step/notch, then approval needs to be obtained from the General Director.

5.3. The basic salary shall be used to compute overtime (where applicable), daily

remuneration, payment of severance benefits, payment of unused annual leave and other payment that may be related to the salary.

5.4. Payment and Schedules:

a. **Authority to Approve Salaries:**

Notice of authorization to make, discontinue, increase or deduct payment of salary will be undertaken in writing and with the authorization of the General Director.

b. **Access to Salary Information:**

Information on the salary scale and benefits is open to all staff members. However, individual's salary scale information is confidential.

c. **Applicability:**

This policy is only applicable to local staff salaries and benefits, and on the basis of best practice within employment market.

5.5. Salary Structure:

a. **Salary Scale:** Zamzam Foundation has a salary scale based on grades and multiple steps.

b. **Modification/Change to Salary Scale:**

The salary scale is periodically reviewed and adjusted whenever deemed necessary and approved by the Board.

c. **Applicability:**

The salary scale applies to all personnel classified as full-time staff, part-time and casual employees.

d. **New employee Classification on Scale:**

New recruits shall be placed at the first step of the grade applicable. However, special consideration may be given to in specific cases depending on staff skills, experience and salary history.

e. **Line Managers / Supervisors** can also propose a merit increment for an employee in writing addressed to the next level supervisor in the hierarchy. The proposal should be based on an objective evaluation of individual performance against the approved work plan of the year. The staff being considered for such increment should also not have had any disciplinary issues over the past year.

- f. The final decision for the approval of merit increment shall be at the discretion of the General Director. Ad hoc proposals for increment should be avoided as the purpose of merit increment is to motivate employees towards continuous outstanding performance.
- 5.6. Salary Adjustments: Salary adjustments may be made when staff members are promoted to higher posts or significant changes are made in the job description.
- 5.7. Authority to Adjust Salaries: Authority to instruct Finance Department to make pay increments or adjustments lies with General Director and the Board.
- 5.8. Salary Scale Ceiling: Staff members who have reached the ceiling of the scale in the grade shall not be eligible for increments.
- 5.9. Salary Payment Date: Staff salaries will be paid on or around the last working day of the month.

6. Salary Deduction:

- 6.1. Zamzam Foundation will make deductions from an employee's salary for the following reasons:
 - a) Income tax payable by employees according to the existing income tax rules; as well as other statutory deductions;
 - b) Any un-cleared floats which are still outstanding after ten (10) days;
 - c) Personal use of telephone;
 - d) Any repayments due on goods issued by Zamzam Foundation employee on the basis of prior agreement on repayment;
 - e) Recovery of any overpayment of salary made in error. The Accountant will seek the approval of the General Director for any deductions of this nature. Prior to any deductions being made from an employee's salary, the employee will be informed, and if necessary, written approval will be given by the employee;
 - f) Damage to, or loss of, goods expressly entrusted to the employee for custody, or for loss of money for which he/she is required to account, where such damage or loss is directly attributed to her/his neglect or default as decided by the General Director.
 - g) Where an employee resigns and has a balance of study fees, ZZF may deduct any amounts outstanding, in accordance with the study agreement signed by the employee at the time of receiving these fees.

7. Grades and Steps:

- 7.1. Zamzam Foundation has a salary band of staff levels. For each grade, there is a salary range with defined minimum basic salary amounts. There are specific discrete salary amounts within each band.
- 7.2. Positions are graded according to responsibility levels. Each increment grade reflects the increase in levels of responsibility and breadth and depth of key result areas.
- 7.3. Zamzam Foundation will always strive to strike a balance between the highest and lowest salaries paid by a selected group of private institutions and the government (where appropriate) so as to put in place a salary structure that falls in the top half of this range.

8. Allowances:

Primarily for ease of administration, Zamzam Foundation seeks to ensure adequate compensation within its basic salaries and to avoid practice of providing allowances in addition to basic salary. However, in unique circumstances and as deemed reasonable and practical by the Director General, certain allowances may be provided, in which case they are a part of these policies.

8.1. Temporary/Acting Allowances:

In extraordinary situations, an employee may be asked to take on additional responsibilities for a short period of time. This may involve taking on extra tasks due to the resignation of another staff member while recruitment is ongoing, when she or he is on an extended leave of absence or has been designated other assignments. These temporary allowances require an addendum to the Job Description of the staff member taking on the additional responsibilities, which must specify the additional duties plus the duration the temporary allowance will be paid. The General Director will only affect the temporary allowance on approval.

8.2. Gratuity Benefit

All Zamzam Foundation employees are entitled to gratuity being one (1) salary for every year worked. The Gratuity is given upon staff exits from the foundation on

the calculation of last salary of the employee. Employee whose contract is terminated on dismissal grounds due to disciplinary issues he/she might lose the gratuity benefit and this is at the discretion of the General Director.

8.3. Eid bonus:

Any staff member, who has successfully completed the probation period, is entitled to receive one bonus payment (corresponding to 25% of their monthly salary) for Eid-al-Fitr and one bonus payment (corresponding to 25% of their monthly salary) for Eid-al-Adha.

8.4. Death Benefit:

In case of death of an employee, the employer shall pay an amount not less the 15 days salary as death benefit for funeral services. The payment shall be given to the deceased next of kin as per the personal information data in the HR file.

9. Staff Loans Policy:

It is the Foundation's policy to not grant loans to employees nor to give premature advances of pay: The only exceptions to this are cases of the standard mid-monthly advance. However, in exceptional circumstances salary advances are intended to cover cases of temporary hardship occasioned by unforeseen emergency situations. A salary advance is defined as a sum of money up to the value of one month's salary paid in advance, repayable over the next three (3) months. Decisions are made at the discretion of the General Director.

Zamzam Foundation has a limited system of loans to staff subject to the following conditions:

- a) A Loan is defined as a sum of money of up to the value of three monthly salaries repayable within a maximum period of 6 months.
- b) Such loans and advances will be taxed in accordance with Country tax laws.
- c) The total amount of all deductions from an employee's salary at any one time shall not exceed two-third of the gross basic salary.
- d) An employee may only take one loan at a time. A second one may be considered only if it is of very critical nature and if the loan does not exceed his/her basic salary and if circumstances warrant it. If more than one-

person requests for a loan, consideration would be given in how recently and how many times each one of them has received in the past.

e) No employee can receive salary advances or other loans unless staff member clears his/her previous loans.

9.1. Deductions from salary may be made for the following reasons:

a) Indebtedness to the Foundation from salary advance or loans.

b) Repayment for lost or damaged or borrowed property of the foundation.

c) Statutory deductions charged to the staff member's account.

d) Voluntary contribution to cooperative societies, banks or other approved institutions, or in response to court orders.

10. Per Diem Policy:

10.1. Per-diem is only paid for assignments that take staff out of their duty Station for more than 24 hours. For travel up to 24 hours documented expenses related to accommodation and meals may be reimbursed.

10.2. An employee preparing to travel should fill-in the per diem Request Form and have it approved by the concerned authority.

10.3. Zamzam Foundation will pay the following official business expenses prior to departure of employee:

1. Cost of travel to destination and back.

2. Visa expense, if any.

3. Airport transportation/airport charges.

4. Other approved business expense.

11. Promotion

11.1. Promotion refers to a move whereby, an employee takes up a vacant position, which is of a higher-grade level either within the current department or in another department. Promotions are generally accompanied by salary increment at the time of promotion.

11.2. A procedural process on promotion shall provide a clear and standard guideline, which Zamzam Foundation follows to ensure transparency, equality and accountability during decisions on promotion of employees in different job groups and departments. All Zamzam Foundation employees must adhere to the laid-out

procedure, including line managers/supervisors, HR department and the General Director.

11.3. Procedure on promotion

This may occur when a line manager/supervisor or General Director, Board recognizes the need to promote an employee based on his/her stunning performance and work experience. The line manager/supervisor should:

- a) Submit a letter of recommendation to the HR department stating the proposed promotion, skills, abilities and evaluation of staff performance.
- b) The HR department will evaluate the proposed promotion in collaboration with line manager/supervisor and present the findings to the General Director for final decision making.
- c) The employee will be informed of this approval before any final action is undertaken.

11.4. When it is the General Director proposing the promotion, this may be due to knowledge of abilities, talents, or experience of an employee that would result in better utilization of skills. The General Director should:

- a) Review performance evaluation of the employee to be promoted, including recommendations on personal developed plan.
- b) The General Director will share promotion proposal with the employee's line manager/supervisor or HR department and present the findings to the Board for final decision making.

11.5. The current line manager/supervisor must verify that all eligibility criteria for an employee's promotion has been met, including verifying the employee's past work performance, before recommending an employee for promotion.

11.6. An employee promoted to a new position will undergo a 2 months' probationary period.

11.7. The probationary period is established to ensure that the employee selected for the new position is qualified and can meet the minimum performance standards for that position.

12. General Provision applicable to all cases of promotion

- a) The employee MUST meet the qualifications standard of the positions under considerations.

- b) The employee must be acceptable by the line manager /Supervisor in to which the promotion is anticipated.
- c) An employee subject to promotion will carry any accumulated leave balance from his/her previous contract into the new contractual agreement.
- d) A number of factors must be considered in promotional possibilities to positions involving greater responsibilities, including job posting, performance evaluation, initiative, and dependability to aid in selecting qualified candidate for any promotion.
- e) Employees are encouraged to discuss future promotional opportunities at any time with their line manager/supervisor, or the Human Resource Department.
- f) Promotions usually provide an opportunity to take up additional responsibilities which in the end results to career growth and development to employees benefiting from promotions.
- g) Qualified employees will be considered for promotion opportunities regardless of race, sex, age, religion nationality and disability.
- h) For all promotions, employees shall be awarded a new contract with new terms and conditions.
- i) All promotions should be approved and signed off by the General Director or the Board as the final authority.

13.Responsibilities:

13.1.General Director, Line Managers, HR, Employees

14.Dispensations:

14.1.Dispensations cannot be granted for this policy unless there is a conflict with regulatory/statutory requirements in which case approval to a dispensation must be obtained from ZZF's General Director.

15.Related Documents

- 15.1.Grievance and Disputes Settlements
- 15.2.Employee Termination

16. Compliance Assurance Check

- 16.1. The ZZF Internal Audit function will review all foundation operations periodically and report on any identified incidents of non-compliance to this policy.
- 16.2. The prevention, detection and reporting of non-compliance is the responsibility of General Director, HR, Line Manager, and Employees.
- 16.3. Employees who become aware or are suspicious of an activity or conduct which appears to be non-compliant should report the occurrence to the line manager or to higher authority if the line manager is involved.

Approved by: The Board
Policy Owner: ZZF Head of Human Resources
Approval Date: July 2019
Review History: Issued: July 2019
Next review: July 2020

POLICY No. 13

POLICY TITLE EMPLOYEE TERMINATION POLICY

1. Risk Type

1.1. People Risk

2. Policy statement

Zamzam Foundation ensures that termination of employment is being considered; every employee is treated fairly and equitably in accordance with the Labor Law Somalia.

3. Policy Purpose

Termination/Separation of Employment Policy refers to the process and procedure followed when an employee stops to be part of the foundation's workforce. It is important that both Zamzam Foundation and the employee understand the separation process as clearly as possible to avoid distrust between the two parties. Zamzam Foundation is bound to handle any cases of termination of employment as dictated by law with discretion and professionalism. It is Zamzam Foundation's responsibility to ensure that the process undertaken is properly documented and filed.

4. Policy Scope

This termination/separation of employment policy applies to all prospective and current employees of Zamzam Foundation in regards to possible separation of employment.

5. Policy Guidelines

5.1. Zamzam Foundation will observe all legal dictations referring to termination/separation of employment and will avoid “implied contracts” and unnecessary terminations.

5.2. Termination of employment

Termination of employment happens when the contract of an employee is discontinued due to his or her own or Zamzam Foundation’s actions.

Some possible causes of termination:

- a) Redundancy
- b) Probationary termination
- c) Disciplinary Termination
- d) Resignation
- e) Health Condition
- f) Inability to perform the prescribed duties in a satisfactory manner
- g) Imprisonment or conviction of an offence
- h) Expiry of the contract of temporary employment
- i) Death
- j) Retirement – The retirement age is 65 years.

5.3. Discharge for cause: refers to immediate termination of employment due to an employee’s misconduct. Any kind of disciplinary action or progressive discipline that results to termination of employment is being considered; every employee is treated fairly and equitably in accordance with the Somalia labor law actions that result in immediate dismissal are also considered “for cause”. Examples of such termination of employees include circumstances where an employee:

- a) Breaches their contract of employment.
- b) Is found guilty of fraud, embezzlement or other kinds of illegal actions Zamzam Foundation.
- c) Is guilty of discriminatory behavior or harassment.
- d) Is guilty of unlawful or immoral behavior on the job.
- e) Is guilty of willful neglect of job responsibilities.
- f) Is discovered to have caused intentional damage to Zamzam Foundation assets.
- g) Continuously disregards Zamzam Foundation policies.

This list is not exhaustive. Therefore, discharge for cause remains at Zamzam Foundation's discretion. It must however always reflect an unacceptable behavior or action that violates legal or Zamzam Foundation guidelines and may result in financial and non-financial damages for the foundation, other employees, clients or other stakeholders.

- 5.4. Discharge without cause can occur when Zamzam Foundation decides that the services of an employee are no longer needed. In general, this does not refer to an employee's conduct. Reasons for discharge without cause may be:
 - a) layoffs
 - b) rearrangement of department
 - c) Redefining of a position.
 - d) Funds or budget constrains
- 5.5. In cases whereby, an employee must be terminated without cause, Zamzam Foundation is obliged to give sufficient notice prior to the date of termination, depending on the type of contract and contractual obligations. If the employee has to stop working before the date of termination, Zamzam Foundation will still provide compensation for the remaining time, specified as "pay in lieu of notice".
- 5.6. Zamzam Foundation may compensate the terminated employee for accrued vacation time when appropriate. Severance pay may apply to cases of discharge without cause but not discharge for cause.
- 5.7. Zamzam Foundation expects all employees with the right to terminate subordinates to strictly refrain from discharging someone without adequate reason or without giving notice. Such an occurrence may be damaging to Zamzam Foundation's image and may result in disciplinary action.
- 5.8. Discharge on grounds of discrimination or filed health and safety complaints is unlawful termination prohibited by legislation.
- 5.9. Constructive dismissal refers to an employee that has been forced to resign due to an employer's intentional or unintentional unlawful or hostile behavior (e.g. breach of contract). It will not be practiced by any means by the Foundation, which is committed to maintain a relationship of honesty and fairness between itself and employees.

6. Termination Procedure

6.1. In cases of resignation, the employee must submit an official written resignation letter to the immediate supervisor. The resignation letter must be copied and submitted to the Human Resources department.

6.2. A notice is expected by the employee consistent with the minimum notice requirement as per the table below to allow Zamzam Foundation arrange alternatives for handling the remaining workload of the position. If the employee is unable to honor the notice period, they are required to pay Zamzam Foundation equivalent salary of their irrespective notice period.

Level of Position	Period of Notice
High Level Position – Board, Directors	4months
Middle level Position –Managers, Officers, Assistant	2months
Lower level Position – Cooks, cleaners, Drivers and Guards	1month

6.3. In cases of involuntary dismissal, the supervisor must submit an employee termination documents to the human resources department at the date of separation or before that.

6.4. Discharge for cause justifies immediate suspension until the necessary documentation for termination has been gathered. In some instances, a termination meeting with the employee, line manager/supervisor and the HR department may be scheduled.

6.5. In cases of discharge without cause, the employer must officially notify the employee of the termination, clearly specifying timelines well in advance.

6.6. In cases where severance pay is appropriate it will be officially stated in writing.

6.7. Zamzam Foundation will always seek legal advice prior termination process to ensure justice is done to both the employee and Zamzam foundation.

7. Responsibilities:

7.1. Board, General Director, Line Managers, HR, Employees

8. Dispensations:

8.1. Dispensations cannot be granted for this policy unless there is a conflict with regulatory/statutory requirements in which case approval to a dispensation must be obtained from ZZF's General Director.

9. Related Documents

9.1. Grievance and Disputes Settlements Policy

9.2. Code Conduct Policy

9.3. Employee Disciplinary Policy

9.4. Exit Interview Policy

9.5. Employee Performance Management Policy

10. Compliance Assurance Check

10.1. The ZZF Internal Audit function will review all foundation operations periodically and report on any identified incidents of non-compliance to this policy.

10.2. The prevention, detection and reporting of non-compliance is the responsibility of General Director, HR, Line Manager, and Employees.

10.3. Employees who become aware or are suspicious of an activity or conduct which appears to be non-compliant should report the occurrence to the line manager or to higher authority if the line manager is involved.

Approved by:	The Board
Policy Owner:	ZZF Head of Human Resources
Approval Date:	July 2019
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ZAMZAM FOUNDATION (ZZF)

POLICY No.14

POLICY TITLE: EXIT INTERVIEW POLICY

1. Risk Type

1.1. People Risk

2. Policy Statement

Zamzam Foundation is committed to identifying aspects of the foundation that may have influenced an employee's decision to leave employment with them. This policy facilitates continuous improvements through review and assessment of the information gathered as well as implementation of learnings gathered from the same. An exit interview is a discussion between the employee and Line Manager/Supervisor and HR department. It takes place either shortly before or shortly after an employee leaves Zamzam Foundation.

3. Purpose

The intention of an exit interview is to provide the exiting employee an opportunity to share his/her experience (both positive and negative) and concerns with Zamzam Foundation.

4. Scope

Each and every employee leaving Zamzam Foundation is granted the opportunity to undertake an exit interview. However, take up is voluntary as there may be occasions where an employee does not wish to undertake.

This policy has three annexes:

Annex 1: Employee Exit Interview

Annex 2: Employee Clearance Exit Forms

Annex 3: Certificate of service

5. Policy Guidelines

- 5.1. When an employee resigns from their position with Zamzam Foundation, the line manager/supervisor should encourage them to complete the Exit Questionnaire and consider the option of attending an Exit Interview. The line manager/Supervisor should also complete the relevant sections of the Exit Questionnaire.
- 5.2. Line managers/Supervisors should arrange a meeting with the employee for a smooth hand over session.
- 5.3. If requested by the employee, the line manager/supervisor should convene an Exit Interview. The employee can choose to complete the Exit Questionnaire prior to attending the Exit Interview, or during the Exit Interview itself.
- 5.4. An Exit Interview should focus on:
 - a) Job content.
 - b) Working environment.
 - c) Staff care, development and support.
 - d) Recommendations for change.
 - e) Any grievance or dissatisfaction expressed by the employee.
- 5.5. The Exit Questionnaire and any discussion notes should be used to review the post/position as well as follow up on any grievance or dissatisfaction expressed by the exiting employee to ensure that all such issues are acted upon speedily and appropriately.
- 5.6. Any matters of grievance or dissatisfaction and how they have been resolved should be documented.
- 5.7. Employee participation in both completing an Exit interview form and attending an Exit Interview are voluntary and cannot be imposed.

6. Guidelines to line manager/supervisors

- 6.1. It is the responsibility of line managers/supervisors in collaboration with HR department to ensure that exiting employees receive the relevant Employee's Clearance Exit Form at the most appropriate time, following receipt of the employee's resignation.
- 6.2. Zamzam Foundation's Exit Interview Policy advocates for all exiting employees to complete the Exit Questionnaire and for line managers/supervisors to

encourage employees to do so. Line managers/supervisors should also ask the employee to consider the option of attending an Exit Interview before leaving Zamzam Foundation.

- 6.3. Employees dismissed due to misconduct, incompetence or are retired on grounds of ill health.
- 6.4. However, employee participation in both completing an Exit Questionnaire and attending an Exit Interview are voluntary and cannot be imposed.
- 6.5. Employees may request an Exit Interview with their line manager or HR department to discuss the content of the Exit Questionnaire in more detail. The request should be positively embraced and a meeting arranged as soon as possible.
- 6.6. Line managers must use all their skills of tact, diplomacy and reassurance, to encourage employees to participate in this important exercise.
- 6.7. Line managers conducting an Exit Interview must be flexible, sensitive and supportive to employees.
- 6.8. Human Resources department will consider the contents of the Exit Questionnaire. Having noted their comments, the appropriate Line Manager will decide whether the Exit Questionnaire is filed for information purposes or whether the employee is contacted to discuss matters further and/or to attend an Exit Interview with Human Resources during the notice period.
- 6.9. Any issues raised on the Exit Questionnaire or at the Exit Interview either with the line manager or Human Resources, will be addressed and action taken. This action may include:
 - a) Speaking with the employee as detailed above.
 - b) HR discuss issues with the Line Manager if appropriate.
 - c) Notifying the General Director, where further investigation is required.
- 6.10. A record of all completed Exit Interviews will be maintained by the Human Resource department for monitoring and statistical purposes.

7. Guidelines to exiting employees

- 7.1. The information Zamzam Foundation receives from Exit Questionnaires and Exit Interviews helps to identify where change may be necessary to improve the employment experience at Zamzam Foundation.

- 7.2. The Zamzam Foundation's policy is that employees are asked to complete Exit Questionnaire when they are leaving. In addition, such employees may request an Exit Interview with their line manager or HR department to discuss the content of the Exit Questionnaire.
- 7.3. The only exceptions are those who are dismissed for conduct or capability reasons or are retired on grounds of ill health.
- 7.4. However, employee participation in both completing an Exit Questionnaire and attending an Exit Interview are voluntary and cannot be imposed.
- 7.5. Human Resources department will review the content of the completed exit interview form. Having noted the employee's comments, the questionnaire will either be filed for information purposes or the employee may be contacted to explore further. An Employee may also be asked to attend a meeting conducted by Human Resources department.
- 7.6. If an employee chooses to participate in the Exit Questionnaire/Exit Interview process please be assured that the objective is to try to improve the work and working environment for employees and your input, prior to leaving the post, will be extremely valuable to Zamzam Foundation.
- 7.7. There may be issues raised within the Exit Questionnaire or Exit Interview that Zamzam Foundation may need to act upon. Such action may include HR department raising the issues to line managers/supervisors and/or notifying the General Director where further investigation is required.
- 7.8. Zamzam Foundation would like employees to be as honest and open with their feedback as possible and would like to assure employees that there will be no repercussions, or victimization, as a result of your response.
- 7.9. If an employee feels that he/she suffered any detriment as a result of his/her Exit Questionnaire/Exit Interview responses he/she should inform the General Director as soon as possible.

8. Responsibilities:

- 8.1. Board, General Director, Line Managers, HR, Employees

9. Dispensations:

9.1. Dispensations cannot be granted for this policy unless there is a conflict with regulatory/statutory requirements in which case approval to a dispensation must be obtained from ZZF's General Director.

10. Related Documents

10.1. Grievance and Disputes Settlements

10.2. Employee Termination

11. Compliance Assurance Check

11.1. The ZZF Internal Audit function will review all foundation operations periodically and report on any identified incidents of non-compliance to this policy.

11.2. The prevention, detection and reporting of non-compliance is the responsibility of General Director, HR, Line Manager, and Employees.

11.3. Employees who become aware or are suspicious of an activity or conduct which appears to be non-compliant should report the occurrence to the line manager or to higher authority if the line manager is involved.

Approved by:	The Board
Policy Owner:	ZZF Head of Human Resources
Approval Date:	July 2019
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ZAMZAM FOUNDATION (ZZF)

POLICY No.15

POLICY TITLE: SAFE GUARDING POLICY

1. Risk Type

1.1. People Risk

2. Policy Statement

The Management of Zamzam Foundation is committed to creating a safe, pleasant and supportive working environment for all our employees. Protection from sexual harassment is a condition of work that an employee is entitled to irrespective of their sexual orientation.

3. Policy Purpose

The procedure for sexual harassment complaints aims to make it easier for staff to combat sexual harassment at work. This procedure is integrated with the discipline and grievance procedures where necessary. Sexual harassment is classified as a dismissal offence for serious cases in the disciplinary procedure.

For purposes of these guidelines, sexual harassment is defined as conduct towards another person which is sexual in nature or which has a sexual dimension and is unwelcome to the recipient. Sexual harassment is not only limited to conduct at the workplace. Actions that occur outside the workplace, but within a work context, will also be taken into account. For example, in training venues, Foundation's functions.

4. Policy Scope

This policy covers safeguarding of Zamzam Foundation regardless of their status. All employees MUST comply with this policy and have a good understanding of what constitute a safeguarding concern within Zamzam Foundation.

Policy Guideline

- 4.1. It is the responsibility of respective line managers/supervisors to recognize sexual harassment when it occurs and to take steps towards stopping it, including making use of the disciplinary procedure when necessary.
- 4.2. Every Zamzam Foundation's employee has a responsibility to ensure that ALL are protected from harm, informed about potential risks to their wealth, and to understand how to seek help.
- 4.3. Allegations of sexual harassment must be handled in an objective but sensitive manner, no matter who is involved in the complaint.
- 4.4. It is the responsibility of all employees to discourage and refuse to collude with harassment.
- 4.5. Remaining silent when an abuse is occurring is not a good gesture, as the harasser may interpret this as encouragement.

5. Examples of sexual harassment:

- Verbal
 - Requests or demands for sexual favor's
 - Suggestive remarks
 - Degrading abuse or insults
 - Jokes or tricks of a sexual nature
- Physical
 - Gesturing of a sexual nature
 - Unnecessary touching
 - Indecent exposure
 - Actual assault
- Visual
 - Displaying pornographic material that is likely to cause offence in the workplace

6. Bullying

- 6.1. Work place bullying refers to repeated inappropriate behavior, direct or indirect, whether verbal, physical or otherwise, conducted by one or more employee against another or others, at the place of work and/or in the course of employment, which could reasonably be regarded as undermining the individual employee's right to dignity at work. An isolated incident of the behavior described in this definition may be an affront to dignity at work.

Examples of bullying:

- a) Manipulation of the victim's reputation by rumor, gossip or ridicule.
- b) Preventing the victim from speaking by making loud voiced criticisms or obscenities.
- c) Social exclusion or isolation.
- d) Manipulating the nature of the work or the ability of the victim to perform the work, for example by overloading, withholding information or setting meaningless tasks.
- e) Physical abuse, or threats of abuse.

7. Violence

7.1. Violence constitutes incidents where employees are abused, threatened or assaulted in circumstances related to their work, involving an explicit or implicit challenge to their safety, health or well-being. Zamzam Foundation will take preventive measures where such incidents occur.

8. Intimidation or Victimization

8.1. Employees will be protected against intimidation, victimization or discrimination resulting from their alleging sexual harassment or assistance with an investigation.

8.2. Any employee found retaliating against an employee, making a complaint or assisting in an investigation, then the appropriate disciplinary action up to and including dismissal will be taken.

9. Discrimination

9.1. Zamzam Foundation safeguards the unjust or prejudicial of different employees, there shall be no fear and avoidances or employee being asked to do more work than they should.

10. Drugs

All employees should take note that Zamzam Foundation will seek to safeguard its work environment from the following drug related misconduct –lateness at work, inability to work- concrete, and smelling of smoking and change in work commitment levels.

11. Procedures for dealing with Harassment

11.1. The procedure for those who are victims of sexual harassment, bullying or intimidation is detailed below:

a) **Step 1** - Informal approach to the employee concerned.

Ask the employee concerned to stop or make it clear that their behavior is unwelcome. You could do this alone or with the support of a colleague. If you feel unable to speak to the employee concerned or to your line manager/supervisor, you should contact your line manager's manager or someone you can confide in. He/she will listen to you in confidence, give you advice and help you deal with the situation. If, as a result of this, the harassment cases, this will be the end of the matter.

b) **Step 2** - Reporting it to your line manager/supervisor unless he/she is taking part in the harassment. If so, you should report the matter to your line manager's manager. The manager will then investigate your complaint informally as soon as possible and normally within 1 week of the complaint being made. He/she will either:

- a) Find a solution to the problem that you have addressed, or
- b) Decide to take the complaint to Step 3.

He/she will tell you about the outcome of the investigation. At this point both you and the relevant line manager/manager should make a short-written record saying how you feel about the outcome. If you are not satisfied about the outcome, you should make a formal complaint as described at Step 3.

c) **Step 3 – To make a** formal complaint, contact your line manager/supervisor (or the manager's manager if your line manager is involved in the harassment). Write down the details of your complaint(s), when, who was involved, witnesses etc. You should give the written complaint to your line manager/supervisor (or her/his manager) or get him/her to write the complaint with your help.

Your line manager/supervisor (or her/his Manager) should forward the complaint to the next level of management or the HR department as appropriate.

- 12.** The higher-level Manager or the HR department as appropriate will arrange for an investigation to take place within a maximum of 10 working days of receiving the complaint. This will involve establishing facts, deciding whether harassment occurred and appropriate action. All complaints will be treated seriously and dealt with in confidence. Only those who have to be questioned will be involved in the investigation.
- 13.** At the conclusion of the investigation, if disciplinary action against the harasser is considered appropriate, the formal disciplinary procedure will be applied immediately.
- 14.** You will be informed in writing of the outcome of the investigation within 5 working days of completion of the investigation.
- 15.** If you are dissatisfied with the outcome of the investigation or subsequent actions you should take the matter up as a grievance using the grievance procedure.

16. Responsibilities:

16.1. Board, General Director Line Managers, HR, Employees

17. Dispensations:

17.1. Dispensations cannot be granted for this policy unless there is a conflict with regulatory/statutory requirements in which case approval to a dispensation must be obtained from ZZF's General Director.

18. Related Documents

18.1. Employee Grievance and Disputes Settlements Policy

18.2. Employee Termination Policy

18.3. Employee Disciplinary Policy

18.4. Code of Conduct

19. Compliance Assurance Check

- 19.1. The ZZF Internal Audit function will review all foundation operations periodically and report on any identified incidents of non-compliance to this policy.
- 19.2. The prevention, detection and reporting of non-compliance is the responsibility of Director General, HR, Line Manager, and Employees.
- 19.3. Employees who become aware or are suspicious of an activity or conduct which appears to be non-compliant should report the occurrence to the line manager or to higher authority if the line manager is involved.

Approved by: The Board
Policy Owner: ZZF Head of Human Resources
Approval Date: July 2019
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ZAMZAM FOUNDATION (ZZF)

POLICY No.16

POLICY TITLE: WHISTLE BLOWING POLICY

1. Risk Type

People's risk

2. Policy Statement

Whistle blowing refers to confidential reporting by employees of suspected misconduct, illegal acts or failure to act within the regulations of Zamzam Foundation.

3. Policy Purpose

To encourage Zamzam Foundation employees and other stakeholders who have serious concerns about any aspects of foundation's business to come forward and voice such concern. The objective of this policy is to create a collective ownership and responsibility for safety and integrity within the workplace. Key to this is the active disclosure of any malpractice in the workplace. This policy empowers employees to adequately and safely report any irregularities within Zamzam Foundation.

4. Policy Scope

It is vital that everyone who works for Zamzam Foundation adheres to the policy. This includes: employees, volunteers, consultants or contractors, clients and other stakeholders. Zamzam Foundation wishes to encourage everyone to report any misconduct or irregularity without fear of reprisals and in the knowledge that they will be protected from victimisation.

5. Policy Guidelines

5.1. All employees, clients and stakeholders at large are encouraged to report any suspicious irregularities relating to Zamzam Foundation business activities.

- 5.2. They shall at first report any suspected irregularities internally. If exceptional grounds exist (acute danger, fear of counter measures, danger of destruction of evidence, earlier reports no effect, legal obligation), the reporter may notify the suspected irregularity directly to the Internal Audit Committee of Zamzam Foundation.
- 5.3. An employee working within Zamzam Foundation may report the suspected irregularity internally to his/her line manager/supervisor. If the suspected irregularity concerns the line manager/supervisor, the employee shall notify the suspected irregularity to the Director General. Should it refer to the General Director, the employee should report directly to the Board.
- 5.4. When reporting an irregularity, the person reporting is invited to provide the following information:
- i. What happened?
 - ii. Who is involved?
 - iii. How do you know about it?
 - iv. When did you first know about it?
 - v. Have you told anybody about it?
 - vi. Was any action taken?
 - vii. Have you got any evidence or know how we can prove this?
 - viii. What would you like to happen to resolve this issue?
- 5.5. The person notified of the suspected irregularity, shall make a written record – stating the date of notification and have this signed as proof of agreement by the employee. The reporting employee receives a copy of the report.
- 5.6. The person notified of the suspected irregularity (other than the General Director) will ensure that the line manager/supervisor of the respective Office and the General Director are immediately informed of the reported suspected irregularity and of the date it was documented. The General Director shall also receive a copy of the record and send a confirmation of receipt to the employee who reported the suspected irregularity. The confirmation shall refer to the report that was made.
- 5.7. An investigation shall be started immediately into the suspected irregularity reported and is to be initiated by the General Director or the Line managers/supervisor, depending on who is suspected of the irregularity.

5.8. The employee who has reported the suspicion of an irregularity and the person notified of the suspected irregularity are to treat the report as confidential information.

5.9. Within a period of two weeks, after the date of the internal report the employee is informed in writing by the Line manager/supervisor or General Director of the findings of the investigation and the measures that have been taken as a result of the report. In the event that this cannot be done within two weeks, then the line manager/supervisor or General Director will be stating the term within which the employee can expect to receive feedback informs the employee of this. In the event that the term is unreasonably long in view of all circumstances, the employee may object to the line manager/supervisor or General Director.

6. Why whistle blowing policy?

6.1. This policy has been established to report any irregularity that is suspected or has occurred based on reasonable grounds, in connection with the following:

- a) A criminal offence including rights violation of fellow employees, volunteers, consultants or contractors, clients and other stakeholders with whom we do business with.
- b) Violation of policies and/or procedures of Zamzam Foundation.
- c) Threat to public health, safety or environment.
- d) Dissipation of funds that threatens Zamzam Foundation's business operations.
- e) Intentional provision of incorrect information to public bodies and/or the public.
- f) An intentional suppression, destruction or manipulation of information regarding Zamzam Foundation.

6.2. Zamzam Foundation has therefore introduced this procedure to enable employees, volunteers or contractors/consultants, to raise or disclose concerns at an early stage and in the right way. They apply in all cases where there are genuine concerns about malpractices in the workplace, regardless of where this may be and whether the information involved is confidential or not.

6.3. If an employee has a genuine concern and is acting in good faith, even if it is later discovered that s/he is mistaken, under this policy s/he will not be at risk

of losing his/her job or from suffering any form of retribution as a result. This assurance will not be extended to an individual who maliciously raises a matter s/he knows to be untrue or who is involved in any way in the malpractice.

7. Reporting to the Internal Audit and Risk Committee

7.1. The employee may report the suspicion of an irregularity to the Internal Audit and Risk Committee of the Zamzam Foundation if the following circumstances occur:

- a) The report of the suspicion of an irregularity concerns the line manager/supervisors, and General Director, and/or a member of the Internal Audit and Risk Committee.
- b) S/he disagrees with the outcome of the investigations.
- c) S/he has not been given a response within the requisite period.
- d) The term is unreasonably long and the employee has objected to the line manager/supervisor or General Director but this has not led to setting a shorter, reasonable term.

7.2. The Internal Audit Committee of Zamzam Foundation shall ensure that a written record of the report is prepared; date of receipt recorded and a confirmation of receipt is sent to the person who reported the alleged irregularity.

7.3. If the same person had previously reported the suspected irregularity, the confirmation shall refer to the original report.

7.4. An investigation shall be started immediately into the reported suspected irregularity and is initiated by the Internal Audit Committee.

7.5. The employee/person who has reported the suspicion of an irregularity and the one notified of the suspected irregularity MUST treat the report as confidential information.

8. Responsibilities:

8.1. Board, General Director, Line Managers, HR, Employees

9. Dispensations:

9.1. Dispensations cannot be granted for this policy unless there is a conflict with regulatory/statutory requirements in which case approval to a dispensation must be obtained from ZZF's General Director.

10. Related Documents

10.1. Grievance and Disputes Settlements

10.2. Employee Termination

10.3. Code of Conduct

10.4. Employee Disciplinary

11. Compliance Assurance Check

11.1. The ZZF Internal Audit function will review all foundation operations periodically and report on any identified incidents of non-compliance to this policy.

11.2. The prevention, detection and reporting of non-compliance is the responsibility of General Director, HR, Line Manager, and Employees.

11.3. Employees who become aware or are suspicious of an activity or conduct which appears to be non-compliant should report the occurrence to the line manager or to higher authority if the line manager is involved.

Approved by:	The Board
Policy Owner:	ZZF Head of Human Resources
Approval Date:	July 2019
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ZAMZAM FOUNDATION (ZZF)

POLICY No. 17

POLICY TITLE: WORK WEEK AND HOURS

1. Risk Type:

1.1. People Risk

2. Policy Statement:

This policy establishes the official work week hours at Zamzam Foundation.

3. Policy Purpose:

The purpose of this policy is to regulate working hours at Zamzam Foundation creating a conducive working environment that is supportive and flexible, aimed at achievement of its business strategy.

4. Policy Scope:

This Policy is applicable to all employee of Zamzam Foundation.

5. Policy Guidelines:

5.1. Working Week

- a) The normal working week for all employees of Zamzam Foundation with a full-time contract of employment amounts to 40 hours.
- b) The normal working days of the week are Saturday through Thursday.

5.2. Working hours

- a) The normal working hours for Zamzam Foundation shall not exceed 8 hours in the normal working day (Saturday through Thursday).
- b) Zamzam Foundation official working hours per day, in a normal working week are from 08:00am to 12:15pm and from 1:15pm to 4:00pm, except Thursday being half day work from 08:00am to 1:00pm
- c) Employees are expected to take a 1 (one) hour Lunch Break between

12:15pm and 1:15pm. This break is not considered working time.

- d) Any changes on an employee's working schedule different from the normal working hours are subject to approval by the line manager/supervisor and General Director in consultation with the entire team. The same must be documented and communicated to the Human resources department.
- e) Punctuality is obligatory and extends to working hours, meetings, workshops, travel and any other Zamzam Foundation's related activity.

5.3. Working hours during field visits

During a field visit, the normal working and resting hours apply.

5.4. Shifted working hours

- a) Shifted working hours are the hours during which an employee works outside the normal working hours, yet inside the number of work hours that serves as the base for work in the normal working hours.
- b) Shifted working hours schedule is as a result of the fact that the activities cannot be performed inside the normal working hours due to the nature of business and demand. This may also result from work related events such as meetings, trainings, and workshops.

5.5. Overtime

- a) In Zamzam Foundation, overtime is only applicable to employees holding all job grades except for senior managers.
- b) Zamzam Foundation defines overtime as the case when an employee is being asked to work more than the normal working hours without there being a case of a pre-defined schedule. Employees MUST produce a work plan that was approved by the line manager/supervisor in consultation with the General Director as a proof of justification on the need to put in the extra time to an assignment outside normal working hours.
- c) The Regulations on overtime are in this case applicable. For every extra two hours worked, an employee is entitled to 25% of his/her remuneration.

d) Pregnant employee cannot be compelled to work overtime.

5.6. Time off in Lieu

a) Time off in Lieu will apply to a case where overtime is not paid by money, but compensation in terms of time off.

b) In case an employee has to work by agreement with his/her line manager/supervisor on a not normal working day, he/she shall, in the same or in the following week take leave of one whole day or two half days, if desired, with approval of line manager/supervisor.

5.7. Zamzam Foundation Fiscal Year

For purposes of annual planning and reporting, all employees MUST note that the year starts on 1st of January and closes on 31st of December.

6. Responsibilities:

6.1. Board, General Director, Line Managers, HR, Employees

7. Dispensations:

7.1. Dispensations cannot be granted for this policy unless there is a conflict with regulatory/statutory requirements in which case approval to a dispensation must be obtained from the ZZF's General Director.

8. Related Documents:

8.1. Job Descriptions

8.2. Code of Conduct

9. Compliance Assurance Check:

9.1. The ZZF Internal Audit function will review all foundation operations periodically and report on any identified incidents of non-compliance to this policy.

9.2. The prevention, detection and reporting of non-compliance is the responsibility of General Director, HR, Line Manager, and Employees.

9.3. Employees who become aware or are suspicious of an activity or conduct which appears to be non-compliant should report the occurrence to the line manager or to higher authority if the line manager is involved.

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Policy Owner: ZZF Head of Human Resources
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POLICY No. 18

POLICY TITLE: OUTSOURCING POLICY

1. Risk Type

1.1. People Risk

2. Policy Statement

This Outsourcing Policy sets out key processes and procedures that Zamzam Foundation applies while outsourcing goods and services from external service providers. Some examples of out sourced goods and services in Zamzam Foundation are: recruitment agency services; medical service providers; cleaning services; security services; general insurance services; legal services; printing services; advertisement and marketing; stationery suppliers; and pantries suppliers.

3. Policy Purpose

This policy is designed to ensure that Zamzam Foundation engages high quality external service providers who will positively contribute to the Foundation's vision and mission in implementing its strategic business goals. All arrangements with the service providers are subject to carrying out appropriate due diligence, approval and continuous monitoring.

4. Policy Scope

Zamzam Foundation has established the processes and procedures set out in this policy document to comply with the relevant statutory and regulatory obligations, both in Somalia and within the foundation. All Zamzam Foundation's employees must adhere to these processes and procedures at all times whenever they procure work related goods and services. Line managers/supervisors, and the General Director are the principal approval and signing off authorities with the responsibility of making sure the processes and procedures are implemented and adhered to at all times.

On the other hand, all service providers must adhere to Zamzam Foundation's laid out processes and procedures by adhering to minimum standards on provision of goods and services. They should also comply with laws and regulations of Somalia regarding their business operations as well as quality management, that is, goods and service must meet standards which are stipulated by law.

5. Policy Guidelines

5.1. Recruitment panel

In Zamzam Foundation, the process and procedure for procuring goods and services is initiated by the respective line manager/supervisor/ General Director by making a request through the procurement department.

A recruitment panel consisting of the line manager/supervisor, Human Resource Department and General Director (who also chairs in meetings), a representative from finance and procurement departments respectively if formed. The panel has the responsibility of making sure that all internal processes and procedures of Zamzam Foundation as well as applicable statutory requirements of Somalia in relation to all procurements are closely observed and adhere to.

The panel is also mandated with the responsibility of documenting the procedural process for each and every procurement in the most precise manner possible. This includes timelines for specific steps undertaken, clear notes of decision making meetings and any appropriate supporting documents. This ensures transparency and accountability of panel members while undertaking the process.

Recruitment panel then presents the detailed recommendations of the procurement to the General Director for approval.

5.2. Decision making

The decision on the best goods and services provider is drawn from the procurement steps undertaken based on the recruitment panel's recommendations. Final decision-making process consists of the General Director's review, approval of the process based on recommendation of the panel. It is the responsibility of the recruitment panel under the leadership of the General Director to ensure that the final decision reached regarding the service provider is in the best interest of Zamzam Foundation.

5.3. Due diligence of service providers

Zamzam Foundation must ensure that appropriate due diligence is carried out on potential service providers. This is one of the main steps in the Zamzam Foundation procurement procedure. Due diligence will be undertaken prior to any final decision being made as to whether to outsource services from a particular service provider. This should address all factors that would impact on the potential service provider's ability to provide the service.

In carrying out due diligence the panel should also identify any problematic issues, including potential conflict of interest where the service provider has similar arrangements with other superannuation fund providers who may be competitors of Zamzam Foundation.

5.4. *The purpose of undertaking due diligence is to address suitability of the best selected service provider, rule out conflict of interest and ensure value for money for Zamzam Foundation at all times.*

The due diligence process should address the following issues:

- a) Expertise and experience of the service provider in relation to what area of expertise Zamzam Foundation is in search for at any particular time or instance.
- b) Experience and qualifications of key staff of the entity associated with the service provision.
- c) Financial and technical abilities of a service provider, in relation to the service being sourced for.
- d) How long the service provider has been offering similar services in the industry/strategic business Zamzam Foundation is affiliated with.
- e) The service provider's client base who are in similar business field with Zamzam Foundation.
- f) Service provider's legal registration, existence and procedures in addressing breaches of contractual agreements.
- g) Whether the service provider has all the necessary licenses deemed legal to provide the service in question.
- h) Whether the service provider has appropriate monitoring, supervision and training processes and procedures to ensure that any staff/employee

- providing services on its behalf comply with the relevant law and regulatory requirements.
- i) Whether the service provider is a member of an industry body that has certain standards that need to be met by its members.
 - j) The service provider's internal control framework, performance standards, policies, procedures, compliance, breach identification and reporting systems.
 - k) What insurance the service provider has in place. This is in case of services such as: security, cleaning, transport.
 - l) What technology the service provider has in place and its strategy for keeping up with changes in technology. Examples of this is data development, storage and protection services.
 - m) Whether the quality of products being sourced meet or exceed industry standards and whether these processes are consistent with Zamzam Foundation business standards.
 - n) Whether outsourcing to the service provider is in the best interest of Zamzam Foundation business goal and needs of clients.
 - o) Whether the service provider has adequate disaster recovery plans. This is for the case of services such as data management.
 - p) Cross checking on past client's testimonials/references/industry reputation as a practice.
 - q) Whether the products being outsourced reflects cost effectiveness for Zamzam Foundation. This is in terms of transparency in decision making process of procurement as well as value for money for Zamzam Foundation.

5.5.Engagement of outsourced service provider (s): Contractual Agreement

All outsourcing engagements must be contracted in a legally binding agreement that is enforceable under the Somalia law.

All contractual agreements will constitute a minimum of the following:

- a) *Approved Terms of Reference (ToR)* that constitutes a clear description of the goods or services to be supplied such as activities, content, frequency/quantity, geographic coverage, format and the duties and powers of both the service provider and Zamzam Foundation.

- b) *Terms and conditions*--start and end dates, flexibility to accommodate changes to existing service levels/processes, provisions in the law of Somalia and options to renew the term and conditions (if any)
- c) *Review provisions*--refers to periodic review (s) of the agreement and the services being provided.
- d) *Remuneration*—this includes details on the cost of the service to be provided, deductions related to taxation, deliverables tied to payments, invoicing procedure, mode of payment and any fee review process.
- e) *Measurable deliverables*-- that helps Zamzam Foundation effectively monitor the performance of the service provider.
- f) *Confidentiality, privacy and security of information*-- by ensuring that confidential information (especially personal data and information) is handled and stored in a secure manner.
- g) *Ownership & Protection*--A clause addressing ownership, protection, storage and control of data and information belonging to Zamzam Foundation.
- h) *Reporting requirements*--content of the report(s) the service provider is required to prepare, frequency of reporting and format of reports.
- i) *Audit and monitoring procedures*-- whereby Zamzam Foundation requests an independent audit of the service provider's activities or asks external and internal auditors to obtain sufficient information to satisfy themselves of the adequacy of the operation of risk management and other systems and the adherence to those systems.
- j) *Default arrangements and termination provisions*-- which ensures appropriate rectification or indemnity to protect Zamzam Foundation's business interests. Clause also addresses: possible reasons for termination; appropriate notice periods; rights and responsibilities of each of the parties; access to documents, records, software and hardware; and transitional arrangements.
- k) *Dispute resolution arrangements*—addresses formal dispute resolution mechanism and reconciliation and arbitration arrangements (where applicable).
- l) *Liability and indemnity*-- which describes extent of liability of each party and, in particular, where there is any limitation of liability for negligence; and indemnity in favor of Zamzam Foundation, to the maximum extent permitted by Somalia laws and regulations.

m) *Sub-contracting addresses:-*

- i. The basis (if at all) on which a third-party service provider may themselves sub-contract. This clause dictates, for example: (1). the standards that the sub-contractor must meet. (2). whether Zamzam Foundation agreement is required for any sub-contracting process.
- ii. In cases of liabilities or obligations under the main contractual agreement with the service provider. For example, whether the sub-contracting agreement should meet the same standards as the main contractual Agreement between Zamzam Foundation and the service provider.
- iii. In a case of responsibility for any act or omission of a sub-contractor in the performance of any sub-contracted services, the Contractual agreement between Zamzam Foundation and the service provider must include an indemnity clause to the effect that any subcontracting by a service provider of the outsourced function will be the responsibility of the service provider, including liability for any failure on the part of the sub-contractor.

n) *Insurance*—Zamzam Foundation mandates the service provider to hold professional indemnity insurance and fidelity insurance and provide a certificate of currency of the policy.

o) *Authorized representatives*—this clause provides a list of authorized representatives of Zamzam Foundation and the service provider, including: names, title, duties and official contacts (telephone, emails and physical address), as well as their individual's and collective responsibilities.

p) *Regulator access clause addresses such issues as:-*

- i. Access to information necessary to the service provider to allow them provide the service in a meaningful way.
- ii. On-site visits and access to necessary documents or information held at the premises.

q) *Access*--Zamzam Foundation shall have access to any documents or information relating to the Contractual Agreement with the service provider and may conduct on-site visits at the service provider's premises on reasonable notice.

- r) *Financial problems or takeover*-- of service provider deal with financial capacity problems experienced by the service provider such as, an occurrence of an insolvency event.
- s) *Jurisdiction*—All laws will be enforced in Somalia and subject to laws of Somalia The Contractual agreements, all its components, including annexes must be fully signed by Zamzam Foundation and the service provider in duplicate. As a best practice Zamzam Foundation will ensure that:
- i. Both parties agree on the content on each page of the contractual agreement by putting the signatories' initials on each and every page.
 - ii. Signatories should append their signatures properly and must include the date in which each party signs.
 - iii. Both parties should stamp using the official stamp alongside the signatures on the two copies of the contracts.

Zamzam Foundation will make sure that the contractual agreements are fully signed before any activity commences. This aspect addresses issues of eligibility of costs in line with audit requirements.

Any addendums resulting from any changes in the contractual agreement must follow the above signatory procedure.

The contractual agreement must also document all components of any third party related to the contractual agreement between Zamzam Foundation and the service provider.

Zamzam Foundation management may have recourse to legal advice in drafting or assessing contractual arrangements relating to outsourcing arrangements, depending on the magnitude and nature of the service being sourced for.

5.6. Conflict of Interest:-

Zamzam Foundation will have regard to other internal policies, processes and procedures such as: data protection; grievance & dispute; health & safety policies, whenever a potential or actual conflict arises in relation to outsourcing arrangements. The three policies mentioned address issues such as: confidentiality in data management, conflict management emanating from grievances and disputes as well as how to address health and safety of workers.

5.7. Management of the Outsourced Service:-

- a) *Monitoring of outsourced services*

Zamzam Foundation will ensure that there is a structured monitoring plan for the outsourced service which should form part of the contractual agreement.

As part of the procurement process, the recruiting panel shall appoint a committee or a person that shall be mandated with the responsibility of periodic review the progress of work being undertaken by the service provider and provide timely updates to Zamzam Foundation's senior management.

b) Meeting with service provider

Zamzam Foundation will meet with service providers regularly (periodically as agreed for each and every service provision) to review the continuing adequacy of the services provided and identify any problem areas and areas of improvement.

Review notes should be documented and points of actions directed to respective parties' ether with Zamzam Foundation or the service provider.

c) Review

A review plan should be prepared by Zamzam Foundation in consultation with service providers and should be ties up to deliverables agreed upon on the terms of reference related to a respective assignment.

6. Responsibilities:

6.1. Board, General Director, Line Managers, HR, Employees

7. Dispensations:

7.1. Dispensations cannot be granted for this policy unless there is a conflict with regulatory/statutory requirements in which case approval to a dispensation must be obtained from ZZF's General Director.

8. Related Documents

8.1. Recruitment Policy

9. Compliance Assurance Check

- 9.1. The ZZF Internal Audit function will review all foundation operations periodically and report on any identified incidents of non-compliance to this policy.
- 9.2. The prevention, detection and reporting of non-compliance is the responsibility of the General Director, HR, Line Manager, and Employees.
- 9.3. Employees who become aware or are suspicious of an activity or conduct which appears to be non-compliant should report the occurrence to the line manager or to higher authority if the line manager is involved.

Approved by:	The Board
Policy Owner:	ZZF Head of Human Resources
Approval Date:	July 2019
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ZAMZAM FOUNDATION (ZZF)

POLICY No. 19

POLICY TITLE: COMPLIANCE POLICY

1. Risk Type

1.1. People Risk

2. Policy Statement

Zamzam Foundation recognizes the usefulness of compliance while conducting all its business activities. We are committed to ensuring that all our stakeholders (employees, clients, contractors, shareholders) comply with Zamzam Foundation policies, code of conduct and Somalia laws.

Our policies guide procedural processes on how best Zamzam Foundation, together with all stakeholders, conduct business in the most transparent and effective manner, and at the same time adhering to the laws of Somalia.

Zamzam Foundation has the following policy documents in place: Code of Conduct; Data Protection Policy; Employee Discipline Policy; Employee Orientation, Induction and Job Description Policy; Employee Remuneration, Recognition and Promotion Policy; Employee Termination Policy; Exit Interview; Grievance, Dispute Settlement Policy; Health and Safety Policy; Leave Policy; Outsourcing Policy; Performance Management Policy; Recruitment Policy; Safeguarding Policy; and Talent Management Policy.

3. Policy Purpose

The Compliance function of Zamzam Foundation is mandated with the responsibility of making sure that each and every department, function, employee, client, service provider, shareholder and any other stakeholder comply with our defined processes and procedures, rules and regulations, best practices, Code of Conduct and current laws of Somalia.

Enforcing compliance minimizes chances of employees and other stakeholders engaging in unlawful conduct that negatively affect Zamzam Foundation business operations.

4. Policy Scope

All Stakeholders involved in Zamzam Foundation's business activities MUST comply with all policies and their procedural processes, Code of Conduct and in accordance to the governing laws of Somalia.

Zamzam Foundation stakeholders include, but not limited to: employees, clients, service providers, and shareholders.

5. Policy Guidelines

The Compliance policy of Zamzam Foundation provides clear guidelines on how best to develop, maintain and apply all policies and procedural guidelines with the aim of executing our mandate within the legislative framework of Somalia and attaining best results in the Foundation business sector.

6. Guidelines on procedure

- a) Zamzam Foundation shall establish a compliance unit, which will take lead in all issues of compliance, both internally with employees and externally with service providers and other stakeholders.
- b) The Line manager/supervisors shall ensure that:
 - i. All policy documents of Zamzam Foundation are up to date and address all issues of operations and business concern. This will be achieved through conducting timely reviews to policies and their procedural processes.
 - ii. Zamzam Foundation and all our stakeholders are well aware of the laws and regulations of Somalia and any changes in the same in a timely manner.
 - iii. All compliance related activities are clearly understood, appropriately implemented and adhered to by all Zamzam Foundation stakeholders.
 - iv. Complaints, concerns, and investigations are properly documented and take lead on all Zamzam Foundation audits (both internal and external).

- c) Zamzam Foundation will ensure that timely and appropriate advice on compliance is provided to all our stakeholders, especially in cases of high risk business endeavors.
- d) In order to enhance compliance for high risk areas, Zamzam Foundation shall conduct regular internal and external monitoring as well as auditing. The findings shall be used to mitigate and manage foreseen risks.
- e) Zamzam Foundation shall conduct regular training workshops on compliance for purposes of empowering different stakeholders in how to prevent, detect, address, respond to, report and resolve behavioral practices that do not conform to policies, procedural processes, Code of Conduct and laws and regulations of Somalia, in the course of our daily business operations.
- f) Zamzam Foundation shall develop effective and dependable modes of communication in which affected stakeholders will voice their views, concerns and complaints without fear of victimization and/or discrimination. We shall also ensure training sessions on how best to voice such concerns and complaints are conducted to appropriate stakeholders in a timely manner.
- g) Zamzam Foundation must respond to concerns and complaints appropriately— with total transparency, in accordance with our policies and the laws and regulations of Somalia.
- h) Through the line manager/supervisor, Zamzam Foundation must document all complaints and the procedural processes undertaken from the beginning to the final step, action or decision. Such a library of practices shall assist in addressing and resolving future offences as well as providing guidance on correction of offenders.

7. Responsibilities:

7.1. Board, General Director, Line Managers, HR, Employees

8. Dispensations:

8.1. Dispensations cannot be granted for this policy unless there is a conflict with regulatory/statutory requirements in which case approval to a dispensation must be obtained from ZZP's General Director.

9. Related Documents

9.1. Grievance and Disputes Settlements

9.2. Employee Termination

10. Compliance Assurance Check

10.1. The ZZF Internal Audit function will review all foundation operations periodically and report on any identified incidents of non-compliance to this policy.

10.2. The prevention, detection and reporting of non-compliance is the responsibility of General Director, HR, Line Manager, and Employees.

Employees who become aware or are suspicious of an activity or conduct which appears to be non-compliant should report the occurrence to the line manager or to higher authority if the line manager is involved.

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Policy Owner:	ZZF Head of Human Resources
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ZAMZAM FOUNDATION (ZZF)

POLICY No. 20

POLICY TITLE: COMMUNICATION POLICY

1. Risk Type

- 1.1. People Risk

2. Policy Statement

- 2.1. Zamzam Foundation is committed to ensuring that appropriate policies, procedures and monitoring arrangements are in place to support good (two ways) internal and external communications with all employees, service providers and all other stakeholders.
- 2.2. The policy aims to achieve effective communication with internal and external stakeholders.

3. Policy Purpose

To provide robust guidelines for effective communication with employees and key stakeholders at all levels of business engagement.

4. Policy Scope

Employees, customers, suppliers and government offices and media.

5. Policy Guidelines

- 5.1. Zamzam Foundation Communication will be in writing (memos, letters, notices, email or any other approved platforms) for clarity and standardization.
- 5.2. Lead responsibility for the policy lies with Zamzam Foundation Board, General Director, Line managers and Human Resources.
- 5.3. Zamzam Foundation communication channels will be clear from the Board, General Director, Line Managers, employees and other Stakeholders

- 5.4. For implementation, monitoring and review of the policy lies with the Human Resources and the Line Managers.
- 5.5. Line Managers have a responsibility to ensure clarity, timeliness and fullness of every message communicated
- 5.6. The board in conjunction with General Director will:
 - a) Ensure information is made available to all staff in a timely manner and via appropriate channels.
 - b) Ensure managers have the relevant information available to communicate with their employees effectively.
 - c) Maintain open channels of two-way communication and to listen to feedback and comments from all employees.
- 5.7. All Line Managers will:
 - a) Communicate regularly with their teams, preferably face to face, to ensure information is available and understood within the context of the department and working environment.
 - b) Ensure they and their staff are maintaining good communication practice in accordance with this Policy.
 - c) Maintain open channels of two-way communication, to listen to feedback and comment and to keep senior managers informed.
- 5.8. All Employees will:
 - a) Ensure they are informed and have access to information in order to be as effective as possible in their role and to support the strategic direction of the Zamzam Foundation.
 - b) To ensure they are maintaining good communication practice in accordance with this Policy.
 - c) Use open channels of two-way communication to keep line managers and colleagues informed.
 - d) Communicate with colleagues and other stakeholders across Zamzam Foundation.
- 5.9. Communication with the media must be conducted through Zamzam Foundation authorized communications team(s).
- 5.10. Services provided by Zamzam Foundation communications team include:
 - a) Media Relations

- b) Strategic communications
 - c) Internal communications
 - d) Ensuring consistency of messages
 - e) Quality print and design
 - f) News Media
 - g) Public Affairs
 - h) Event management
 - i) Advertising
 - j) Photography
 - k) Awards
- 5.11. Every communication will be crafted professionally with courtesy and respect for every stakeholder.
- 5.12. Zamzam Foundation is committed to full consultation with employees at all levels of the foundation structure.
- 5.13. Within departments communication will be through departmental meetings resolutions.
- 5.14. Board resolutions aimed for employee information will be communicated through the General Director.

6. Responsibilities:

Board, General Director, Line Managers, HR, Employees

7. Dispensations:

Dispensations cannot be granted for this policy unless there is a conflict with regulatory/statutory requirements in which case approval to a dispensation must be obtained from ZZF's General Director.

8. Related Documents

- 8.1. Grievance and Disputes Settlements Policy
- 8.2. Employee Termination
- 8.3. Data Protection Policy
- 8.4. Whistle Blowing Policy
- 8.5. Employee Orientation and Induction Policy

- 8.6. Employee Termination policy
- 8.7. Code of Conduct Policy
- 8.8. Compliance Policy

9. Compliance Assurance Check

- 9.1. The ZZF Internal Audit function will review all foundation operations periodically and report on any identified incidents of non-compliance to this policy.
- 9.2. The prevention, detection and reporting of non-compliance is the responsibility of General Director, HR, Line Manager, and Employees.
- 9.3. Employees who become aware or are suspicious of an activity or conduct which appears to be non-compliant should report the occurrence to the line manager or to higher authority if the line manager is involved.

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