



جمعية الشباب العرب - بلدنا (ج.م)
Baladna – Association for Arab Youth (R.A.)

Organizational Structure and Definition of Roles

1 General Values:

- 1.1 Commitment to the Palestinian cause and the people's just struggle.
- 1.2 Commitment to human rights values, the Universal Declaration of Human Rights of 1948, and the international conventions included therein.
- 1.3 Commitment to the values of human freedom, dignity, and equality, including the rights embedded in these principles, for marginalized and vulnerable groups and in society in general.
- 1.4 Commitment to the achievement of the objectives of the Organization and the prevention of conflicts of interest that serve aims that are foreign to the Organization's objectives, including factional, personal, partisan, and electoral interests.
- 1.5 Responsibility towards society's needs, specifically those of Palestinian youth who are considered the primary mandate for the Organization's work.

2 Work Principles:

- 2.1 Participation: Ensuring the engagement, contribution, and equal status of all individuals in the Organization in planning, implementation, and evaluation, and encouraging and creating an enabling space in order to achieve this end.
- 2.2 Transparency and Accountability: Conveying information, procedures, and systems to all individuals in the organization while guaranteeing their right to question them.

- 2.3 Effectiveness and Efficiency: Adopting practical measures and tactics that guarantee greater returns without wasting available human and financial resources.
- 2.4 Professionalism: Enhancing professionalism as a basic guide in all organizational procedures, decisions, relationships, and behaviors.
- 2.5 Strategic Planning in the Short and Long Term: Working in accordance with a strategic vision (as opposed to working in a way that is random, scattered, and reactive) while deriving from it practical and measurable periodic plans for implementation.
- 2.6 Flexibility: Flexibility in defining approaches and tools in line with the Organization's general objectives and framework and the needs of the community and target groups.
- 2.7 Learning: Being open to updating content and tools and striving towards applying and acquiring them as appropriate.
- 2.8 Creativity: Encouraging the examination of what is common and convenient while adapting and innovating based on the Organization's needs and foreseen challenges.
- 2.9 Teamwork: Supporting and cooperating with members of the team in a way that serves the realization of individual and collective potentials.
- 2.10 Specialization: Deepening knowledge and enhancing skills and capacities in the Organization's specialized areas of work.
- 2.11 Diversity: Integrating the largest number of human competencies, ideas, disciplines and interests in a way that serves the realization of the organization's objectives.
- 2.12 Systematic and Organized Work: Striving for accuracy, respect for time, the completion of tasks, follow-up, and organization.
- 2.13 Listening and Sensitivity: Avoiding isolation and inflexibility vis-à-vis the broader community and being receptive to the needs, interests, and challenges of those involved in the Organization's activities and of the society at large.

3 Organizational Policy Objectives:

- 3.1 Realizing the greatest achievements and returns for material costs** by adhering to clear standards for strategic planning in order to realize interim quantifiable objectives within a specified time frame.
- 3.2 Developing efficiency and efficacy** in implementing the strategy and specified work objectives.
- 3.3 Defining the organizational structure, roles, and responsibilities** in a way that will facilitate the Organization's planning, implementation, follow-up, and evaluation processes while ensuring that the Organization's procedures and standards are established and clearly defined.
- 3.4 Establishing and promoting a positive organizational culture and norms** that encourage and guarantee participation, ownership, initiative, independence, and an equitable distribution of power through a clearly defined framework.
- 3.5 Strengthening transparency and accountability** and defining the procedures to ensure their application in order to prevent conflicts of interest and corruption of all kinds.
- 3.6 Enhancing the resilience of the organization**, including its ability to deal quickly and creatively with variables and risks.
- 3.7 Strengthening and guaranteeing of the rights of employees** while deepening their feeling of professional safety and belonging to the Organization.
- 3.8 Affirming the General Values and Work Principles of the Organization.**

4 Official legal framework:

Baladna – Association for Arab Youth is a non-profit organization registered under Israeli law. The Organization's registration dates back to February 25, 2001, the day it acquired its official legal status with the Registrar of Associations.

The official registration specifies the general objectives of the Organization and identifies the Organization's objectives as follows:

- *Strengthening the values of democracy, pluralism and tolerance within Arab society in general, and among the youth in particular.*
- *Fostering and encouraging skills and creativity among Arab youth.*
- *Nurturing Arab identity and culture among Arab youth.*

In addition to the general objectives, the official registration is appended by an approved constitution for the Organization, which is certified by the Registrar of Associations. This constitution outlines membership in the Organization and its various bodies, including the conditions, regulations and the organizational and financial procedures that are formally mandated by the Registrar of Associations, which provides official approval for work on a formal, legal level after reviewing reports of the Organization's activities and finances.

5 Organizational Structure and Definition of Roles:

5.1 Objective of the section:

- Defining the organizational structure of Baladna – Association for Arab Youth, the main responsibilities of each role, and the formal relations between roles in the Organization.

5.2 Defining responsibilities:

- The Board of Directors is responsible for approving the Organization's procedures and amending them when necessary.
- The general director is responsible for the organized and inclusive implementation of the Organization's procedures.
- The chair of the Board of Directors is responsible for following up on the implementation of the Organization's procedures.

5.3 Method of application:

- The general director is responsible for clarifying the content of the Organization's procedures to all employees and ensuring their ongoing implementation.

- Special approval is issued for temporary changes to the organizational procedures (up to a period of three months) by the general director of the Organization.
- Every fixed change in the organizational structure, procedures, and roles is dependent on the approval of the Board of Directors.
- The Board of Directors examines the efficiency of the organizational structure and the definition of roles at least once a year, adjusting them according to the changing needs of the institution.

5.4 The Organizational Structure of Baladna – Association for Arab Youth

The General Assembly is the primary guiding body in the work of the Organization. This body includes all associate members, the majority of whom are the Organization's beneficiaries, volunteers, mentors, and professionals who have been part of the teams involved in the Organization's activities and work throughout the years. The General Assembly meets once a year. At its annual meeting, it approves the activities and expense reports for the previous year. During the same meeting, the program of activities and budget for the following year is presented and approved and the Board of Directors and the Supervisory Committee is elected.

The Board of Directors, which elects a chair for itself, steers the work of the Organization on a strategic level. Additionally, it is concerned with following up on the current projects and objectives of the Organization through the Organization's general director, who is appointed to manage the Organization's work and serve as a liaison between the Organization's staff and its Board of Directors. The Supervisory Committee, which is a sub-committee of the Board of Directors, monitors the ongoing work of the Board of Directors, in line with the legal directives and procedures in place, as well as the policies specified in this guide, the constitution of the Organization, and other policy papers that regulate the work of the Organization.

The General Assembly of Baladna – Association for Arab Youth consists of approximately 50 members. Among its members, 5-7 are elected for the Board of Directors and two others are elected for the Supervisory Committee annually.

The Organization's staff consists of nine permanent employees and service providers, including the director of the Organization, five project coordinators, a media coordinator, an accountant, and a resource development and international relations coordinator. Every 2-3 years, foreign volunteers join the staff to support the Organization's projects and activities.

The collective work of the Organization depends on a team of friends/volunteers who are located in a variety of villages and cities where the Organization implements its activities. The friends/volunteers follow up on the work of the youth groups in their respective villages/cities in coordination with the project coordinator. They also conduct workshops, tours, research, and other activities within the Organization's specific project programs. Tens of such individuals receive scholarships in exchange for their work and/or work on a voluntary basis.

5.5 Definitions of Main Roles:

5.5.1 General Director: In accordance with the principles and objectives of the Organization and the decisions of the General Assembly and the Board of Directors, the general director of Baladna – Association for Arab Youth shall manage, develop, and realize the objectives of the Organization and secure the resources required for this end. Specific responsibilities include:

5.5.1.1 Execution of the decisions of the Board of Directors.

5.5.1.2 Supporting the work of the Board of Directors, setting its agenda in cooperation with the chair, and transmitting all information in a transparent manner in order for the Board of Directors to make decisions and perform its role

- 5.5.1.3** Implementation of the recommendations of the Board of Directors' Supervisory Committee.
- 5.5.1.4** Managing the Organization and supervising the work of employees.
- 5.5.1.5** Leading strategic development, financial planning, organizational development, and resource development.
- 5.5.1.6** Supervising community projects, supporting these efforts, and accompanying and guiding the coordinators of community projects.
- 5.5.1.7** Supervising the Organization's media presence, supporting media efforts, and accompanying and guiding the media coordinator.
- 5.5.1.8** Supervising the process of recruiting financial resources for the Organization, supporting these efforts, and accompanying and guiding the fundraiser and volunteers.
- 5.5.1.9** Evaluating the employees' work and supervising the process of professional development of human resources in the Organization.
- 5.5.1.10** Networking and building relevant local and global partnerships.
- 5.5.1.11** Representing the Organization locally and globally.
- 5.5.1.12** Acting as the official spokesperson for the Organization.
- 5.5.1.13** Hiring and discharging employees and implementing decisions to hire new employees in cooperation with the Employment Committee.
- 5.5.1.14** Approving reports and projects proposals prior to their submission to external parties in cooperation with the resource development and international relations coordinator.
- 5.5.1.15** Supervising office administration.
- 5.5.1.16** Monitoring and directing the coordination of mentors and volunteers.
- 5.5.1.17** Supporting employees in their required tasks.
- 5.5.1.18** Coordinating between projects and all components of organizational management.
- 5.5.1.19** Ensuring the flow of information in the Organization, including through the coordination of periodic staff meetings.

- 5.5.1.20 Planning the annual budget of the Organization in coordination and cooperation with the administrative and financial officer, the accountant, and the project coordinators.
- 5.5.1.21 Monitoring and following up on the implementation of the approved spending budget in coordination with the accountant.
- 5.5.1.22 Managing the approved annual organizational budget in cooperation with the accountant.
- 5.5.1.23 Approval of spending and purchases.
- 5.5.1.24 Monitoring and following up on spending and purchases.
- 5.5.1.25 Approving employees' salaries and benefits as stipulated by the law.
- 5.5.1.26 Managing the financial relationship with the official donor parties in coordination and cooperation with the accountant and the resource development and international relations coordinator.
- 5.5.1.27 Making decisions regarding the petty cash fund and current bank accounts.
- 5.5.1.28 Following up on the preparation of quarterly and annual financial reports and reports for donors and approving them.
- 5.5.1.29 Signing checks.

5.5.2 Administrative and Financial Officer: The responsibility of the Administrative and Financial Officer includes managing logistical and technical matters and managing the ongoing financial transactions of the Organization as follows:

- 5.5.2.1 Assisting the general director in following up on organizational and institutional matters.
- 5.5.2.2 Coordinating and making the necessary logistical preparations for the meetings of the General Assembly and the Board of Directors.
- 5.5.2.3 Monitoring and controlling the Organization's membership.
- 5.5.2.4 Monthly follow-up and monitoring of employee insurance funds.
- 5.5.2.5 Arranging to accommodate new employees according to the Organization's established procedures.

- 5.5.2.6** Organizing work-related personal records, including documenting work hours, work reports, sick days, holidays, and vacations.
- 5.5.2.7** Coordinating, monitoring, and documenting employee holidays and absences.
- 5.5.2.8** Archiving electronic and paper files.
- 5.5.2.9** Photocopying, printing, sending, receiving, and archiving office materials
- 5.5.2.10** Conducting purchases in coordination with the director of the Organization.
- 5.5.2.11** Organizing employee travel schedules.
- 5.5.2.12** Managing telephone, postal and electronic communications.
- 5.5.2.13** Supporting the work of staff and volunteers in logistical arrangements.
- 5.5.2.14** Coordinating the issuing of invitations and reservations.
- 5.5.2.15** Office maintenance and cleaning management.
- 5.5.2.16** Planning the annual budget of the Organization in coordination and cooperation with the Organization's accountant, project coordinators, and the general director.
- 5.5.2.17** Monitoring and following up on the disbursement and implementation of the approved budget in coordination with the general director.
- 5.5.2.18** Obtaining quotes for services and purchases related to projects and the office in coordination with the project coordinators and under the supervision of the general director.
- 5.5.2.19** Undertaking ongoing banking procedures (cashing and depositing checks).
- 5.5.2.20** Managing the petty cash budget.
- 5.5.2.21** Coordinating spending and purchases in coordination with the project coordinators and under the supervision of the general director.
- 5.5.2.22** Preparing the administrative documents necessary to prepare employee salaries and transferring them to the accountant on a monthly basis, including work hour reports; monthly work reports; travel expense report;

and reports on vacation days, holidays, and sick days, following the general director's approval of the aforementioned documents.

5.5.2.23 Preparing financial reports for donors with the support and supervision of the accountant and the general director.

5.5.2.24 Preparing monthly financial documents and reports, including:

- A table of current administrative and operational expenses and a comparison with the budgets set by the donors.
- Tables of project expenditures and comparisons with the budgets set by the donors.
- Supporting financial documents for the specified month's expenses, including invoices, receipts, exchange vouchers and receipts, issuers' discount certificates, and price quotes while clarifying the name of the project, the donor, and the disbursement section on each of these documents and in accordance with the details mentioned in the tables of project expenditures referred to above.
- A detailed schedule of monthly checks and money transfers.
- Monthly bank statements.
- Drafts of checks and copies of checks issued during the month.
- A table of all receipts during the specified month, clarifying the donor, the currency, the amount, date of sending the amount, date of receiving the amount, and the currency conversion value.
- Monthly revenue receipt vouchers.
- A copy of all bank correspondence.
- A table of the petty cash fund disbursement and supporting financial documents.

5.5.2.25 Transferring monthly and quarterly financial documents and tables to the Organization's accountant and organizing the process of preparing monthly, quarterly and annual accounting reports.

5.5.2.26 Supporting the work of the Organization's accountant and providing the necessary financial and administrative documents.

5.5.2.27 Archiving financial documents according to the donor system and the accounting system.

5.5.2.28 Initiating and contributing to the planning, evaluation, and development process in the Organization in general.

5.5.3 Accountant: The accountant's responsibilities include preparing employee salaries, organizing financial procedures before the official authorities, and preparing monthly, quarterly, and annual financial reports. The accountant's detailed responsibilities are as follows:

5.5.3.1 Planning the Organization's annual budget in coordination and cooperation with the administrative and financial officer and the general director.

5.5.3.2 Preparing monthly employee salaries, including general monthly cost sheets.

5.5.3.3 Preparing the monthly salary and employee benefits payments.

5.5.3.4 Preparing and organizing monthly tax payments and National Insurance payments.

5.5.3.5 Organization and administration of work before official authorities, including the Tax Authority and National Insurance.

5.5.3.6 Reviewing and auditing the financial reports for donors in coordination and cooperation with the Administrative and Financial Officer and under the supervision of the general director.

5.5.3.7 Performing bank reconciliations.

5.5.3.8 Preparing monthly, quarterly, and annual financial reports, including:

- Statement of revenue and expenses.
- Data of the financial standing of projects, activities, and administrative and operational expenses.
- A record of the detailed expenses (pledger) of the projects and current operational and administrative expenses.

- Statement of bank balance and bank reconciliations.
- Monthly salary report.

5.5.3.9 Saving financial information in the accounting software through a dual information archiving system (on the device in use and outside the office) each time financial information is fed into the accounts program.

5.5.4 Media Coordinator: The Media Coordinator is responsible for disseminating the Organization's work at local and national Palestinian levels as follows:

5.5.4.1 Developing a strategic action plan to develop the media presence of the Organization at local and national Palestinian levels in coordination with the project coordinators and the Organization's director.

5.5.4.2 Developing an annual work plan based on the strategic plan and consistent with the field updates in the specified year.

5.5.4.3 Networking and developing relations with media outlets and influential people in the field at local and national Palestinian levels.

5.5.4.4 Feeding and developing the content and technology of the Organization's website on a periodic basis and in line with the confirmed work plan.

5.5.4.5 Preparing the content for press releases and publications.

5.5.4.6 Writing, translating, and distributing press releases, publications, and reports and following up with journalists.

5.5.4.7 Organizing and arranging interviews and press conferences.

5.5.4.8 Following up on what is published in the media about the Organization and its work fields.

5.5.4.9 Writing a monthly electronic media report.

5.5.4.10 Managing public media campaigns and project campaigns.

5.5.4.11 Communicating with service providers in relevant fields, including following up and coordinating with them.

5.5.4.12 Activating social media networks, including Facebook, Twitter, Instagram, and any other platforms approved in the annual plan.

5.5.4.13 Developing methods and methodologies for media work and learning and expanding the Organization's knowledge of the technical and tactical updates in media, specifically the tools related to working with youth.

5.5.4.14 Arranging the media archive.

5.5.4.15 Managing the mailing and publishing lists, activating them, and following up to make sure that they are up-to-date.

5.5.4.16 Expanding and developing the dissemination of the Organization's posts and publications, as well as other relevant materials related to topics addressed by the Organization, on traditional and social media platforms.

5.5.4.17 Initiating and contributing to the Organization's planning, evaluation, and development process in general.

5.5.5 Resource Development and International Relations Coordinator: The resource development and international relations coordinator is responsible for fundraising and developing the Organization's international network and relationships with donors and other international stakeholders. Duties are as follows:

5.5.5.1 Resource development and fundraising for the Organization from international sources.

5.5.5.2 Representing the Organization in front of various funding sources and building relations with them.

5.5.5.3 Identifying new donors and expanding the Organization's base of supporters.

5.5.5.4 Coordinating visits and meetings with new international donors, following up on correspondence and the relations with them.

5.5.5.5 Maintaining a constant flow of information and communication with existing donors to the Organization.

5.5.5.6 Drafting project descriptions, proposals for support, and quarterly and annual reports.

5.5.5.7 Writing monthly and annual electronic media reports in English.

5.5.5.8 Cooperating with the media coordinator to publish news, articles, and publications in English.

5.5.5.9 Networking and cooperation with influential people, institutions, and international coalitions concerned with human rights and youth work and coordinating the participation of members of the Organization's staff in international conferences and training.

5.5.5.10 Initiating and contributing to the planning, evaluation, and development process of the Organization in general.

5.5.6 Community Projects Coordinators: Engaging in community action at the local level with target groups in a way that serves the objectives of the project and the confirmed action plan. Specific responsibilities are as follows:

5.5.6.1 Implementing the project work plan and ensuring the achievement of the specified outputs according to the schedule and approved disbursement budget.

5.5.6.2 Recruiting and activating mentors, volunteers, and youth groups.

5.5.6.3 Developing educational resources with political and social content related to the Organization's objectives and areas of work and the specified project.

5.5.6.4 Guiding and training beneficiary youth groups, mentors, and volunteers.

5.5.6.5 Planning and implementing media activities and campaigns.

5.5.6.6 Conducting and organizing workshops, lectures, study days and conferences.

5.5.6.7 Networking and developing local and national relations in a way that serves the objectives of the project.

5.5.6.8 Networking and participating in meetings and alliances with organizations and youth movements.

5.5.6.9 Collecting, writing, and documenting research and informational materials related to the project's field of work.

5.5.6.10 Initiating new coalitions and cooperation with different organizations and examining possibilities for collaboration.

5.5.6.11 Participating in the project planning and evaluation process in cooperation with the general director.

5.5.6.12 Documenting the project and contributing to the development of media materials for publication in cooperation and coordination with the media coordinator.

5.5.6.13 Monitoring and managing the project budget and supervising the disbursement and purchasing process in coordination with the accountant.

5.5.6.14 Writing quarterly and annual work reports for donors in cooperation with the resource development and international relations coordinator.

5.5.6.15 Documenting the project documents on paper and electronically.

5.5.6.16 Initiating and contributing to the planning, evaluation and development process of the Organization in general.

6 Human Resource Management

6.1 General: This section aims at outlining the process for managing human resources in Baladna – Association for Arab Youth and establishing an ethical and administrative basis for that purpose. This section stems from the centrality of human resources as a fundamental resource for achieving the goals of the Organization, on the one hand, and, on the other hand, the importance of ensuring employee rights, developing employee capabilities and competencies, and providing a supportive and comfortable work environment.

6.2 The objective of the section

6.2.1 To define and specify the responsibilities for human resource management.

6.2.2 To define and specify employees' rights.

6.2.3 To define and specify the duties of employees.

6.2.4 To outline the recruitment procedures.

6.2.5 To outline the procedures for absorbing new employees.

6.2.6 To outline the procedures for selecting and evaluating a new general director.

6.2.7 To define and specify the employees' performance evaluation procedures.

6.3 Responsibility

The direct responsibility for implementing this section rests with the general director of the Association.

6.4 Employees rights

- 6.4.1** Every material right is guaranteed by law and/or a work agreement with the employee.
- 6.4.2** A clear and detailed work agreement is in effect from the beginning of the employee's employment, including a detailed job description stipulating the employees' rights and responsibilities.
- 6.4.3** Receipt of the monthly salary and employee benefits in the legally bound time frame or according to the work agreement concluded between the two parties. In the event that a delay is required for objective reasons, the employee must be notified of the matter in written form with an explanation of the expected period of delay and in a reasonable period in advance.
- 6.4.4** A supportive and comfortable work environment.
- 6.4.5** The right to inquire about any decision taken regarding the employee and the right to appeal.

6.5 Duties of Employees

- 6.5.1** Executing all responsibilities stipulated in the work agreement with professionalism, dedication, and perseverance.
- 6.5.2** Executing all tasks stipulated in the annual work plan within the specified time frame and resources.
- 6.5.3** Embodying and achieving the Organization's objectives, values, and principles.
- 6.5.4** Representing the Organization and contributing to enhancing its name and reputation in a way that serves the Organization's objectives.
- 6.5.5** Participating in the internal organizational tasks of the Organization, including staff meetings and strategic planning and development meetings, and contributing to the Organization's research and discussions.

- 6.5.6 Maintaining professional and positive work relations with the staff and the beneficiaries of the Organization's activities.
- 6.5.7 Reporting any conflicts of interest and recusing oneself from an active role in any situation that conflicts with the interests of the Organization.
- 6.5.8 Maintaining confidentiality and not disclosing work files or information outside of the specified scope of work.

6.6 Recruitment

- 6.6.1 Postings for new jobs and their criterion are determined by the general director of the Organization.
- 6.6.2 Postings for new jobs, job criterion, and salary scales are discussed and approved by the Board of Directors.
- 6.6.3 An external announcement of job postings is issued in newspapers, websites, and/or social networks, or any other possible method, so that the advertisement includes the following:
 - 6.6.4 A job description, including job percentage, frame, and duration.
 - 6.6.5 Detailed required competencies.
 - 6.6.6 Workplace and other technical parameters.
 - 6.6.7 A deadline and a procedure for submitting applications.
 - 6.6.8 A three-person Employment Committee is formed. The Committee shall be composed of the general director of the Organization and two members of the Board of Directors.
 - 6.6.9 The Employment Committee examines the submitted applications, inviting only suitable candidates for job interviews, and selects the most suitable among them.
 - 6.6.10 The Employment Committee documents its decision and sends it to the Board of Directors.
 - 6.6.11 Written rejection letters are sent to those who were invited for job interviews but not accepted for the position.

6.7 Recruiting and evaluating a new general director

- 6.7.1 General:** The general director of the Organization is its leader, its principal professional authority, and its representative in front of the public and other community organizations, whether at the local or international level. She/he is the principal individual responsible for setting and implementing the Organization's strategic and annual plans, as well as for developing and preserving the Organization's human and material resources.
- 6.7.2** The course of action for selecting the general director: The responsibility for selecting the general director rests with the Board of Directors. This process is considered one of the most important decisions; Therefore, it must be made through the careful and serious application of the instructions of the human resources advisor.
- 6.7.3** Appointment period: The general director shall be appointed for a trial year, to be followed by a general performance evaluation according to prearranged determinants. In case the evaluation is positive, the appointment will be extended for an agreed period between the two parties.
- 6.7.4** A general director shall be selected no less than 3 months before the end of the current general director's term in order to ensure a period for joint transition and learning. Therefore, the process for selecting a new general director shall begin at least 6 months before the current general director's shall leave her/his post.
- 6.7.5** For the purpose of selecting a new general director, a special Employment Committee shall be appointed consisting of 2 members of the Board of Directors, including the chair of the Board of Directors, as well as the current general director of the Organization and an organizational expert from outside the Organization with extensive experience in community, administrative, and organizational work.
- 6.7.6** The Committee shall issue a call for candidates for the position of general director of the Organization in accordance with the procedure described in section No. 6.6.3
- 6.7.7** The Committee has the right to seek the assistance of consultants and companies specialized in human resources.

6.7.8 After reviewing all of the submitted applications, the Committee will meet with the appropriate people among them.

6.7.9 The Committee can recommend one person or more to the Board of Directors.

6.7.10 The Board of Directors appoints the general director after discussing the recommendations of the special Employment Committee.

6.7.11 The Board of Directors evaluates the work of the new general director one year after beginning his/her work. If the evaluation is positive, the appointment is extended for an agreed period between the two parties, and the implementation of the strategic plan is evaluated once every 3 years.

6.8 Accommodating new employees

6.8.1 The employee shall be notified in writing of her/his acceptance for the job and the date at which they shall begin work at least two weeks before the specified date.

6.8.2 A work agreement is sent for the employee to review and verify their agreement to the conditions, responsibilities, and rights outlined therein at least a week before the date set for beginning employment.

6.8.3 A comprehensive employment agreement shall be signed on the first day of the individual's employment.

6.8.4 An appropriate work site and equipment shall be allocated.

6.8.5 A staff meeting shall be arranged to introduce the new employee during the first week of work.

6.8.6 Successive work sessions are arranged during the first month of employment to familiarize the employee with the goals and scope of the Organization's work in general, the Organization's objectives, the specific project work program, policies, systems, and work culture of the Organization.

6.8.7 Sessions are arranged between the general director of the Organization and the employee to set expectations, build a work plan, and follow up on the tasks implemented in accordance with the work plan of the specific project.

6.8.8 A session is arranged with the financial officer and/or accountant to organize procedural matters related to the employee's absorption, including employee benefits.

6.8.9 All files related to the general work of the Organization and the specific project are sent for review and use by the employee.

6.9 Employees performance evaluation mechanism:

6.9.1 Objectives of this section:

6.9.1.1 Clarifying the Organization's employee evaluation process as an important administrative tool for the execution of the work, the achievement of optimal results, and the continuous improvement of performance

6.9.1.2 Specifying the process for developing the employee professionally, setting goals for mentoring, and training the employee after identifying her/his needs.

6.9.2 General evaluation principles:

6.9.2.1 Evaluation is an ongoing process rather than a one-time occurrence: The evaluation process is an ongoing process since it is an integral part of the mentoring and guidance of the employee by her/his direct manager. It is directly related to the implementation of the activities outlined in the annual plan and, in this sense, constitutes part of the larger process of monitoring and following up on implementation of the annual work plan.

6.9.2.2 Evaluation is a constructive process that depends on learning, drawing conclusions, and self-criticism. The employee actively participates in the evaluation process.

6.9.2.3 Objective evaluation: The evaluation deals with the employee's performance and the achievement of the goals set in the work plan, not an evaluation of her/his person. The evaluation assesses the strengths and weaknesses of her/his work, the extent of development and progress in performance, and the quality and level of employee interaction and behavior within the Organization and its staff.

6.9.2.4 Relying on a work program: The evaluation process must be based on a predetermined annual work program that clarifies the goals and objectives of the work for each employee and the activities and projects with which she/he is tasked. The work program should include clear and specific measurable goals, thereby ensuring that the extent of their achievement can be measured and the factors that contributed to/hindered their achievement can be assessed.

6.9.2.5 Documentation and managing information: The evaluation process and the outputs identified therein are documented in the Organization's records.

6.9.2.6 Preserving employee privacy: The evaluation process shall be professional, maintaining the confidentiality of the evaluation process and respecting and maintaining employee privacy.

6.9.3 Implementation responsibility

6.9.3.1 The responsibility for implementing this section rests with the general director of the Organization.

6.9.3.2 The general director of the Organization has the right, when necessary, to seek the assistance of organizational consultants to implement the evaluation process while adhering to the evaluation principles specified in Section No. 6.9.2.

6.9.4 Method of Evaluation

6.9.4.1 The evaluation process involves annual evaluation meetings conducted by the general director of the Organization with each employee. The first meeting takes place in the middle of the year. In the event that the employee is new, the first evaluation meeting with them will take place after 3 months. The second meeting, which is for the annual evaluation, is held prior to the start of the annual planning process.

6.9.4.2 The semi-annual evaluation meeting involves a joint review of the general director during which the employee and the general director evaluate the implementation of the work plan and the tasks that the employee has

performed to implement the annual work plan. The result of this meeting is a "semi-annual evaluation" report that includes the results of the interim evaluation and recommendations.

The semi-annual evaluation revolves around the following points:

6.9.4.2.1 Assessing the extent of progress that has been achieved according to the schedule, as well as determining challenges, variables and achievements, and diagnosing strengths and weaknesses.

6.9.4.2.2 Defining the procedures and tasks that the employee should focus on in the second half of the year.

6.9.4.2.3 An annual evaluation meeting as a necessary precursor to the annual planning process.

The annual evaluation is based on the following points:

6.9.4.3.1 The extent to which the objectives of the annual work plan were achieved.

6.9.4.3.2 A qualitative evaluation of the employee's performance and the extent of her/his enjoyment of work capacities and competencies.

6.9.4.3.3 A qualitative evaluation of the employee's experience and challenges during the work year, her/his needs, and suggestions for developing a more supportive work environment.

6.9.4.3.4 Joint analysis of strengths, weaknesses, challenges, difficulties and opportunities.

6.9.4.3.5 Drawing basic conclusions and establishing guidelines and recommendations for improving performance with detailed and concrete points.

6.9.5 Evaluation references

The evaluation employs the following specific references:

- The work agreement and definition of responsibilities, tasks, and required competencies.

- The annual project work plan, including objectives, specific activities, a timeline, and allocated resources.
- General policy papers approved for the work of the Organization.
- Methodology for evaluating the work of the project for the specified year.

7. Planning

7.1 Annual planning

7.1.1 General

7.1.1.1 Annual planning is carried out consistently by Baladna – Association for Arab Youth as a necessary means to achieve its objectives with maximum efficiency while abiding by the planning, monitoring, and evaluation regulations and through the transparent application and practice of responsibility and accountability.

7.1.1.2 Annual planning depends on the approved and established strategic plan.

7.1.2 Objective of section: This section aims at specifying the course of annual planning and defining the responsibilities and desired outputs.

7.1.3 Responsibility

7.1.3.1 The direct responsibility for implementing this section rests with the general director of the Organization.

7.1.3.2 Approving the annual work plan after studying it is the responsibility of the Board of Directors.

7.1.3.3 All employees participate in preparing the annual plan based on the directives of the general director, the planning procedures, and the annual evaluation procedures and in line with the available resources.

7.1.4 Planning Procedures

7.1.4.1 The general director of the Organization prepares a proposal for the steps to be taken and the timetable for the annual planning process. The proposal for

the timetable is approved in a special meeting of the staff and then in the meeting of the Board of Directors.

- 7.1.4.2** The general director of the Organization coordinates, at the beginning of November of each year, separate meetings with each of the project coordinators to coordinate the planning process for the next year so that each coordinator, in cooperation with the general director of the Organization, prepares the following outputs before the end of the month:
- 7.1.4.2.1** A project evaluation report according to the specified annual evaluation procedures.
- 7.1.4.2.2** An evaluation of the achievements and weakness in the work of the past year.
- 7.1.4.2.3** Objectives and priorities for the coming year.
- 7.1.4.2.4** A proposed detailed work plan for next year's activities with clear quantitative goals and a timetable.
- 7.1.4.2.5** Anticipated risks and mechanisms to deal with them.
- 7.1.4.2.6** A detailed and clear budget for the implementation of the proposed activities.
- 7.1.4.3** In parallel, the director of the Organization prepares the work plan for projects that do not already exist in the Organization according to the approved and adopted strategic plan in order to present and discuss them in the annual staff planning meeting.
- 7.1.4.4** During the first week of December of each year, the general director of the Organization organizes a second round of meetings with the project coordinators to discuss the draft plans proposed by each project coordinator, as well as the work needed for approval of the first draft in mid-December of each year.
- 7.1.4.5** The general director of the Organization sends the planning drafts of all the projects of the Organization to be reviewed by the staff and the Board of Directors at least one week before the annual planning meeting.

- 7.1.4.6** In the second half of December of each year, a day-long meeting of the staff and the Board of Directors is held during which the draft project plans are discussed and in order to develop the general work plan for the Organization based on the approved and adopted strategic plan, including:
- 7.1.4.6.1** Objectives, projects, and activities planned for the next year.
 - 7.1.4.6.2** A detailed account of expected risks and mechanisms for mitigating them.
 - 7.1.4.6.3** A plan for internal development and resource development for the next year.
 - 7.1.4.6.4** The planned general budget of the Organization for the coming year.
- 7.1.4.7** The annual plan is approved by the general director of the Organization and the Board of Directors at the end of December of each year and finalized for communication with the Organization's members.
- 7.1.4.8** The annual plan is formulated by the end of the year by the general director of the Organization in accordance with the officially approved financial resources.
- 7.1.4.9** The final annual plan is approved by the Board of Directors and, in turn, the General Assembly in a special meeting held by the end of the second week of January of the following year.
- 7.1.4.10** The annual plan is finalized as a single document and made available for use and follow-up by the staff.

7.2 Strategic Planning

7.2.1 General

- 7.2.1.1** Strategic planning is carried out periodically and systematically every 3-5 years with the aim of assessing and clarifying the challenges and changes facing the Organization, setting objectives, and drawing strategies that the

Organization will adopt in the period outlined in the plan in order to achieve the interim goals which will contribute to the achievement of the General Assembly's vision.

7.2.1.2 Strategic planning is an established and fundamental approach to the work of the Organization, since it constitutes a basic reference for the annual evaluation and planning processes.

7.2.2 Responsibility

7.2.2.1 The direct responsibility for implementing this section rests with the general director.

7.2.2.2 Approving the strategic work plan after studying it is the responsibility of the Board of Directors.

7.2.2.3 All Organization staff participate in preparing the strategic plan based on the general director's directives.

7.2.3 Planning Process

7.2.3.1 The general director prepares a document which will serve as the Organization's planning reference. It includes the following subjects:

7.2.3.1.1 The document shall include a general summary of the previous planning period and the extent of the Organization's success in achieving the objectives outlined in the previous plan, the difficulties it faced that hindered the achievement of the goals, and the risks and crises that arose that were not taken into account in the previous plan.

7.2.3.1.2 The document shall include a summary of the changes in the local environment in which the Organization operates, as well as in the international environment, referring to all factors that may affect the Organization's work in the coming years in detail in social and political fields and in resource development and international relations.

- 7.2.3.1.3** The document shall include what the general director considers as the central issues that the strategic planning must address and that each project coordinator must take into account during the planning of her/his project.
- 7.2.3.1.4** The document shall include a preliminary vision of the objectives of the Organization for the planning period from the point of view of the general director.
- 7.2.3.1.5** The document shall include a preliminary financial view of the resources expected to be available on average annually throughout the duration of the planning period.
- 7.2.3.1.6** During the preparation of the document, the general director shall hold one-on-one/group meetings, as she/he deems appropriate, with the project coordinators. She/he can also initiate meetings with experts and specialists in related fields.
- 7.2.3.2** The general director presents this document to the Board of Directors for discussion and to draw initial observations.
- 7.2.3.3** The strategic planning process begins in the middle of the last year of the previous period, provided that the planning period does not exceed 3 months, so that the plan is ready before the end of September of the same year.
- 7.2.3.4** The general director sends the document to the project coordinators and asks each of them to provide their feedback on the tasks and issues that their project will address during the planning period, in addition to the objectives that they will strive to achieve. During this process, the general director meets one-on-one or collectively, as she/he deems appropriate, with the project coordinators and closely monitors the progress of the planning process.

- 7.2.3.5** All projects present their strategic plans, including objectives, methods, and needs, on a planning day devoted to the topic. Plans for each project are discussed in order to arrive at an agreed collective plan.
- 7.2.3.6** All plans developed and conclusions reached during the meeting shall be outlined in one document by the general director of the Organization in order to be presented to an expanded meeting with the participation of the Board of Directors.
- 7.2.3.7** A meeting for one or two days (retreat) shall be held for the staff, the Board of Directors, and the Supervisory Committee to review, discuss, and approve the strategic plan.
- 7.2.3.8** The Board of Directors will hold a special session at the end of the retreat to approve the strategic plan and adopt it for the work of the Organization in the coming years.

7.4 Amending the Strategic Plan

- 7.4.1** The strategic plan shall be amended, if necessary, in the event that fundamental changes greatly affect the objectives set in the plan and require modification. Amendments shall be made through the annual planning process, during which they shall be proposed in full and in detail to the Board of Directors for approval and incorporation in the plan.
- 7.4.2** The strategic plan is adopted as an important, basic document and it is translated into English. The strategic plan is intended for constant use by the staff, and its objectives are discussed and reviewed periodically in retreat meetings and in other meetings with in order to ensure the prevalence of its spirit and content, its implementation, and its reflection in the contents of the daily work of Baladna – Association for Arab Youth.