

CCRR: Procedures, Internal Bylaws, and Legislations.

Bethlehem August 2003,
(Revised November 2004)

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Abbreviations

BoT	Board of Trustees
CCR	The Center for Conflict Resolution and Reconciliation
DED	German Development Service – Deutscher Entwicklungsdienst
ICB	International Consultative Board
LCB	Local Consultative Board
NGO	Non Governmental Organization
M+E	Monitoring + Evaluation
PNA	Palestinian National Authority

1 CCRR's Administration Structure

Brief description of the Administrative Structure:

- Each program is coordinated by an experienced Project Coordinator
- CCRR works with a core group of Freelance Trainers
- The Project Coordinator coordinates the work of CCRR freelance trainers
- CCRR Freelance trainers cooperate with the Administrative Assistants, and with CCRR's director
- The Director who manages the center on a daily base reports to the Board of Trustees that is elected by the General Assembly
- The Director consults and reports to the Local Consultative Board (LCB) and to the International Consultative Board (ICB)
- The General Assembly is a meeting of full members of the CCRR
- The international Friends of CCRR, the Youth Group, and the Affiliated members are not eligible for voting, but are welcomed as guests

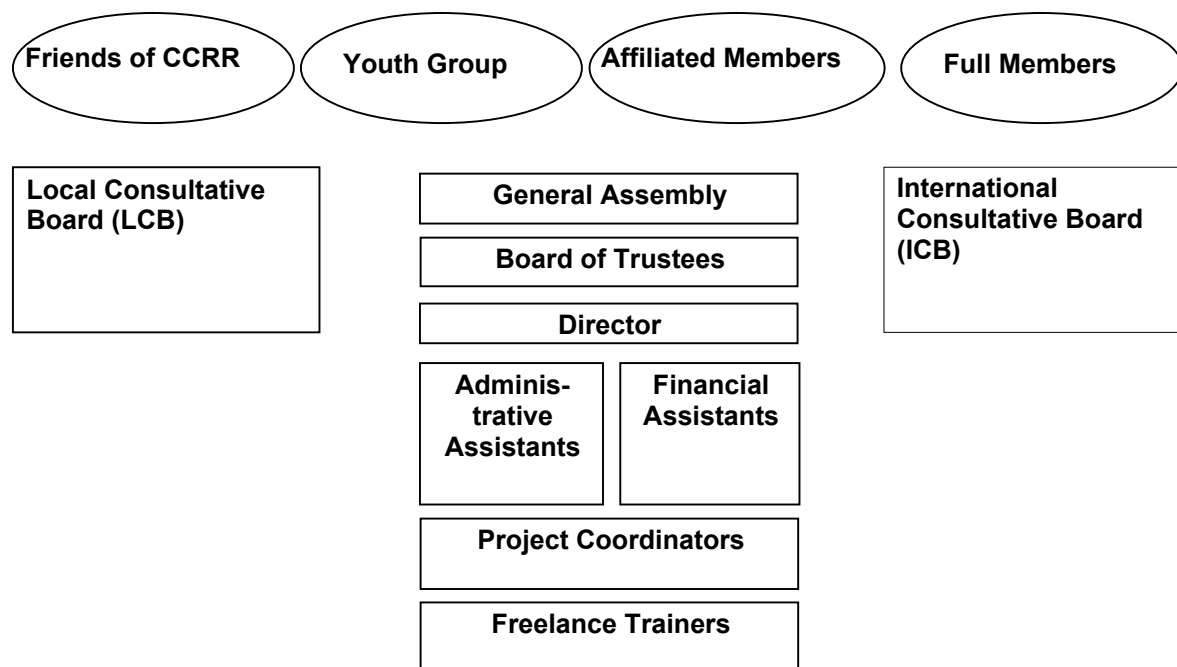


Figure 1: Administration Structure of the CCRR

Since June 2003 CCRR has a cooperation agreement with the German Development Service (DED). A DED expert works at the CCRR, in conjunction with the CCRR employees.

1.1 Members

CCRR offers different levels of membership. This allows Palestinian Youths, Palestinian professionals, and international supporters of our cause the possibility to support and participate in our activities.

1.1.1 Full Members

- Full members subscribe to CCRR's Mission Statement (page 1) and are committed to spend a considerable amount of their spare time to work for the center.
- Full members of the CCRR are eligible to participate in the General Assembly (see 1.2) and to vote for the Board of Trustees (see 1.4).
- They are obliged to pay a yearly member fee.
- In case of financial hardship, CCRR members can apply for a reduced member fee.
- Full members of the CCRR receive the CCRR magazine "Tree of Hope" for free.
- Full Members of the CCRR receive a CCRR membership card identifying them as members of the CCRR.
- Full members of the CCRR are provided with an e-mail address and with the opportunity to check their email at the CCRR.

1.1.2 Affiliated Members

- Affiliated members subscribe to CCRR's Mission Statement (page 1).
- They are not eligible to vote at the General Assembly, but do have guest status if the Assembly agrees.
- Affiliated members do not pay a membership fee.

- Affiliated Members can apply for getting CCRR's magazine and are encouraged to promote the mission of CCRR in social and professional settings.
- Affiliated members get a CCRR membership card identifying them as members of the CCRR.

1.1.3 Youth Group

- Youth Members subscribe to CCRR's Mission Statement (page 1).
- Youth Members are up to 25 years old.
- At the age of 25, the youth member has the opportunity to apply for full membership.
- Youth Members do not pay a membership fee.
- Youth Members receive the CCRR magazine "Tree of Hope" for free.
- Youth Members get a CCRR membership card identifying them as members of the CCRR.
- CCRR's Youth Committee is an integral part of the CCRR.
- It has own regulations, and subcommittees.

1.1.4 International Friends of CCRR

- International Friends of the CCRR subscribe to the Center's Mission Statement
- They are provided with the reports via CCRR's webpage and through CCRR's e-Mail list
- International Friends of the CCRR are encouraged to pay a member fee
- International Friends of the CCRR are not eligible to vote at the General Assembly
- International Friends of the CCRR get a membership card identifying them as international friends
- They are committed to campaign for the values of the CCRR in their societies
- They are encouraged to meet regularly in their societies, and to report to the Board of Trustees
- They coordinate their activities with the CCRR director

1.2 General Assembly

The General Assembly of Full CCRR Members meets every 24 months and elects the Board of Trustees. It discusses the matters of the Center. Members of the General Assembly have the right to bring motions to a secret ballot. Further details concerning the voting procedure and the General Assembly are regulated by PNA legislation, since CCRR is an NGO that is registered with the PNA.

1.3 Consultative Bodies

In order to support and to advise the Board of Trustees, and the Director of the CCRR, CCRR has two consultative bodies.

1.3.1 International Consultative Board

The International Consultative Board (ICB) observes and comments the work of the center, and gives advice. Members of the ICB shall go through all reports and programs of the CCRR. The ICB is part of the center and its work. The board knows about the current programs of the center. Members of the ICB shall contribute their experiences, and their ideas, to the center, thereby contributing to the center's development. Members of the ICB explain the center's mission to the international public, and to all people who have an interest in our work on the international level.

1.3.2 Local Consultative Board

This Local Consultative Board is chosen by the Board of trustees. The LCB is considered a consultative, guiding, and advisory body. They develop and explaining the mission of the center among the Palestinian Society, and they should proven a high level of professionalism in their professional work.

The members of the board are committed to CCRR's mission statement, and believe and support the center's work, and programs. The LCB has a regular meeting every year. It discusses ways of contribution and developing the center by giving their support, consultation, advices, observation and comments; it shall review all the reports regarding CCRR's programs, and CCRR's work in general.

1.4 Board of Trustees

The Board of Trustees (BoT) gathers regularly every six months to discuss the process of the work in the center. It comments on the center's current programs, and follows the center's policies and programs.

Preparing the meetings of the BoT, the CCRR provides it with the following reports:

1. Narrative report
2. Financial report
3. Reports of all programs and activities the center work with

All decisions made by the board of trustees are compulsive to the administration of the center. The BoT present and explain clearly the center's policy, between the periods of gathering.

1.4.1 CCRR's Employees

All CCRR employees are committed to the work of the center. All CCRR employees can become full members of the CCRR. Every Monday morning, CCRR's employees meet for a brief planning meeting. Every three months, the CCRR employees meet for a planning meeting, discussing the programs in detail.

1.4.2 Director

The director of "the Center for Conflict Resolution and Reconciliation" (Wefaq) is the executive manager. He is responsible for:

1. The internal legislation of the center, further developing it, and reporting about the work of the center to the board of trustees.
2. Organizing and managing the daily work of the center
3. Receiving all correspondence (E-Mail and Mail) of the center and distributing it internally to the project coordinator in charge

4. Submitting regular reports to the board of trustees about the activities of the center every six months.
5. Supervising the management and overall coordination and responsibility of all programs run by the center.
6. Distribute resources of incoming funding according to the prerequisite of the center's work need, and according to the center's mission.
7. Overall responsibility for the center's finances, guaranteeing the success of the center's work and committing to the financial roles in the center.
8. Directing the freelance trainers, evaluating their work and ensuring the quality of their work

1.4.3 Administrative Assistants

The administrative assistant is responsible for following the different programs, and for communicating with various sides and sections that work with the center through the following tasks:

1. Follow up the different correspondence and communicate with all different organizations that involved in the center's programs.
2. Writing and developing proposals in coordination of the work team, program coordinators and the director.
3. Working as liaison between the director and the different program coordinators in the center.
4. Following up public relation affairs.
5. Reviewing all technical reports including articles, books, and publication that are issued by the center.
6. Writing minutes of the CCRR regular meetings (see 3.1) and keeping track of CCRR's visitors (see 3.2)
7. Keeping track of software
8. Keeping folder structure (hardcopies and on server) clean
9. Keeping backups of server
10. Organizing CDs and books

1.4.4 Financial Assistants

The financial assistant is responsible for organizing financial affairs through the following tasks:

1. Maintaining and keeping a central file containing the entire running program in the center.
2. Financial management which includes preparing and reviewing financial statement and balance sheet of the center, preparing regular leaflets for monitoring the budget and the cash.
3. Collecting accurate financial data, reporting regularly of all accomplishment and submitting it to the administration, and shared responsibility in coordinating the budgets
4. Keeping good relationship with the granted banks the center works with.
5. Financial supervision of the incoming program funds.
6. Supervision of all maintenance work in the center.
7. Follow up purchase orders, including office needs, and equipment in the center.
8. Keeping a central file of all center properties.
9. Working with the Center's BISAN Accounting System
10. Managing the finances of all programs, in close cooperation with the project coordinators
11. Contributing to the reports of CCRR project coordinators
12. Working together with the external auditor

1.4.5 DED Development Expert

Since June 2003 CCRR has a contract with the German Development Service (DED) for a DED expert supporting the CCRR in the fields of (1) Program Development, (2) Organizational Development and (3) Networking. The DED worker works project-wise with shifting counterparts. Where the regulations of the DED contract do not contradict the internal regulations of the CCRR, the DED expert is subject of these rules. He is committed to the goals and values of the center as outlined in the Mission Statement.

1.4.6 Program Coordinators

CCRR's program coordinators are responsible for implementing, coordinating and managing the Center's various programs and projects. In cooperation with CCRR's director, the project coordinators choose the fitting trainers for the program. They develop new project ideas and write project proposals. Sharing view and opinion with the general coordinator and the director, s/he responsible for the following:

1. Correspondence and coordination for the activities of the program
2. Choosing the appropriate trainers
3. Regular reporting every month about the program from the general coordinator to the director
4. Supervising workshops and trainings related to his/her program
5. Field visit for coordination and follow up the training
6. Participate in coordinators meetings, and contribute in discussions about the different programs toward developing better programs
7. Planning the program
8. Assessing the success of the program using CCRR's internal M+E tools
9. Reporting on the programs
10. Cooperating with CCRR's financial assistants
11. Helping other programs when needed

2 Employments System

1. Employees may be sought according to the needs of the center by placing a formal announcement in the local newspaper.
2. Nominated persons will be interviewed and selected based upon their qualifications. The CCRR does not discriminate on the basis of religion, race, gender, or political persuasion.

3. New employees will be subject to a three month probation period. During this probation period, the administrative committee retains the right to end employment according to the recommendation of the director.
4. Each new employee will retain a signed copy of his/her contract; the original version will be kept in the employee file in the office.
5. Part time employees sign a special contract for their temporary work which explains their work conditions and responsibilities in the center.
6. The employee's date of employment will begin on the first day of their probationary period. Upon completion of the probationary period, the accrual of leave and compensation increase will be measured with respect to this date.

2.1 Work Legislations

1. Employees must be committed to the goals, statements and regulations of internal administration of the center.
2. The employee must be committed to do all his/her work responsibilities and any other responsibilities asked for, in efficient and faithful way, the employee prohibits of doing any work which contradict with his/her duties and roles.
3. The employee prohibits of doing any work may obstruct his/her work in the center or exposed the center to any harm, or damage, either morally or practically.
4. The employee must commit to all instructions assigned for organizing work of the center.
5. The employee must preserve and maintain all the center properties and equipment, and commit to their use in a safe and secure fashion.
6. Employees are prohibited to disclose any confidential information related to the center work, programs, and activities, without a written approval from the administration of the center.
7. Working hours are determined in accordance with common practice. Under this condition, working will consist of 40 hours per week, beginning and ending at times determined by the administration of the center.
8. Official holidays include Friday and Sunday of each week. Holidays can be changed according to the requirement of the work and approval of the center administration and the employees.
9. The employee is not allowed to absent without prior permission. Employees are allowed one day in emergency situations, but are expected to call the center in that day if it possible. This does not include external circumstances such as curfews, closures..etc.

10. Employees are expected to arrive in a timely fashion, and may not leave during working hours except by written approval from his/her direct manager. Tardiness or absence for more than 3 hours without justification will be considered an absence of one working day.
11. Every employee must give a regular report about his/her work, activities, and discuss it with his/her direct manager or the director of the center.
12. Every employee must fill yearly evaluation form for the centers' administration.
13. The administration councils discuss the evaluation forms of the employee, and evaluate situations of the employee, and give their recommendations to the director.

2.2 Leaves

CCRR's leave system follows the system of the PNA.

2.2.1 Annual Leaves system

1. The CCRR follows the Palestinian labor laws (leave and holidays).
2. In case of coincidence of having the weekly holiday (Friday or Sunday) within the official leave, the employee will take one day before or after.
3. In case of coincidence of having the official leave which prolonged up to 3 days and have the weekly holiday (Friday or Sunday) within it, it will consider those two days part of the official holidays.
4. The employees have the right to choose the days of his/her annual leaves, and official leaves according to his/her wishes with coordination of the centers administrations.
5. Annual leave must be coordinated and approved in advance with the center's administration so as not to negatively affect the center's mission.
6. Accrued leave may be taken during a period of up to six months after the year in which it was received. The administration of the center may extend this period given extraordinary work requirements during a particular time.
7. The employee is allowed to be absent from work up to a maximum of 3 days in case of death of one of the first degree relatives (father, mother, brother, sister, son, daughter). These 3 days will not be counted against annual leave.
8. The director may request that an employee work during his/her weekly or annual leave, or in addition to the given working hours provided that the employee will be compensated with their standard pay. The director may also compensate by giving additional holidays.

2.2.2 Sick Leave

The CCRR internal regulations follow the PNA law. The employee has the right to have a payable sickness leave due to any illness. The maximum number of paid sick leave is 7 days per year. Each sick leave shall be supported with medical reports from a granted doctor.

2.2.3 Maternity leave system

The CCRR internal regulations follow the PNA law.

2.3 Quitting work, and compensation

1. The full time employee has the right to finish his/her work or resign, and will have the following rights:
2. Employees who resign will be granted one month's salary for every year of full-time work with CCRR.
3. Employees who work less than one year and quit or resign will not have the right to take any compensation.
4. Part time employees do not have the right for any compensation.

3 Internal Organization of the Center

The following chapter sets rules and regulations for the internal organization of the CCRR.

3.1 Meetings

CCRR employees meet every Monday morning. Each project coordinator gives a brief assessment of current projects, and informs the team about the most important developments. The CCRR Director explains the current development of the center. If the director is not present, the employees meet nevertheless. The Administrative Assistant keeps the minutes of the regular meetings.

3.2 Visitors

All visitors of the CCRR are asked to leave their e-mail address, so that the Center can send them information on the center and current developments. The Administrative Assistant keeps a guest book of the visitors.

3.3 Volunteers

CCRR welcomes volunteers to support the center, if they subscribe to the center's mission statement. Volunteers are encouraged to work on a project, as counterpart of a project coordinator. Volunteers get a detailed briefing about the center in the beginning of their work, and regular feedback on their performance from the project coordinator and the director of the CCRR. Volunteers are encouraged to set personal goals for the time of their internship, and to adopt CCRR's standardized volunteer program to their own capacities and needs.

3.4 Cleaning

Each employee is responsible to leave her/his workspace in a clean condition. Each Sunday a home help is cleaning the office. Users of the CCRR's kitchen are responsible to clean used crockery.

3.5 Petty Cash

- The financial administrator is responsible for the petty cash. Petty cash shall be kept to a minimum.
- If necessary, the cash will be withdrawn from the bank by check bearing the signature of the CCRR director.
- There is an agreement with the Grocery Store in Al-Quds-al-Khalil Street to buy daily needs on credit
- The same agreement is made with Maktaba Ein Kerem for the purchase of stationary
- The stationary and the grocery store are paid each month

3.6 CD List

The Administrative Assistant keeps record on all available CR-ROMS (music, data, information, software). If an employee seeks to use a CD, the Administrative Assistant needs to be informed.

3.7 Books

The Administrative Assistant keeps record of all books at the CCRR. If an employee seeks to lend out a book from the CCRR library, the Administrative Assistant needs to be informed.

3.8 Purchases

Employees in need of specific stationeries shall write their needs on the black board next to the director's office. The director and the Administrative Assistant regularly review the list.

Employees using the last item should inform the Administrative Assistant.

3.9 Computers

- Every project coordinator works on a personal computer.
- Every project coordinator is responsible to avoid all security risks connected with the use of computers (viruses, worms, spam e-mail)
- All CCRR files shall be named in the following syntax: year-month-day-subject.
- The Administrative Assistant is responsible for backing up the computers

3.10 Other electronic equipment

The Administrative Assistant keeps record of all electronic equipment of the Center.

Appendix

Employees Policy

1. All employees have to be cooperative, well-mannered, and concerned about others feelings.
2. Employees are responsible of doing their work which is commanded by their direct supervisor, in a qualified and accurate way. The employee is allowed and encouraged to discuss any doubts or questions about their work in a free way with his/her direct supervisor in privacy.
3. In addition to the regular meeting for all employees every 3 months, the employee can be present in other meeting if necessary.
4. Daily working hours are between 8 a.m- 4 p.m, of Monday, Tuesday, Wednesday, Thursday, and Saturday. Some adjustment can be made on this schedule according to the work need.
5. All employees should be in the center ready for work according to their determined time, which mean that they need to arrive at work before the official time.
6. Every employee deserved 2 breaks from 10:00-10:15 a.m and from 12:00-12:30 p.m.
7. All employees have to be concerned and to take care of all the office equipments, furniture, and properties, and worry about the cleanliness of the office.
8. Using the office telephone for personal issues is not possible except in emergency, and to be considerate the calls should be as short as possible.
9. Conversation: The employees are not allowed to have extensive conversation about topics unrelated to their work.
10. Special responsibilities: Every employee is responsible to provide the administration of the center with his/her present address, phone number, ways of contacting him in case of emergency, and s/he will be responsible of the center keys, and for the return of the keys at the end of his/her employment.