



**QËNDRESA
QYTETARE**

POLICIES AND PROCEDURES MANUAL

**“Civic Resistance” Center
(summary)**

June 2020

SUMMARY OF CONTENT OF POLICIES AND PROCEDURES MANUAL

The Policies and Procedures Manual (PPM) regulates the internal and external relationships of the organization in the frame of implementation of different projects and activities in order to achieve the organization's mission that is “**contribution to empowering the role of citizens in society through policy advocacy, awareness raising and civic participation, and capacity development of community groups for good governance**”.

PPM is based on the statute of the organization, current legislation relating to the non-profit organizations, as well as principles of effectiveness and efficiency regarding the organizational management. PPM sections include:

1. Management
2. Personnel
3. Administration
4. Financial Management
5. Reporting
6. Work Place Rules

A summary of the content of PPM sections follows:

CHAPTER 1: MANAGEMENT

This Chapter includes information about the organizational structure and directing bodies. The organizational structure of Civic Resistance Center includes 3 management levels:

- Board
- Executive Director
- Executive Staff/Program Managers

The Board directs all operations of the Organization. Its role and responsibilities include:

- Establishes the program of operations for the Centre;
- Reviews economic issues;
- Drafts norms and regulations to regulate operations;
- Appoints/elects the Executive Director;
- Establishes ad-hoc committees and administrative positions.

The Executive Director's role and responsibilities include:

- Executes decisions of the Board according to the law and the mission of the organization;
- Reports to the Board twice a year on organization's activities;
- Manages human resources;
- Represents the organization to third parties.

Attachment:

- Organizational Chart

CHAPTER 2: PERSONNEL

This chapter states the policies and procedures for the development of job descriptions, employment, reward and benefits, performance evaluation, and training needs assessment.

Regarding job descriptions:

Policy: Job Descriptions will be prepared for all positions in the organization to serve as an organizational aid for identifying and delegating responsibilities, coordination and division of work and prevention of duplication of efforts. These descriptions are only guides and are not all-inclusive of a person's abilities or the requirements for fulfilling their position. Further, Job Descriptions are not intended to be used as work limitations or restrictions on employee roles. We are all expected to be team players and to help each other and the organization whenever necessary within reason and workplace safety guidelines.

Purpose: To provide the methods for preparation and format of Job Descriptions.

Applies to: All staff members of the Organization and staff of the organization's projects.

Effective date: June 2020

Procedures determine that Executive Director is responsible for the development and updating of job descriptions for all positions within the organization based on the format provided in the Manual. When needed the Executive Director has to cooperate with staff members to review job descriptions for further specifications. Job descriptions must be approved from the President/Executive Director. **Attachments** included:

- Job description format
- Job description for the position of Executive Director
- Job description for the position of Finance Manager
- Job description for the position of Training Consultant

Regarding employment:

Policy: The organization aims at maintaining qualified and experienced employees and recruiting best employees through effective, open, competitive managerial practices.

Purpose: Ensuring the human resources necessary for the implementation of organization's activities.

Date Effective: June 2020

Procedures describe hiring procedures (announcement of vacancies, pre-screening of candidates, interviewing the selected candidates, selection of the best candidate for the job), contracting (also including provisions about probation period). **Attachments** included:

- Employment Contract
- Consultancy Contract

Regarding employees 'rewards and benefits:

Policy: Organization aims at motivating and maintaining qualified and experienced employees through a competitive reward policy and practice. Organization gives the employees all benefits provided by the law and considers benefits as important motivation to employees.

Purpose: Ensuring that the organization has the proper human resources to implement projects and activities. Defining benefits and rewards and how to receive them.

Date Effective: June 2020

Procedures describe rules about the employment wages, annual leave, and other benefits. **Forms** included:

- Salary Payment Form

Regarding performance evaluation:

Policy: The organization conducts periodical performance evaluations for employees to assess performance progress of the employees and as a tool of professional development and motivation. The objectives of the performance evaluation plan include: To motivate and guide employees toward greater self-development and improved performance by discussing significant strengths and areas needing improvement in a positive, constructive manner; To identify training resource needs; To provide a record of employee professional development; To make necessary changes based on the Performance Evaluation results.

Purpose: Performance evaluation is designed to identify work progress for employees and define changes as needed. It serves as an important motivation tool and improve the quality of job performance; Enhance the ability to achieve goals through improved supervisor-employee communication; Base personnel actions on objective, accurate and fair performance appraisals; Monitor the performance of probationary employees on a timely basis. Performance evaluation is conducted based on job descriptions and working contracts.

Procedures section includes details about the rules for the conduct of performance evaluation. Performance evaluation is the review and rating of all factors relevant to an employee's effectiveness on the job. It involves observation, guidance, training and open communication between the employee and employer. **Forms** included:

- Employee Self-Evaluation form
- Performance Evaluation form
- Performance Evaluation Questionnaire
- Individual Development Plan

Applies to: All employees of the organization

Date Effective: June 2020

Regarding training needs assessment:

Policy: The organization encourages the participation of its employees in training programs in order to increase their skills relating to current positions, prepare for future positions and keep up to date with technologic advancements. In this frame, the training needs assessment ensures information on the real needs of the organization. As a result the Organization identifies training needs and drafts a plan for capacity building in the future.

Purpose: Establish criteria for the evaluation of staff performances/competences and identification of training needs. The objectives of the training needs assessment are to link training to the goal and objectives of the organization; to clarify justification and cohesion on training efforts; to monitor the organization's progress in reaching training goals.

Applies to: All employees of the organization.

Date Effective: June 2020

CHAPTER 3: ADMINISTRATION

This chapter includes policies and procedures on documentation, equipment, travel and per diem, and transportation.

Regarding documentation:

Policy: The organization has a set of rules for operational management. These rules are periodically reviewed to ensure compliance with internal and external changes.

Purpose: To specify drafting and implementation of administrative procedures.

Applies to: All sectors/components of the organization.

Date Effective: June 2020

Regarding equipment

Policy: Organization has clear rules about maintenance of office equipment that are property of the organization.

Purpose: Clarifying the methods of equipment use and maintenance and transmitting them to all employees.

Applies to: All sectors and components of the Organization.

Date Effective: June 2020

Regarding travel and per diems:

Policy: Organization covers and/or reimburses expenses of its employees and project staff during the field trips in the frame of the implementation of their job responsibilities.

Purpose: To clarify what expenses the organization reimburses and which are the procedures for the reimbursement of travel costs.

Applies to: All employees of the organization and the organization's projects.

Date Effective: June 2020

Procedures include detailed information about rules to be followed and forms to be completed prior and after the trip. **Forms** included:

- Travel Arrangement Form
- Reimbursement Form
- Payment Authorization Form

Regarding transportation.

Policy: The vehicle of the organization can be used only for work purposes and is maintained accordingly.

Purpose: To clarify how the organization's vehicle is used and maintained.

Date Effective: June 2020

Procedures include details about the use of the organization's vehicle as well as the use of private vehicles when necessary.

CHAPTER 4: FINANCIAL MANAGEMENT

This chapter states the policies and procedures relating to financial management and organizational budgeting process.

Regarding financial management:

Policy: Organization is open and transparent toward its staff and collaborators regarding all financial transactions which, at the same time, are conducted according to current legislation and principles of effective and efficient organizational management. The Finance Manager or Executive Director will manage separate Accounts accordingly with the projects of the organization. He/she will draft financial reports for the donor, Board of Directors and Executive Director as per specific requirements.

Procedures include details about the management of bank accounts, bank transfers, cash withdrawal and use rules, advance rules, rules about payment of salaries and services, field trips, operational expenses, depreciation, financial reporting to the Executive Director, Board, Tax Department, internal and external audit.

Regarding budget development:

Policy: Budget is annual and represents financial objectives of the organization's projects. The financial year starts on June 1st and ends on December 31st.

Each expense and activity funded from any specified source in the budget is fixed on legal documents (contracts) that are signed with all parties. Any changes in the categories and nature of activities requires approval of the Board and/or donor and are documented through a written contract.

CHAPTER 5: REPORTING

Policy: To maintain effective written communication while avoiding redundant and/or overlapping efforts, development and maintenance of all reports will be periodically reviewed and evaluated for usefulness and content requirements. Further, reporting will be reviewed for appropriate distribution and minimization of filing of duplicate copies.

Purpose: To outline the methods for developing and tracking internal reporting.

Applies to: All job positions within the organization.

Date Effective: June 2020

Forms included:

- Weekly Reporting Form
- Monthly reporting Form
- Weekly Presence Form

CHAPTER 6: WORKPLACE RULES

This chapter states organization's policies and procedures relating to internal communication and behavior at work place.

Regarding internal communication:

Policy: The organization continuously and regularly informs employees about activities 'progress in order to ensure effective internal communication.

Purpose: To define procedures for an effective and efficient internal communication.

Applies to: All employees.

Date Effective: June 2020

Procedures include details about the rules regarding staff meetings and complaints.

Forms included:

- Complaint Form

Regarding behavior at the work place:

Policy: The organization establishes standards and rules for behavior at the work place to guide employees on their daily work.

Purpose: To ensure effective internal communication as per the set rules and standards.

Applies to: All employees of the organization.

Date Effective: June 2020

Procedures include details about the rules regarding code of conduct, what constitutes a disciplinary breach and disciplinary measures, public image, punctuality, absence, work hours, harassment, and use of telephone and internet. **Forms** included:

- Disciplinary Measure Form
- Leave Form
- Transfer of Responsibilities Form

Attachment:

Board of Directors



Fatjon
Biba



Amina
Sinaj



Mimi
Kotorri



Valmira
Kosova



Migel
Zallemi

Executive Director

Rigels Xhemollari



Office Staff



Public Relation
– **Orjana Cekrezi**



Finance and IT
– **Ines Mulellari**



Legal Electoral Expert
– **Dhimiter Zguro**

Program Managers



Good Governance
– **Gladiola Lleshi**



Education
– **Gevio Tabaku**



Democratic Education
– **Dragana Kurti**



Sustainable
Development (SDG)
– **Stiven Shala**