



**ORGANIZATIONAL MANAGMENT
POLICY AND HR OF
RESOURCES ENVIRONMENTAL CENTRE
(REC) – NORTH MACEDONIA**

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1. INTRODUCTION TO ORGANIZATIONAL HANDBOOK

1.0. DEFINITIONS

Employee

For the purpose of this manual, an employee is a person who has an employment contract with the REC President who has an employment contract (see HR Manual 3.1). In this manual, such persons are referred to as “*employee/s*” or “*staff*”.

REC Staff

For the purpose of this manual, REC Staff is a definition of the group of all employees according to the earlier definition of employee.

Management

The term “Management” describes a group of people consisting of the Senior Management.

1.2 THE PURPOSE OF THE ORGANIZATIONAL HANDBOOK

The Organizational Handbook (OHB) is a set of policies of the Resources Environmental Centre (REC) – North Macedonia (here inafter REC) in the form of a booklet, i.e. handbook. It provides for all REC staff the general rules and regulations based on which the REC implements its activities. It relates to most aspects of the smooth day-to-day activities of the REC. It is also issued as assistance and support to all REC staff in carrying out their duties.

This manual is issued by the President of REC.

The Organizational Handbook is binding for all REC staff from the date the manual is officially issued by the President of REC. It applies to everyone employed by, or having an internship in the REC.

The President reserves the right to change any part of this manual, as she/he considers it necessary.

The Organizational Handbook is not a collective agreement between the REC and staff.

1.3 MAINTENANCE AND AVAILABILITY OF THE ORGANIZATIONAL HANDBOOK

The Organizational Handbook is considered to be a “living document.” It is the responsibility of the President to keep the contents of this manual up-to date and to arrange for the review of the manual. Any amendments or additions to the manual are to be made by the President. The Organizational Handbook must always be in compliance with the Statute of the REC.

If there are any questions regarding the manual, employees should contact the President that will arrange for a more detailed explanation. In case the provisions of this manual

are unclear or lead to misinterpretations, it is the task of the President to initiate an amendment of the manual.

1.4 ISSUING OF NEW POLICIES OR AMENDMENTS TO THE ORGANIZATIONAL HANDBOOK

REC Staff will be informed by the President about new policies and amendments to the Organizational Handbook.

For issuing new policies or amending the Handbook the following applies:

Definition

A policy is a general rule introduced by the President that regulates one or more aspect(s) of work at the REC.

Compliance

A policy may be obligatory for a part or the whole of the workforce. A policy is obligatory for all employees unless it defines a subset of employees to whom it applies.

Enforcement

Policies shall be enforced by all supervisors. Lack of enforcement may result in disciplinary action against the supervisor.

Issuance

Policies approved by the President are to be issued within one month after the approval. Policies are issued via electronic mail by the President.

The valid policies are available in the standard electronic format in the database of the REC.

Preparation

Draft policies shall contain:

- a clear explanation of the rule or regulation in question;
- indication about modified policies (if applicable);
- date of entering into force (no retrospective issuance is permissible);
- affected staff (only if non-general policy);
- date of expiration (if applicable).

Records

Updated, complete records of policies in force in the REC are kept in Archive.

Reference

Policies shall be referred to by their title, date of issuance and the chapter of this manual that they are part of. Suggested amendments to the current policies or suggestions for new policies should be submitted to the President with a copy to the HR. Any REC employee may suggest amendments or additions.

2.0. ORGANIZATIONAL MANUAL OF THE REC

2.1.1 GENERAL PRINCIPLES OF THE REC

Mission of the REC

The mission of the Resource Environmental Center (REC) – North Macedonia is the achievement of sustainable development through environmental resource management. Working in accordance with the principles of sustainability, CSO focuses on social, economic and environmental aspects, and focuses on long-term solutions based on holistic approach and regular involvement of different stakeholders and the general public in environmental improvement processes and its resources. Through our mission we contribute to transparency, education, sustainability and European integration in the service of strengthening environmental management. We address environmental issues and the need for sustainable use of its resources, through projects that promote modern environmental practices and offer sustainable solutions for achieving sustainable urban and rural development, climate change adaptation and sustainable energy society that rely on sustainable technologies. REC further strengthen society in its efforts to define and achieve the Sustainable Development Goals at the national level. Activity of the association: 85.59 other education not mentioned in another place.

Main objectives of the Resource Environmental Center REC – North Macedonia Skopje are:

- ❖ Promoting cooperation between national institutions, local governments, NGOs, the business community and other stakeholders, as well as through
- ❖ Supporting the free exchange of information and public participation,
- ❖ Support of the European integration process and regional cooperation,
- ❖ Develop and implement programs and projects that contribute to strengthening the knowledge and capacities of individuals, organizations and institutions at local and national level to establish systems for integrated environmental problem solving and sustainable environmental resource management,
- ❖ Local solutions to environmental problems and a broad approach to solving problems at regional level,
- ❖ Establishment of a training center for non-formal environmental education and sustainable development.

Main directions of work

When developing products and services for its beneficiaries, the REC builds on its knowledge and expertise developed during its existence. The topic area system makes possible the effective use of the intellectual potential and experience of the whole organisation. The REC also makes use of the ability to work in local language, the established networks of high-level officials and experts, and its capability to provide a neutral platform for exchanging ideas and experience. When addressing environmental challenges, the REC uses a national and regional approach tailored to the specific context and development of the respective regions.

Specific goals of the Resource Environmental Center REC – North Macedonia Skopje are:

- ❖ Promoting sustainable environmental resource management;
- ❖ Protection and improvement of the environment, nature and management of environmental resources;
- ❖ Promote and establish solutions and concepts for sustainable development, sustainable technologies, energy efficiency and cleaner production;
- ❖ Indorsing education for sustainable development and the environment;
- ❖ Promoting the principle of sustainable development in urban and rural areas;
- ❖ Promoting and developing opportunities for "green" jobs;
- ❖ Trainings for citizens interested in environmental projects, sustainable development, protection, saving and promotion of environmental resources; waste management, energy management systems, European policies and European integration;
- ❖ Sustained Euro-integration process and enhanced regional cooperation;
- ❖ Establish a training center for energy management systems.

General Underlying Principles of the Organizational Handbook

The operations of the REC regulated by this manual are set up according to the following general principles, which should be considered throughout all activities of the organisation. These principles derive from the REC's mission so that it is also implemented internally:

1. Environmental Protection

All activities of the REC shall be implemented in such a way that the integration of environmental considerations has a high priority. In its daily operations, the REC shall act as a model office for good environmental practice and environmental protection at the working place, as much as possible.

2. Professional Conduct

All activities of the REC shall be carried out following the highest possible professional standards.

3. Transparency and Free Access to Information and the Participatory Approach

The REC is committed to having all its operations and activities as transparent as possible to all staff as well as to its constituents. All staff have the right to access all information relevant to the operation of the organisation, unless internally rated as confidential, including its strategies and plans.

In its operations the REC shall, wherever possible, encourage the participation of staff in all decisions that are relevant to their daily work or are of strategic importance for the future of the REC.

4. *Equal Treatment and Equal Opportunity*

The REC is committed to ensuring equal opportunity in all aspects of employment for all employees, regardless of sex, nationality, race or colour, ethnic origin, marital status, political affiliation, religious background and affiliation, sexual orientation, age, disability, professional affiliation or any other circumstances having no direct connection with employment with REC.

5. *Financial Sustainability*

All activities of the REC should be implemented in a way to assure the highest degree of long-term financial sustainability of the organisation.

6. *SEXUAL EXPLOITATION AND ABUSE (SEA) POLICY*

The employees of Resources Environmental Centre (REC) – North Macedonia (here inafter REC) are expected to uphold the highest standards of personal and professional conduct at all times to protect beneficiaries of assistance. Sexual exploitation and abuse (SEA) NGO workers directly contradicts the principles of work and represents a protectionfailure on the part of the employer.

All REC employees and related personnel are required to behave irreproachably with the project beneficiaries or members of the community, using particular care with the most vulnerable classes: minors, women, the elderly and social outcasts. REC commits to create a zero-tolerance organizational culture against complacency and impunity. REC Management, among the others, is expected to create and maintain an environment that prevents sexual exploitation and abuse. REC management staff must be familiar with and enforce this policy, being proactive in overseeing their team.

Through the Protection from Sexual Exploitation and Abuse Policy, REC clearly expresses its determination to prevent and combat sexual exploitation and abuse of beneficiaries and members of the community by RECemployee and all related personnel.

REC SEA policy sets minimum standards to be followed to protect beneficiaries and members of the community from sexual exploitation and abuse.

The policy is principally addressed all REC employee and related personnel included in the following categories:

- ❖ Supervisory Board and REC Management;
- ❖ All the employees and collaborators in all REC structures and projects in Republic of North Macedonia and abroad;
- ❖ Non REC entities and their employees and individuals who have entered into partnership, sub-grant or sub-recipients agreement with REC, committees, associations of any sort – including their members and staff – supported, financially or otherwise, by REC in Republic of North Macedonia and abroad;
- ❖ Consultants and other freelance persons who act on behalf of REC on the basis of service contracts (understood as consultants and providers of intellectual services);
- ❖ all persons acting voluntarily on behalf of REC;

- ❖ Suppliers of any sort of goods, services, or works, including current and potential suppliers.
- ❖ All the other people not included in the above mentioned categories who have signed a contract with REC.

2.2. LEGAL STATUS OF THE REC

Resources Environmental Centre (REC) – North Macedonia is legally based on Statute which was passed by the Founding Assembly of Association Resource Environmental Center REC – North Macedonia Skopje at a session held on 16.08.2019 in Skopje, Republic of North Macedonia.

As set out in the Statute, the REC's mission is the achievement of sustainable development through environmental resource management. Working in accordance with the principles of sustainability, CSO focuses on social, economic and environmental aspects, and focuses on long-term solutions based on holistic approach and regular involvement of different stakeholders and the general public in environmental improvement processes and its resources. The REC achieves its mission by encouraging co-operation among non-governmental organizations, governments, businesses and other environmental stakeholders, by supporting the free exchange of information, and by promoting public participation in environmental decision making.

The REC is governed by a Supervisory Board, responsible for broad policy decisions. Daily operations of the REC are managed by the President, elected by the founding members of REC.

The REC is fully eligible to serve governments and to work in partnership with other international organisations and all other environmental stakeholders (local authorities, NGOs, businesses, research centres). It can explore, in its own right, any concrete modalities of flexible or formalized co-operation with relevant international and national, governmental, non-governmental and private organizations.

The REC's legal status as an independent, non-partisan, non-advocacy, non-profit, national organization has become a model for open, efficient and accountable national and international cooperation.

2.3. ORGANIZATIONAL STRUCTURE

President

Selection

The President is appointed by the Supervisory Board. Her/his activity is based on Statute of REC.

Responsibilities

The President manages the REC in accordance with the resolutions and decisions of the Supervisory Board. In particular, he/she:

- provides reports to and prepares decisions of the Supervisory Board
- directs the organisational development of the REC
- issues all policies and regulations

- signs legally binding documents for the REC
- exercises employer's rights in respect of employees of the REC
- directly supervises the employees and Consultants of the REC
- supervises the Financial Officer

In day to day operations of the REC she/he:

- represents the organisation
- provides for the execution of Supervisory Board
- ensures the enforcement of policies and regulations
- signs contracts on behalf of the REC
- approves all expenditures of REC under her/his supervision

Performance Evaluation

The performance of the President is evaluated by the Board of Directors.

3. SEXUAL EXPLOITATION AND ABUSE POLICY

1. Sexual exploitation and abuse (SEA) policy statement

SEA are a violation of REC Ethical Code and REC Code of Conduct. REC does not tolerate any form of sexual exploitation and abuse, as well as bullying and a range of non-sexual abuse of power perpetrated by REC employee and related personnel against any individual regardless of age, gender, sexuality, disability, religion or ethnic origin.

REC commits to do all the needful for preventing programmes having any negative effects such as SEA by REC employee and relate personnel against beneficiaries and members of the community. REC takes seriously all the complaints and concerns about sexual exploitation and abuse and it initiates rigours investigation of complaints that indicates a possible violation of this policy, REC Code of Conduct and REC Ethical Code.

a. Core Principles ³

1. Sexual exploitation and abuse by REC employee and related personnel constitute acts of gross misconduct and are therefore grounds for disciplinary actions and/or termination of employment contract within the applicable and current regulations;
2. Sexual activity with children (persons under the age of 18) is prohibited regardless of the age of majority or age of consent locally. Mistaken belief regarding the age of a child is not a defense and in no way shall ignorance of the age of the person be accepted as a justification. A specific Children Safeguarding Policy further set the principles and the operationalizing procedures and guidelines for guaranteeing children safeguarding in all domains of REC action;⁴
3. Exchange of money, employment, goods, or services for sex, including sexual favors or other forms of humiliating, degrading or exploitative behavior is prohibited. This includes exchange of assistance that is due to beneficiaries;
4. Sexual relationships between REC staff and beneficiaries and members of the community are strongly discouraged since they are based on inherently unequal power dynamics. Such relationships undermine the credibility and integrity of the Humanitarian aid work;
5. Where REC employee and related personnel develops concerns or suspicions regarding sexual abuse or by a fellow worker, whether the individual works for REC or for other organization, partners, suppliers or other related stakeholders, he or she must report such concerns through the means and tools available within the Organization.⁵ The Supervisory Body must be informed about all the concerns and suspicions, including rumors in good faith arisen about sexual exploitation and abuse;⁶
6. All REC staff members, whatever their levels are obliged to create and maintain an environment that prevent sexual exploitation and abuse and promotes the implementation of the Code of conduct and Ethical Code. When appropriate, REC ensures to report for criminal prosecution and legal action to the competent authority in accordance with the applicable law and evaluates to take out proceedings as a civil damaged party.

³ 1-6: The six Core Principles are from the UN Secretary-General's Bulletin on Special Measures for Protection from Sexual Exploitation and Abuse (ST/SGB/2003/13). The have been modified base on REC structure and activities

⁴ REC adheres to the Keeping Children Safe global network. At present (June 2018) Children Safeguarding Policy is under elaboration enforcing the principles set in the Council of Europe

2. Commitments

REC is dedicated to fulfilling the core principles through the implementation of the following commitments:

- ❖ To prevent and mitigate the risk of sexual exploitation and abuse by REC employee and related personnel:
 - Managers and Human Resource team must ensure robust recruitment screening process for all the personnel, particularly for person who will have any direct or indirect contact with children;
 - A Code of Conduct that establishes, at a minimum, the obligation all the employees and collaborators not to exploit, abuse or otherwise discriminate against people is in place and duly known to the intended recipients;
 - The Ethical Code is published on the internet site and is distributed and duly known to everyone who collaborates in any way with REC. The Ethical Code contains the mission, the vision, the declaration of values and principles, the set of rights, duties and responsibilities that it holds with whoever collaborates with REC or benefits from its projects or programs;
 - REC is responsible to engage the support of communities and governments to prevent and respond to sexual exploitation and abuse Local communities shall be involved in developing and approving the Compliant Handling Mechanism (CHM) so that the structure is both culturally and gender- sensitive;
 - A Compliant Handling Mechanism (CHM) for reporting sexual exploitation, abuse is in place and accessible. CHM should not be a separate, parallel system to other complaints and feedback structures in a given area, but rather link to and build on existing structures to create one system for handling feedback and complaint;
 - REC employee and related personnel are completely aware of the Core Principles contained in this Policy, and the related principles included in REC Staff Code of Conduct, Ethical Code.

- ❖ To identify and act upon potential or actual sexual exploitation and abuse by staff in a timely and systematic manner. In order to do so:
 - REC ensures to set protocols to process complaints of sexual exploitation and abuse in a timely manner, including the immediate suspension of the alleged perpetrator from all the activities with a direct impact on beneficiaries and communities until the investigation is ended;
 - REC ensures to set protocols to proper inform the appropriate authority which is responsible for conducting investigations for sexual exploitation and abuse allegations in in respect of national and foreign legislation;
 - REC ensures that beneficiaries and members of the community know to whom they should report and what sort of assistance they can expect to receive. All potential and actual survivors of SEA must be fully informed about how the complaint mechanism works, including the reporting process;
 - Complainants and survivors have the right to receive feedback on the development and outcome of their case, and the CHM will make every effort to maintain lines of communication;
 - REC ensures to take appropriate disciplinary actions including immediate termination of

employment and referral for criminal prosecution and legal action, where appropriate, against the person who committed sexual exploitation and abuse, in accordance with the national law reporting and responding system⁷;

- REC ensure the protection of the victim, the complainant and the whistle-blower of SEA after having verified and confirmed the reported facts either by internal investigation or by external investigation. REC undertakes to provide assistance, psychosocial counselling, medical treatment, legal assistance to any victims of sexual exploitation and abuse, if identified as not specious, unfounded or false, perpetrated by one of its staff members or related personnel;
- REC is responsible to ensure that all the thirdly party, included partners and suppliers are committed to respect the principles included in the SEA Policy, in addition to those explained in REC Ethical Code and Code of Conduct. The acceptance of the SEA Policy by signature of a declaration form is a condition for undertaking any relation with REC. For Partners, in case of missing of its own Protection to Sexual Exploitation and Abuse Policy, the following Policy must be incorporated into the contract and accepted by the Partner.

⁷ The supervisory Body is responsible to investigate complaints regarding sexual exploitation and abuse

3. Definitions

SEA Sexual Exploitation and Abuse: Particular forms of gender-based violence that have been reported in humanitarian contexts, specifically alleged against humanitarian workers.

Sexual Exploitation: “Any actual or attempted abuse of a position of vulnerability, differential power, or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another

Sexual Abuse: “The actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions.

Sexual Harassment versus SEA: SEA occurs against a beneficiary or member of the community. Sexual harassment occurs between personnel/staff, and involves any unwelcome sexual advance or unwanted verbal or physical conduct of a sexual nature. Sexual harassment is not covered by SEA.

Survivor: A person who has SEA perpetrated against him/her or an attempt to perpetrate SEA against him/her.⁸ For the purposes of these SOPs, persons who report SEA committed against themselves are treated as survivors for the purposes of security and needs assessments.

Supervisory Body: the Supervisory Body, as it is defined in the Control, Management, Organization Model, elected in accordance with the 231/2001 Legislative Decree.

Code of Conduct: A set of standards of behavior that staff of an organization are obliged to adhere to.

Beneficiaries of Humanitarian Assistance: A person who receives assistance as part of either emergency relief or development aid through assistance programmers. Persons under this title include members of affected populations including refugees, internally displaced persons and other vulnerable individuals, as well as host community members. Sexual exploitation or abuse of a beneficiary is SEA, however the individual need not be in a vulnerable position; a differential power or trust relationship is sufficient to establish SEA.

Humanitarian Aid Worker: all persons involved in providing protection and/or assistance to affected populations and who have a contractual relationship with the participating organization/partners, including incentive workers⁹ from target communities. It refers to all staff of humanitarian agencies and organizations, including UN agencies, IGOs, NGOs, implementing partners, including paid staff, volunteers, contractors, incentive workers, and anyone performing a task on behalf of any humanitarian agency or organization, regardless of the type or duration of their contract.¹⁰

Relate personnel: all employees of REC, REC Members, affiliates and collaborator in Country Offices. The term also includes board members, volunteers, interns, and international and local consultants, in addition to individual and corporate contractors of these entities and related personnel. This includes non-REC entities and their employees and individuals who have entered into partnership, sub-grant or sub-recipient agreements with REC.

Complainant: a person who brings an allegation of SEA to the CBCM in accordance with established procedures. This person may be an SEA survivor or another person who is aware of the wrongdoing. Both

⁷ The person who is, or has been, sexually exploited or abused. This term implies strength, resilience, and the capacity to survive. “The terms ‘victim’ and ‘survivor’ can be used interchangeably. ‘Victim’ is a term often used in the legal and medical sectors, while the term ‘survivor’ is generally preferred in the psychological and social support sectors because it implies resiliency.” See Inter-Agency Standing Committee’s Task Force on Protection from Sexual Exploitation and Abuse, “Guidelines to implement the Minimum Operating Standards for Protection from Sexual Exploitation and Abuse by UN and non-UN Personnel” (March 2013) [hereinafter IASC Guidelines to Implement the MOS-PSEA (2013)], and IASC GBV Guidelines (2015), Part I - Introduction p. 1.

⁸ Incentive workers are individuals who receive non-monetary compensation for work or representation for an organization, and are frequently members of the beneficiary community. See the Sexual Exploitation and Abuse Glossary at www.interaction.org/document/sea-glossary.

⁹ International Council of Voluntary Agencies, "Building Safer Organizations Guidelines: Receiving and Investigating Allegations of Abuse and Exploitation by 6

survivor and the complainant, if different from the survivor, should be protected from retaliation for reporting SEA. Where there is any conflict of interest between the survivor and another interested party, the survivor's wishes must be the principle consideration in case handling, particularly when there is a risk of additional physical and/or emotional harm.

Whistleblower: For the purposes of SEA Policy a whistleblower is a type of complainant, not the survivor, who is a humanitarian aid worker making a report of SEA. Organizational whistleblowing policies encourage staff to report concerns or suspicions of misconduct by colleagues by offering protection from retaliation for reporting, and clarify the rules and procedures for reporting and addressing such cases. Therefore, the definition, scope, and protection measures may differ between organizations. CHM principles (e.g. confidentiality) apply to whistleblowers as they would to any complainant, and internal agency policies shall protect whistleblowers on SEA from retaliation, so long as the report is made in good faith and in compliance with internal agency policies.

References

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REC Staff Code of Conduct and Human Resource Policy,

2007REC Whistleblowing policy, 2018

REC Whistleblowing procedure, 2018

REC Children and Young People Policy, 2006 (under revision)

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Core Humanitarian Standard on Quality and Accountability (ChS)

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The Sphere Project, Humanitarian Charter and Minimum Standard in Disaster Response, 2004, and successive editions.

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Protection against Sexual Exploitation and Abuse Statement by the Inter-Agency Standing Committee (IASC) Principals 2015

UN Office of High Commissioner for Human Rights, CRC - Convention on the Rights of the Child, 1989