

WATHNAKPHEAP PERSONNEL MANUAL



This manual is provided to assist with induction, training and guidance of staff employed by Wathnakpheap. It is an internal management document. At the time of review it is considered to be in accordance with the current laws of the Kingdom of Cambodia.

Revision of this manual

WP is at liberty to amend this Manual at any time but any amendment is not to adversely affect any existing employment contract. All revisions are to be approved at a meeting of the Governing Board.

WP used participant approach in revision this Policy revision with all level of WP staff at program level and project level. Total 47 staff were involved in the process.

Language

This document exists in Khmer and English. Both versions are equal.

22 July 2016

Phon Phency
Approved by Governing Board of WP

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Amendment Record

This manual is to be reviewed and updated at least once every two years.

Amendment No	Date	Amended by
Rewrite manual	March 2013	
1 update	December 14	Heng Chan Thon
2 Update	June 2016	Heng Chan Thon
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SECTION 1 WATHNAKPHEAP ORGANISATION & GOVERNING BOARD

1.1 About Wathnakpheap

WATHNAKPHEAP (WP) is a non-political, non-profit making Cambodian non-government organisation devoted to furthering community development in Cambodia. Its aim is to provide opportunities to needy children and their families, irrespective of their gender, race or belief.

WP is committed to training and human resource development as an important way of sharing and strengthening skills and self-reliance in Cambodia.

1.2 Vision & Strategic Plan

The Vision of Wathnakpheap is that “the Cambodian people are living with dignity , harmony and prosperity in a safe and sustainable community”. To achieve this Vision, WP has a Strategic Plan which describes:

- Our Mission
- Core Values
- Goals
- How we will achieve those goals.

The strategic plan is available in Head Office and every Field Office and is updated once every three years.

1.3 Governing Board

The Wathnakpheap Governing Board structure is determined by the Constitution of the organisation. When seeking new Board members Wathnakpheap will maintain a wide representation across the community with a range of expertise and gender balance.

1.4 Governing Board Responsibilities

The Board has final responsibility for all the functions of WP and these are described in Section 3.1 and Section 5 of the Constitution (see Appendix 1). The role of the Director is to prepare annual plans and policies for approval by the Board. The Board meets at least three times a year to approve plans and monitor progress. The Quorum for meeting and decision making is two thirds (2/3) people of governing board.

1.5 Governing Board Information Pack

New members onto the Governing Board are to be provided with an Information Pack which includes:

- Copies of previous minutes and finance reports
- Copy of constitution
- Copy of Strategic Plan and most recent Annual Report
- Information relating to current activities and programs.

1.6 Management Structure

Overall responsibility for the management of WP lies with the Director. The Director is answerable to the Governing Board.

- Projects are managed by the Program Coordinators (PC). The PC report directly to the Director.
- Project Managers (PrM) /Field Coordinators (FC) manage projects in each of the provinces where projects are underway. PrM or FCs are directly accountable to the PC.
- A Finance Manager is employed at Head Office to manage accounts and supervise/ provide technical support to Project Accountants (PAs).
- Admin/HR Officer is employed at Head Office to manage administration, Human Resource and supervise part time staff.
- Small Medium Enterprise Officer (SME) is responsible for KIRE operations.
- Project Accountants (PAs) are employed for each of the projects. PAs are employed under contract to manage the finances and administration of each project. PA are directly accountable to the PrM or FC.
- Community Facilitators are assigned to each project and are accountable to the Project Manager/Field Coordinators.

WP has two levels of management team.

Strategic Management Team:

Responsibility: to provide guidance and direction in WP strategy, daily operations, fundraising and overall management and conflict resolution. Membership: Director, Finance Manager, Program Coordinator

Accountability: the Strategic Management Team reports to the Governing Board in relation to the strategic management of WP

Management Team:

Director in consultation with Finance Manager and Program Coordinator make decision on daily operation, in addition the review and decision about program and strategy direction will involve include, Local Coordinators/Project Manager and Accountant from all provincial offices which will happen every 3 months. Meeting will have an agenda and will be recorded with minutes. Emergency meetings to deal with important/sudden issues will be arranged as needed.

The Quorum needed at a meeting to make a decision is two thirds of the members of the management team

Management Team Terms of Reference are at Appendix 2.

1.7 Working Hours

Wathnakpheap staff are required to work 5 days a week, Monday to Friday, and 8 hours a day. The head office opening hours are:

8.00am - 12:00pm

1.30pm - 5:30 pm

Wathnakpheap offices in provincial areas set their own opening hours but are required to be open for a minimum of eight hours per day.

All staff are to complete time sheets (Appendix 3) to record what tasks have been completed each day and how many hours have been worked. These are to be completed and given to the supervisor for checking each month. They are then forwarded to the HO Finance Manager who uses these documents to pay the staff salaries.

SECTION 2. RECRUITMENT AND APPOINTMENTS.

2.1 Introduction

The aim WP is to recruit the best possible applicants who will commit to the WP Vision and Mission to the best of their ability, knowledge and skills. To find the best applicants, WP focuses on the requirements of the job rather than the applicant's circumstances or background.

Anyone inside or outside the organisation may apply for any position at WP. All posts will have a proper job description and will be made available in both Khmer and English.

2.2 Position Descriptions/ Selection Criteria

When a position becomes available, the first step is to prepare a Position Description and Selection Criteria. The Position Description (PD) is to be prepared in Khmer and English and is to include details of the duties and responsibilities, essential skills, qualifications and selection criteria.

The Director will approve the salary based on salary scale (held by Finance Manager) and conditions of employment.

2.3 Advertising Positions

Posts falling vacant will initially be advertised internally before they are advertised or circulated externally.

If the position cannot be filled by an existing staff member, an advertisement is to be prepared by the Project Manager or Field Co-ordinator, and passed to Administration Section to be issued in public. Positions are to be advertised:

- in the local newspaper
- on jobs website, and
- circulated amongst other NGO networks.

No appointment will be made without an interview specifically for that position; even where internal candidates are involved.

2.4 Information to be Provided to Applicant

Applicants are to be given a copy of the position description and selection criteria as well as a standard application form to be returned with the written application and resume.

2.5 Ineligible Applications

No applications will be accepted from any person who has a relative (spouse, child, nephew/ niece, cousin, uncle/aunt, dependant or parent) working as a supervisor at either project or programme level. Relatives of staff other than supervisor cannot be employed unless the position will work in the difference location/office.

If, after the employment process has started, it becomes apparent that the provisions of this clause have been breached, the applicant in question will not be considered further. A member of staff found later to have been employed in breach of this clause is subject to immediate dismissal under Section 10 of this manual.

Applications which do not arrive in Head Office before 5pm on the closing date advertised, will not be considered.

2.6 Recruitment Panel

A recruitment panel is to be established, comprising at least 3 members. If a member of Recruitment Panel knows the applicant, he/she must not sit on the interview panel.

Position	Component of Panel Recruitment	Decision Making
Director	Members of GB and current Director.	Team
Program Coordinator	Director and Members of GB Team	Team
Project Manager/Project Coordinator	Director, Program Coordinator, and Finance Manager.	Team
Finance Manager	Director , Members of GB and Program Coordinator.	Team
Admin/HR/SME officer	Director, Program Coordinator, and Finance Manager.	Team
Project Accountant/Finance Assistant	Project Manager/Project Coordinator, Finance Manager and Program Coordinator.	Team
Community Facilitator/ Administrative assistance	Project Managers, Program Coordinator, and representative of local staff	Team

2.7 Short listing

Before screening the application forms of candidates, the panel decides (on the basis of the job description), what skills and experiences are essential in order to do the job, and which skills and experiences are desirable.

Applicants who, on the basis of their written application, appear to have the necessary skills and experiences should be short listed for an interview

Immediately following the closing date for applications, a short list of candidates for interview will be drawn up by the Recruitment Panel and interview questions will be developed for each of the selection criteria.

The top five potential applications selected by the panel are contacted for interview. If however, the vacancy is for a senior post or management position, it must be submitted to the Director to make a final screening and to prioritize best candidates for interview.

If the position advertised is that of the Director, then:

- If the existing Director is still in place, the Director will develop a shortlist of five people for interview and submit to the Board.
- If the existing Director has left WP, the Chairperson of the Board will receive all applications and develop a shortlist of five people for the Board.

A list of applicants selected for interview is to be sent to the Administration Officer to contact candidates and arrange for interview. This is to be done a minimum of 5 working days before the interview date.

2.8 Interviews

The Recruitment Panel must ensure that the process is transparent and accountable by giving scores. During interviews, each panel member records their score for each candidate. At the end of the interviews panel members compare scores.

All applicants will be asked the same questions. The questions will aim to explore the applicant's relevant skills and experience to perform the duties. The interview process also includes the candidate completing written and oral tests.

The top two potential candidates who have highest scores will be selected for referee checks. A Panel Member checks referees carefully before making a decision on accepting an employee.

At the end of the interview process a decision will be made on each candidate. If more than one candidate seems suitable, then all should be invited to come for an observation period (this should be arranged so that candidates work at separate times). The observation period is without pay but accommodation, food and travel expenses are paid by WP.

Immediately after the observation period, of 10 working days maximum per person, a selection will be made. People who are considered to be promising, but for whom there is no vacancy, will have their application forms kept for consideration at a later date.

2.9 Notifying and offering feedback to all applicants

The successful applicant needs to be notified as soon as possible to make sure they are still available and to enable them to give notice at their current place of employment. Appointment letters are to be issued to everybody who is employed by WP. The new employee is to be given:

- the job description,
- a copy of their contract and conditions of employment, signed by the new staff member and the Director,
- a copy of the Provident Fund Rules, and
- a letter of appointment.

Managers are given a personal copy of the Policy and Procedures Manual. All other members of staff are told where the Manual is located in the office and provided with time to read the document during their induction process.

It is usual for unsuccessful applicants to be notified in writing as soon as possible. An applicant is quite within their rights to ask for feedback on why they were not successful with their application.

When possible, a handover is arranged with the previous occupant of the position.

2.10 Contracts & Introduction

Contracts: Salaries are negotiated between WP and potential employees before contracts are signed. Contracts clearly state monthly salaries and annual increases to compensate for expected inflation rates.

Two types of contract shall be applied to WP staff:

1. Contracts of Specific Duration in their first 5 years at WP.
2. Contracts of Unspecified Duration who have worked at for WP for over 5 years

Staff development is central to the philosophy of WP. All employees will be offered training and opportunities for skills enhancement. Accepting a contract with WP implies agreement to take full part in such training.

Introduction. At the beginning of the successful applicant's employment, WP will provide an appropriate introduction programme to familiarise the employee with:

- the organisation structure and culture,
- policies and procedures,
- the position and role of the employee in the organisation, and
- the work environment.

On starting employment with WP, all staff are to be given orientation on their job or project. Staff managing projects are also assisted by their supervisor to develop an initial three month work plan.

2.11 Probationary Period.

All appointments are subject to a probationary period of three months on full pay. The aim of a probationary period is to provide staff, and their supervisors, time to decide whether the employee is suitable for the position and fits into the culture of the organisation.

At the end of the probation period, a performance assessment is to be carried out by both the employee and her/his direct superior. If the result is satisfactory the appointment will be confirmed in writing. If for any particular reason a decision cannot be made, the probationary period can be extended by one month with specific objectives to be met by the probationary employee. At the end of fourth months the appointment must be either confirmed or terminated.

During the probationary period, either party can terminate the appointment by giving seven (7) days notice.

Any leave taken during the probationary period is taken without pay however National holidays and sick leave (if a certificate from Doctor is provided) will be paid.

2.12 Job Descriptions

All staff have a job description, which specifies their roles and responsibilities. Each staff person is given a copy of their job description prior to his or her commencing employment and whenever their job description is changed.

Job descriptions are to be reviewed and updated when a staff member leaves and/or as required to ensure that they are appropriate. Copies of job descriptions are included at Appendix 4.

2.13 Equal Employment Opportunity Policy

WP aims to choose the best person for the job regardless of:

- Race, colour and nation of origin;
- Physical, intellectual or psychological impairment including HIV and AIDS;
- Gender;
- Marital status (including de facto);
- Parental status (including pregnancy);
- Religious or political beliefs, activities or practices.

Equal opportunity principles are followed in all areas of staff management including:

- Advertising for positions;
- Job descriptions and selection criteria;
- Interview questions and processes;
- Selection panel composition and practices;
- Appointment procedures;
- Staff training and development;
- Transfer, promotion and higher duties;
- Discipline and dismissals.

SECTION 3 SALARIES AND OTHER ENTITLEMENTS

3.1 Salary Scale and Payments

All staff will be paid according to the salary scale approved by the Governing Board. The salary scale is a confidential document and only the Board, Director and Finance Manager are allowed access. There will be no consideration over and above the salary scale agreed by the Board.

Salaries will be paid at the end of each month in US Dollar currency. WP reserves the right to deduct any monies owing to the organisation (eg private use of WP equipment). If a deduction is to be made as a result of disciplinary action, the employee will be given notice, in writing, at least one month before the deduction is made unless the employee is to be dismissed immediately in accordance with Section 10.5.

Payment of the monthly salary depends on funding commitments from Donors. WP reserves the right to reduce salaries in order to deal with an emergency situation such as a funding shortage. The aim of this is to avoid undue termination of contracts. If a reduction is to be made, the employee will be given notice, in writing, at least one month before the reduction is made.

All payments due to an employee are to be paid by WP into a bank account maintained by the employee. WP does not pay advances on salaries and does not give loans.

3.2 Khmer New Year Allowance

At the Khmer New Year, a flat rate " New Year allowance " is paid annually to all WP employees, except those under probation. The rate has been fixed at \$300 USD for full-time employees and \$ 100 for guards, cleaners and internships. A person on probation is to receive 20% of the entitlements under this clause. The New Year allowance will be paid one week before the festival.

3.3 Emergency Fund Payments

Fulltime employees are required to contribute to the Emergency Fund of the organisation an amount of USD \$2.00 per month, deductible from their normal salary. The Fund, which may be used to support employees or operational costs when there is a shortfall of funds from donors. This fund may only be accessed at the discretion of the Director, subject to the written approval of the Governing Board.

3.4 Increments

On the anniversary of an employee's appointment, a performance-based increment may be paid. Increments will be paid based on independent recommendations from his/her immediate superior. Recommendations must be submitted in writing and the final decision lies with the more senior manager.

3.5 Provident Fund

- After 12 months of continuous employment, every full-time employee of Wathnakpheap will become a member of the Provident Fund. The only time this will not happen is if a donor will not pay towards the Provident Fund.

After the first 12 month period staff are entitled to a payment (equal to one month of current salary) to the Provident Fund. After this payment:

- staff members must give 3% of their current salary to the Provident Fund every month, and
- Wathnakpheap will pay to the Provident Fund, 9% of the current salary for each member.

The amounts above are flexible as they are based on the availability of funding from donors. If a reduction is to be made, the employee will be given notice, in writing, at least one month before the reduction is made.

- The member's contribution will be deducted from the monthly salary prior to payment.
- When an employee leaves Wathnakpheap, s/he will stop being a member of the Provident Fund, and s/he will receive her/his personal accumulated share of the Provident Fund. The only time this will not happen is when:
 - the employee owes money to Wathnakpheap because they have lost or damaged equipment, or have not clear outstanding Advance Payments.
 - the employee has been terminated for misconduct (see Clause 10.5 for penalty).

In these cases, Wathnakpheap reserves the right to deduct the amount owing. In case of death, the immediate family members are entitled to receive all of the deceased person's Provident Fund dues.

3.6 Income Tax

Wathnakpheap pays salary tax in accordance with the laws of Cambodia. WP will deduct income tax from staff according to the current tax laws. Any disagreement or enquiries concerning the tax rate or the tax assessment should be referred to the tax authorities by the employee.

3.7 Overtime.

Staff may be required to work outside, and/or in addition to the hours stipulated in their contract. In such cases, because our Donors expect all work to be carried out in normal time, staff are expected to do so without payment of overtime. If staff are required to work flexible hours, they can ask for time in lieu.

WP does not pay overtime to any employee in any circumstances. Supervisors will try to limit the work to reasonable hours and, if extra hours are worked, time compensation might be possible. This will be granted at the discretion of the supervisor. A written record must be kept of any such time compensation.

3.8 Extra Responsibility Payments.

Where an employee is requested to take on higher responsibilities (for example, a Field Assistant acts as Field Coordinator whilst the Coordinator is absent), as well still carrying out her/his own duties, an extra payment can be made. This must be approved in writing by the Director and can only be paid if the period of carrying out the extra responsibilities continues for more than 20 working days.

The extra payment will be no more than 30% of the person's basic salary and will be made only during the period of performing the extra duties.

3.9 Consultancy Fees

Where an employee is sub-contracted by WP to provide consultancy services to a third party, an extra payment (in addition to the salary drawn by the employee) can be made. The employee will receive a payment equal to 50% of the fee received from the consultancy services (excluding operating and administrative costs). The remaining 50% will be the income of WP.

3.10 Medical Benefits.

Subject to funding available, WP will pay up to \$20 per month per employee for medicine not covered by insurance. Receipts must be provided.

3.11 Hospitalisation and Accident Insurance Coverage.

WP provides Hospitalisation and Personal Accident Insurance for all of its full time employees. Guards, cleaners and internships are not covered by this insurance. This insurance covers hospital and surgical charges, personal injury, disablement or death. This cover is provided 24 hrs day/7days a week.

When any employee has an accident:

- S/he is to obtain medical assistance immediately (if required) and report the accident verbally to their supervisor as soon as is practical.
- The supervisor is to verbally advise Head Office immediately.
- Within one week, the supervisor and employee are to complete an accident form (if one is provided by the insurance company) and send it to Head Office, along with a letter of acknowledgement from the Project Manager and any other reference documents (eg invoices, letter from doctor).

Employees should try to choose a hospital which is recommended by the insurance company for treatment (see list at Appendix 6). In areas where there is no hospital or clinic recommended by the insurance company, employees should choose a hospital or clinic, which is authorised by the government.

All receipts and other support documents are to be retained by the employee and, when treatment is finished, sent to Head Office. If the treatment is expected to take longer, these documents can be sent twice (once the middle and once at the end of treatment).

The employee is required pay bills and then recover the costs from the insurance company.

The Head Office Administrative Office will correspond with the Insurance Company. Individual staff are not to contact the Insurance Company.

3.12 Travelling

Travel abroad. Travel abroad for the purpose of work-related training, conferences and meetings is to be authorised in writing by the Director. If the Director is travelling abroad, travel must be approved in writing by the Governing Board.

Local travel. The following local travel procedures apply to all WP staff:

- All WP staff must provide a planned monthly travelling schedule to their supervisor at the start of each month.
- Supervisor will approve travel. All travel must be approved in an Advance Notice (see Appendix 8) before it is undertaken.
- Staff are to present the Advance Notice letter to the Finance Manager/ Project Accountant and s/he will provide cash and other facilities such as hotel reservation, tickets, visa etc.

Staff location	Working In	Eligible to claim expenses (Yes/No)
Phnom Penh office	Phnom Penh	No
Phnom Penh office	Provinces	Yes
Provinces	Within their home District	No
Provinces	Outside their home District	Yes

3.13 Travel Expenses.

WP will cover economy fares and other actual expenses for staff travelling on business abroad.

Within Kampuchea, when staff leave their working area for work reasons, they are entitled to claim reasonable and actual transportation, food and accommodation costs.

Transport and accommodation are paid based on the actual cost of the service (receipts to be kept). A meal allowance is provided at the per diem flat rate as follows and this rate is reviewed annually.

The maximum payments are shown in the table below.

Outside Working area	Phnom Penh	Provinces	Other Districts out of Target Area (in same Province) for overnight stay
Breakfast	3.00 USD	3.00 USD	2.00 USD
Lunch	6.00 USD	6.00 USD	3.50 USD
Dinner	6.00 USD	6.00 USD	3.50 USD
Guest House	15. 00 USD	15. 00 USD	15. 00 USD

- Money for travel purposes is given on the last working day before the date of travelling.
- Receipts for travel and accommodation must be retained during the trip.
- The per diem rate (see above) is a flat rate provided.
 - Breakfast: Will be provided if staff starts travel from work base at or before 8 am.
 - Lunch: Will not be provided if staff start travel to outside work area (in province or outside province) after 1pm..
 - Lunch: Will not be provided if staff finish mission and arrive home office before 11:30 am.
 - Dinner: Will be provided if staff arrive home office (finish mission) after 6 pm .
- - Working day during mission staff are able to charge full rate When staff return to their work area, they must hand the receipts to the Finance Manager/ Project Accountant on the next working day.

3.14 Travel & Per Diem Expenses of Community Members and Government staff

Wathnakpheap pays an allowance to community members and government staff who are required to travel or incur other costs during the implementation of the project. The allowance is to be provided as shown in Appendix 12.

Some donors do not allow payment to government officials other than transport, accommodation and food. These fees are always to be confirmed by the donor.

SECTION 4 DELEGATIONS AND LIMITATIONS OF EMPLOYEES

4.1 Delegations

WP may, with the approval of the Director, delegate tasks to an employee to perform on its behalf. Any such delegation may contain limits in the monetary amount of the delegation.

Any delegation is to be recorded in the Delegations Register (see Appendix 11).

4.2 Employment Limitations.

Employees must not perform duties for any other organisation, or for the government, unless it is part of their assigned task (or approved in advance, in writing by the Director.)

An employee may not engage in other businesses or employment without written permission:

- Community Facilitator must be approved by Project Manager
- Head Office staff must be approved by the Director.

Permission may not be given if it is felt that the external work carried out is not in the best interests of WP. For example, if the employee is not getting enough rest and comes to work tired or is taking too many days off.

4.3 Conflict of interest.

Conflict of interest is "an interest in form of cash, political interest, interest for family or personal interest, which may influence or appear to influence any person's performance of his or her official duty."(Article 4 of Royal Government of Cambodia Anti-Corruption Law NS/RKM/0410/004)

A conflict of interest occurs where an employee makes a decision at work that results in him/her personally benefiting (for example, if that employee makes money from a decision that s/he makes).

Examples of conflict of interest activities and relationships:

Self-benefit: Using your position or relationship within the WP to promote your own interests or those of your family, including using confidential or privileged information gained in the course of employment at WP for personal benefit or gain or for the personal gain or benefit of family members.

Influence peddling:

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- **External.** Soliciting benefits for yourself or your family from outside organizations in exchange for using your influence to advance the interests of that organization within the foundation.
 - **Internal:** Using your position in the organization to secure employment for family members (see Section 2.5)

Use of WP property for personal advantage: Using or taking WP resources, including facilities, equipment, personnel, and supplies, for private use or other unauthorized non-WP activities.

Staff will not engage in private work with any person or organisation that has an interest in a proposed or current contract with WP, without first advising the Director in writing.

The organization does not hire property or other equipment, or secure services from current employees or blood relatives/in-laws of current employees, and Governing Board members, unless a written justification is signed by the Director or approved in writing by the Governing Board. Such authorization is to explain the reason why no other option was practical and available.

The employee must not use confidential information obtained during employment with WP for personal gain.

WP is to keep a record of any conflict of interest which it is advised of, on the employee personnel file.

4.4 Confidentiality

Protecting the privacy of the organisation, its customers and staff is very important. Any confidential information gained through work at WP should be treated as privileged information and is not to be disclosed to anyone outside the organisation unless authorized in writing by the Director or Governing Board.

An employee must not use his or her position to take advantage of any other person or organisation. Each employee must maintain the security and confidentiality of information and documents held, or for which he or she is responsible.

Recipients of confidential information must have a legitimate need to know the information. Confidential information can include:

- financial and marketing data,
- budget information,
- bid proposals,
- contract negotiations,
- research and development ideas,

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- personnel actions, such as promotions, demotions, terminations (until publicly announced),
 - personnel problem,
 - compensation,
 - payroll data,
 - performance appraisals,
 - personal information of an embarrassing nature or that a staff member specifically requested be kept confidential,
 - information about program recipients or clients,
 - legal advice, opinions, and documents.

Such information should not be communicated without proper authorisation from a supervisor. If staff are not sure if certain information is confidential, a supervisor should be consulted.

Confidential data must not be displayed where it can be easily observed and is to be managed as follows:

- Confidential information is to be clearly marked either “staff in confidence” or “commercial in confidence”.
- Reproduction and distribution of confidential information is not to be made without authorisation of management;
- Confidential documents must be secured in locked cabinets or containers when not in use;
- Confidential information must be properly destroyed.
- Confidential information must not be removed from offices without specific authorisation to do so.
- Upon leaving employment at WP, any confidential and sensitive information must be returned to management.
- The loss of any confidential data must be reported immediately to the supervisor.

A breach by an employee under this clause will be dealt with by WP under the disciplinary provisions set out in Section 10 of this Manual.

SECTION 5 CODE OF CONDUCT

5.1 Code of Ethics

WP is a non-profit, non-government organisation providing quality services in Cambodia. The organisation's success depends on satisfying the needs of target groups.

Staff represent WP when engaging with all stakeholders, including the public. Staff are therefore expected to be responsible and loyal to the Vision and Mission of WP. Staff should always conduct WP business in a fair and honest manner, maintaining a high standard of personal integrity and character, and act in a manner that will bring credit to themselves and to WP.

Project staff are expected to comply with all laws within Cambodia at all times. Furthermore, staff are expected to respect government policies and practices, and to treat government staff respectfully.

All employees of WP are working to eliminate exploitation of the poor. As such, they are bound to operate their private lives in accordance with that aim. For example, employees must not have child servants, they must not employ child labor and are expected to "practice what they preach" with regard to health and women's issues.

5.2 Personal Behaviour

Staff will act, and be seen to act, properly and in accordance with the requirements of the terms of this code of conduct. They will perform their duties impartially and in the best interests of WP and will act in good faith in the interests of WP and the community.

Staff are also expected to keep their workspaces as orderly as possible.

5.3 Honesty and Integrity

Staff will:

- Observe the highest standards of honesty and integrity
- Be frank and honest in their official dealing with each other.
- Be honest in their use of WP resources and shall not misuse them or permit their misuse by any other person.
- Not use WP resources for private purposes, unless properly authorised to do so.

5.4 Performance of Duties

While on duty, staff will give their whole time and attention to WP business and ensure that their work is carried out efficiently and that their standard of work reflects favourably both on them and on WP. Members will at all times exercise reasonable care and diligence in the performance of their duties.

No other employment should compromise the activities performed by WP.

5.5 Proper Dress

Many visitors come to WP offices throughout the year and it is important to maintain a professional appearance. Staff should dress in a manner that reflects well on the organisation.

5.6 Anti-Corruption

WP has a zero tolerance policy for any kind of corruption by staff. This means that no bribes or kickbacks are to be accepted by staff or recipients of sub-grants. If staff purchase goods for Wathnakpheap, and are given a “lottery/lucky draw” then it must be submitted in the name of Wathnakpheap. If the ticket wins, the goods are the property of Wathnakpheap.

Information regarding procurement, bidding, recruitment of consultants and employees is to be kept confidential.

If staff become aware of any form of corruption involving other staff, or the use of funds, they are obliged to report this immediately to management. This may be done anonymously if the staff member feels uncomfortable reporting on a colleague, but must be substantiated with evidence otherwise action will not be taken. If it is suspected that the Director is involved, then staff are to report directly to the Governing Board of Wathnakpheap.

5.7 Working with children and young people

WP’s policies and procedures are aimed at protecting the wellbeing, safety and best interests of children and young people including:

- being a positive role model
- encouraging their involvement and contribution
- using appropriate language, being respectful and not hurtful
- using good teaching behaviour
- avoiding unsuitable physical contact
- being concerned about safety and wellbeing
- providing secure supervision
- not using the full names of children in reports (use nicknames to protect the identify of children).
- not using photographs/taking videos of children without parental consent.

Any employee who breaches these policies and procedures is subject to disciplinary action under Section 10 of this Manual.

5.8 Respect in the work place

The aim of Wathnakpheap is:

- To create a culture that promotes mutual respect, acceptance, cooperation and productivity among all employees.

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- To respect and embrace the different cultures, languages and religions of diverse community and staff.
 - To eliminate discrimination, victimisation and harassment in the workplace (see Section 5.9 for definitions).
 - To offer an opportunity for each person to have the opportunity to progress to the full extent of their ability.
 - To offer training opportunities to all staff
 - To ensure that WP is culturally sensitive.

To ensure that these aims are achieved, WP maintains a procedure which enables any reports of the following behaviours to be investigated thoroughly and confidentially:

- discrimination (any practice that makes distinctions between individuals or groups which disadvantages some and is to the advantage of others),
- harassment (see Section 5.9.)
- victimisation (this may occur when a person is threatened or treated badly if he or she makes a claim of discrimination or harassment, act as a witness or supports a claimant).

5.9 Harassment

WP does not condone or excuse harassment of any kind. Harassment may involve inappropriate actions, behaviour, comments or physical contact that is objectionable or causes offence. It makes the receiver feel offended, frightened or uncomfortable.

WP policy prohibits staff members from discriminating against or harassing their colleagues based on gender, sexual preference, religion, mental or physical impairment, age, race, marital status, creed, colour, or nation of origin. Management will take immediate steps to address complaints of harassment.

Sexual harassment occurs when a person makes an unwelcome sexual advance or an unwelcome request for sexual favours to another person including any physical contact, offensive comment, indecent exposure and pornography. This creates an intimidating, hostile, or offensive work environment and such conduct is strictly prohibited and will not be tolerated.

The complaints process is detailed in the grievance procedure.

5.10 Drug Free Workplace

WP prohibits the unlawful possession or use of drugs in the workplace. Likewise, staff are not to appear at work drunk or inebriated. The workplace includes Head Office, all Project offices and all premises used to further the WP organisation objectives.

Staff who break this rule will be dealt with under Section 10.5.

SECTION 6 MANAGING STAFF

6.1 Introduction for Staff

A staff introduction will be given to all new staff members on recruitment. This is provided by the immediate supervisor of the new employee.

6.2 Staff Development and Training

Good employees with positive attitudes are likely to be dissatisfied if their work position does not allow them to learn or grow, therefore supervisors will talk to employees about their career plan and aspirations.

A formal training plan and support for their continuing education will ensure employees know that WP is concerned about their welfare and job satisfaction. In return, WP expects loyalty from its staff.

WP will provide staff with adequate training to perform their duties. This will be in the form of on the job training, courses, or educational training.

6.3 Supervision and Support

Supervision and support are important to ensure that staff are supported in their work and that their work is carried out effectively. This will also include an annual performance appraisal.

Staff should contact their supervisor if issues arise between supervision sessions that need to be dealt with urgently.

The Chairperson of the Board is responsible for providing supervision and support to the Director. The Director is responsible for providing supervision and support to the Management Team and Head Office staff. The Program Coordinators are responsible for providing supervision and support to staff operating in the provinces.

Supervision sessions are to cover the following points:

- Review of performance since the last assessment was done;
- Major activities planned before next assessment;
- Organisation issues;
- Feedback on performance including identification of strengths and weaknesses.

SECTION 7 PERFORMANCE ASSESSMENT

7.1 Aims of Performance Appraisal

The aims of the staff performance appraisal are:

- To allow free and confidential discussions about work between employees and supervisors.
- To discuss the employee's job performance, in comparison with expected standards.
- To discuss any work problems and search for a solution.
- To discuss means of improving work performance including identification of training and development needs.

Assessments are carried out annually when the employee's contract is renewed.

Assessments are carried out by the following:

Position	Assessed by	Comment
Director	Chairperson of the GB	
Program Coordinators and Finance Manager	Director	
Project Manager/ Field Coordinators	Program Coordinators	Capacity development for Project Managers, Project Coordinators, and staff under supervision should be given strong attention during appraisal period to ensure he/she has the skills to progress the task.
Project Accountants (PAs) at WP provincial offices	Finance Manager (FO) & Field Coordinators	Monitor the PAs to ensure transparency and accountability at project sites.
Project staff	Field Coordinators	

7.2 Staff Performance Form

The Staff Performance Assessment process is to be initiated when contracts are renewed:

- for staff whose contract has a specific duration, and
- to increase the salary for staff on Unspecified Duration Contract.

Two weeks before the time appointed for the employee's review, the employee is to be given a performance review form to complete. Once completed, the form is to be considered "Confidential". After completion, the employee is to return it to the person conducting the review (supervisor). The supervisor who is gathering information about

the subordinate's performance from other stakeholders who work close with her/him, is to provide a copy of the 360 degree feedback form (see attachment) to the employee.

The supervisor is to review the employee's responses and, at the annual review, is to:

- discuss the responses with the employee,
- provide the employee with an evaluation of the employee's performance, and
- develop the next appraisal plan.

The supervisor and employee are then to discuss the business plan and objectives and identify the skills to be improved over the next year and training possibilities.

In addition to the annual review, the employee's supervisor is to meet with the employee at regular intervals to discuss the employee's progress and identify development opportunities for the employee. This usually is an informal conversation unless the performance of the employee is below standard. Any issues of concern relating to the employee, or to the supervisor, arising during the year are to be discussed as soon as they arise and not left to the annual review.

Since the renewal of the employment contract and increase in salary depends on the annual performance assessment, employees have the right to disagree. The employee is to forward his/her concerns in writing to the next higher level of authority, above the supervisor, for consideration and review. If the issue cannot be resolved, it is to be referred to the Director. If the employee reports to the Director, the issue can be referred to Governing Board.

7.3 Unsatisfactory Staff Performance

When the employee's supervisor considers the work ethic and/or performance of the employee is not meeting the expectations of the organisation, the supervisor, after notifying the Director, is to caution the employee (both orally and in writing) and give details of the unsatisfactory performance to the employee and ask for the employee's response.

If the employee's performance does not improve, further action is to be taken in accordance with Section 10.5.

7.4 Disciplinary Action

Disciplinary action may be taken when the employee's supervisor considers:

- the employee has acted in breach of a provision of this Manual,
- if s/he commits an offence within work or is found guilty of break the law of Cambodia at any time.
- the employee has been involved in:
 - the giving or taking of bribes,
 - abuse or neglect of WP 's property or the property of a beneficiary,

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- using WP as a way to give or to receive extra material benefits,
 - giving preference to family or friends in matters of trading or employment.

Where examples of the above occur, they will be treated as serious offences and may, after a full investigation has taken place, result in dismissal.

The supervisor, after notifying the Director, is to caution the employee (both orally and in writing) and give details of the unsatisfactory conduct or breach to the employee and ask for the employee's response. The supervisor is to advise the employee of the conduct required to achieve a satisfactory performance to remedy the breach and notify a reasonable period of time to allow the employee to comply.

If the employee's conduct has not, in the opinion of the supervisor, satisfactorily improved within the agreed time period, or the breach has not been remedied, the supervisor may, after notifying the Director, give a second written notice to the employee that, if the unacceptable performance is not remedied within a further agreed period of time, the employee will be dismissed in accordance with Section 10.5.

7.5 Hiring Consultants

WP will procure the occasional services of short-term consultants. WP aims to identify and approach individual known experienced consultants, or organisations that are reputable and experienced to undertake the consultancy.

When a consultancy is required for the project, detailed Terms Of Reference are developed. TORs explain:

- the project background,
- specific terms of reference,
- expected outputs / deliverables, and any other requirements for the consultant.

Individual Consultants are selected on the basis of their qualifications for the assignment.

Consultants shall be selected through comparison of qualifications of at least three candidates. To maintain transparency, a record will be kept of the assessment process which explains why the consultant was selected.

Consultants will be contracted using World Bank's standard Contract format (see example at Appendix 7).

SECTION 8 DEALING WITH COMPLAINTS AND FEEDBACK

8.1 Internal Complaint

Wathnakpheap encourages all staff members, beneficiaries and stakeholders to provide complaints and feedback to improve the level of services and support. The complaints process is detailed in the grievance procedure

Complaints which are proved to be valid will be referred for disciplinary action under Section 10 of this Manual. The response can include various kinds of disciplinary action. Where a serious complaint is proved, the offending employee may be dismissed.

If the complaint is against the Director, then the complaint must be referred immediately to the Chairperson of the Governing Board. S/he is to appoint one or more of its members to deal with the complaint.

8.2 External Complaints and Feedback

WP encourages target group members and stakeholders to provide feedback and complaints on the services provided by the organisation. The complaints process is detailed in the grievance procedure.

SECTION 9 – LEAVE/HOLIDAYS

9.1 Leave Application Process

When staff wishes to apply for any leave they are to:

- Complete a leave application form
- Submit to supervisor three days in advance.
- The Admin/HR Officer / Project Accountant (provincial) will confirm that the time requested has been earned and pass the application to the supervisor.

Subject to workload of the organisation, the supervisor will approve the application. (Project Manager/Field Coordinator will approve for project staff and the Director will approve for Head office staff and Project Managers/Field Coordinator).

9.2 National Holidays.

WP has a policy of staff taking all national holidays each year therefore all staff are entitled to the national holidays as per the Government's annual list, with full pay.

Where, due to work demands, it is not possible for an employee to take the Government holiday on the allotted day, a compensatory day will be granted as soon as possible after the actual holiday (must be taken less than one month after the holiday).

9.3 Annual Leave

All full time employees are entitled to one and half day's paid leave per month of continuous service. The length of paid leave is increased for seniority at the rate of one and half day per year of service, up to a maximum of four weeks paid leave per calendar year.

Number of years	Maximum per year
Year 1 – 5 inclusive	18
Year 6	19
7	20
8	21
9 and on	22 (maximum 4 weeks per year)

Annual leave must be taken during the working year in which the leave entitlement accrues. Unused leave cannot be carried over to the next year unless approved in advance and special circumstances exist. Leave cannot be converted to payment.

National holidays and sick leave (up to a maximum of 14 days sick leave) are not counted as paid annual leave.

Annual leave must be applied for at least three days in advance (see Appendix 10 for sample leave form.) Staff may take up to three days leave, with no notice, in the case of genuine emergency. This will be granted at the discretion of the supervisor.

9.4 Unauthorised Absence

Staff must notify their immediate supervisor if they cannot come to work. Whenever a staff member is absent without authorisation, if staff are absent without authorisation for five consecutive workdays, they will be considered to have voluntarily resigned. The Director will authorise the Admin/HR Officer (Head Office) to send the staff member a final pay cheque and a contract termination letter.

All unauthorized absences from work will be deducted from the salary of the employees.

9.5 Special Leave

The organisation has the option of granting the employee special leave for personal reasons for example political crisis, death and serious sickness of immediate family member (spouse, children, dependant and parents). Special leave is granted up to a maximum of five days in any one year.

9.6 Sick Leave

All full time permanent employees are entitled to up to 14 days paid sick leave per calendar year. Probationary employees are not entitled to paid sick leave. For employees who have not completed one-year's employment, the calculation is one day per calendar month completed.

This leave is intended for genuine sickness of the employee, which prevents her/him from working. Absence due to sickness of more than three days must be supported by an acceptable certificate from a doctor.

Where absence due to illness takes place (for example, more than 14 days in one year), WP will not terminate the employee's contract but may ask for the employee to have a medical examination (at the employees expense). Depending on the results of the medical examination, the employee may be given unpaid leave (up to a maximum of four calendar months) until they recover. Extended unpaid leave must be authorised by the Director or, if the Director is sick, the Governing Board.

9.7 Maternity Leave.

For a woman employee delivery, maternity leave of twelve weeks on full pay is allowed. This must be applied for in writing one month before the leave is due to begin. The employee must have worked at WP for at least twelve months before the date of the application. If an employee has worked less than twelve

months, she is paid pro rata for the time she has been employed with WP (eg. work for WP for 1 month, she will paid 8.33% of her current salary).

Pregnant employees are allowed to rest from work 30 minutes in working hours per day.

For one year after child delivery, mothers who breast-feed their children are entitled to one hour per day during working hour to breast feed their children. This hour may be divided into two periods of thirty minutes each, one during the morning shift and the other during the afternoon shift.

Fathers will be granted seven (7) days paternity leave, which can be taken at any time from two weeks prior to the delivery, up to two weeks after the delivery. These days can be taken separately or together. For the first two deliveries this leave is on full pay. For subsequent deliveries paternity leave is on half pay up to and including the fourth child only. The employee must have worked for WP for at least twelve months prior to the date of application for paternity leave. Paternity leave must be applied for one month before the leave is due to commence.

SECTION 10 LEAVING THE ORGANISATION

10.1 Resignation

Where an employee decides to leave the employ of WP:

1. For Contracts of Specific Duration (for staff who work for WP less than 5 years)
 - Notice of two months is required for senior management (Director, Program Coordinators, Project Managers/Field Coordinator Finance Manager, Admin/HR Officer, M & E Officer).
 - One month notice is required for all other employees.
2. Contracts of Unspecified Duration (for staff who work for WP over 5 years)
 - Two months, if the staff's length of continuous worked for WP is between five and ten years.
 - Three months, if the staff's length of continuous worked for WP is longer than ten years.

If it is not possible to give the required period of notice, under Cambodian law ¹, the employee must surrender two months' salary (senior management) and one month's salary for other employees.

¹ The Cambodian Labor Law at Chapter IV, Section 3 on Termination. Article 82 and 83 part B.

Fulltime and part time employees of WP will be issued a recommendation letter when leaving the organization. The letter will not be offered to any employee who is terminated under Section 10.5. Letters are issued as follows:

- Director - issued by GB chairman,
- Program Coordinators, Financial Manager, Admin/HR Officer, Project Managers/Field Coordinators - issued by the Director.
- Project staff – issued by Project Manager/Field Coordinators.

Letters of recommendation will be provided on WP's business letterhead with signature of the supervisor and stamp of WP.

Provident Fund dues will be paid on the last day of employment. Except for this, there will be no other extra payments made.

10.2 Redundancy

When a decision is made to make a person redundant, he/she will be issued with a redundancy letter. A minimum of three months notice will be given subject to sufficient warning being given by the donor.

Provident Fund dues will be paid on the last day of employment. Except for this, there will be no other extra payments made.

In the event of WP being forced to leave the country due to a government decision or due to war (declared or undeclared) this Provident Fund payment is not affected.

10.3 Retirement

Where an employee retires from their employment with WP the Provident Fund dues will be paid on the last day of employment. Except for this, there will be no other extra payments made.

10.4 Death

If an employee dies at the time she/he is employed by WP, her/his next of kin will receive the final payment of the Provident Fund as mentioned under Article 8 of the Financial Manual. A certificate of death must be produced before the payment will be made.

10.5 Termination of Employment.

WP may terminate the employment of an employee without notice where the employee:

- is found guilty of a criminal offence, including without limitation, fraudulent behaviour or corruption,
- is guilty of bad behavior (conflict of interest) in a community,
- misuses WP's property
- refuses or neglects to carry out WP's instructions
- commits a serious breach of the provisions of this Policy Manual which is incapable of remedy
- is guilty of any other serious misconduct.

The employee may be suspended from duty (on full pay) while any misconduct report is being investigated. WP is to consider any response by the employee to an allegation.

If an employee is dismissed, the 9% monthly payment paid by WP into the Provident Fund for the employee will not be paid to the employee.

If the employee abuses, misuses or neglects WP property, the value of the damage or loss may be deducted from the final payment.

SECTION 11 BUILDING MANAGEMENT

11.1 Building Ownership

Wathnakpheap has an extended free lease agreement with the Royal Cambodian Government for the facilities in Krakor; all other office buildings are rented. A copy of the documents which detail the rental agreement can be found on file in the Head Office Administration section. These documents describe:

- responsibilities of owner
- responsibilities of Wathnakpheap
- rental payments, and
- agreement dates.

11.2 Office Cleaning

Staff are responsible for keeping desks, bookcases and filing cabinets tidy. An office cleaner is usually employed to carry out other cleaning duties. It is the responsibility of all staff to keep the office clean and tidy.

11.3 Repairs and Maintenance

Any building maintenance requests should first be referred to owner of the property. If the owner says that it is not within the scope of the rental agreement for them to make the repairs, get quotes for the work to be carried out and then send them to be approved by the Director.

SECTION 12 ASSET MANAGEMENT (Including purchase, lease, hire and disposal)

Assets are defined as equipment, furniture and fixtures purchased and used by WP for its day-to-day operation. In order to ensure its long-term use, equipment is to be used for work purposes only. Any damage to equipment, or loss due to theft caused by carelessness or neglect, is the responsibility of the staff member who was using the equipment.

Staff are not permitted to borrow equipment or take it out on loan for personal or other use.

12.1 Purchase of equipment

When purchasing new equipment, it is to be done in a fair and equitable manner. Any conflict of interest by staff should be raised, and the person is not to be involved in the decision making process.

The following procedure applies to purchasing of equipment:

- At least three written quotes are to be obtained before purchasing any equipment costing \$300.00 or more. Purchases under \$300 do not require quotes.
- The Director may approve any purchases as long as it is within the budget already agreed by the donors. If it is not within budget, and the donor will not approve, the purchase cannot be made.
- A Purchase Request form must be completed for all purchases; even when quotations are not required. The Purchase Request form is to be attached to every purchase order before the order is approved.
- Declaration
- Supplier Acknowledgement of commission, gifts and bribes policy

12.2 Maintenance of Equipment

All office equipment is to be properly maintained. Valuable equipment such as air-conditioner, computer, photocopier, and printers are to be maintained regularly. Photocopiers are to have a logbook to record the maintenance; including details of the spare parts used and date of maintenance.

Maintaining equipment is the responsibility of the Administration Officer in Head Office and Project Accountant in the provinces.

12.3 Maintenance request

Provinces. When a piece of equipment breaks down, the Project Accountant/ Assistant is to obtain three quotes and decide which company will offer the best quality service at the lowest price.

- If the value of the repair is less than \$100, and there is money in the budget, the Field/Local Co-ordinator or Project Manager can approve the purchase order.
- If the repair is more than \$100, it must be sent for approval to Head Office (Administration Officer).

Head Office. When a piece of equipment breaks down, the Administration Officer is to obtain three quotes and decide which company would offer the best quality service at the lowest price. All purchase orders for repairs are to be approved by the Director.

12.4 Asset Inventory

A list of fixed assets (for example, computers, tables, chairs) must be recorded in an Asset Inventory. The Asset Inventory is maintained for accounting, audit and insurance purposes and is to be updated as new equipment is purchased and as old equipment is disposed of.

The purchase of fixed assets is carried out in accordance with normal purchasing procedures. (See the Purchasing Policies and Procedures in the Financial Manual).

The Administration Officer and Project Accountant maintain the Asset Inventory. On 30 November each year, the Administration Officer / Project Accountants are to take a physical inventory of all assets. Each individual item is registered with a reference number, date of purchase, price, serial number, warranty terms and its location. The individual item must be numbered so that it is easy to identify.

In January each year, the Administration Officer/ Project Accountant is to submit a copy of the Inventory (via the Project Managers in the province) to the Director so that they can be forwarded to Donors.

Assets are expended at the time of purchase. This means that there will be no asset values listed in the balance sheet of Wathnakpheap and consequently the organisation has no depreciation accounts.

A copy of the Asset Inventory is to be kept in each Field Office and Head Office.

12.5 Disposal of Assets

Items to be removed from Wathnakpheap premises are to be accounted for:

- All equipment must be disposed of in a fair and honest manner. Every effort must be made to achieve the highest possible price for the item.

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- Asset disposals (where the individual item purchase value was over \$500) must be approved by the Board. Assets below this value are to be approved, in writing, by the Director.

SECTION 13 FINDING & MANAGING DONORS

13.1 Introduction

International NGOs provide money for a wide range of projects in Cambodia. Details of grants accessed in the past are available as follows:

- The Director keeps an electronic copy of every funding application on computer.
- A hard and soft copy of all contracts is held in the Directors office.
- The Project Managers/Program Coordinator keep an electronic copy of all funding applications that they are responsible for. Hard copies of documents are also kept.

These files will provide background information about Wathnakpheap which may be helpful when completing new funding applications.

13.2 Fundraising Strategy

Wathnakpheap has a Fundraising Strategy which details information about how to find and manage donors. This includes:

- Donor database.
- Funding process and approach.
- Sources of funding.
- Funding themes.
- Amount of funding needed.

13.3 Reports

Wathnakpheap is legally bound to provide technical and financial reports of how grants are spent – this includes providing to the donors all supporting documentation such as:

- receipts,
- any variations to the original application, and
- any other supporting documentation requested by the funding body.

Most funding bodies also require audited financial statements.

A full copy of the funding application and all reports must be kept by Wathnakpheap for seven years to be used for future reference and as an historical record.

SECTION 14 ADMINISTRATION

14.1 Insurance

The following insurance cover is maintained:

- Health & Accident insurance (all Wathnakpheap staff but not family members)
- Motorbike insurance (for Wathnakpheap motorbikes only – unless agreed in writing by the Director).

Premiums are reviewed in January each year by the Administration Officer.

14.2 Internal Mail

There is no formal internal mail system therefore mail is to be delivered by the sender. We encourage the repeated use of old envelopes for internal mail.

14.3 External Mail (Incoming)

If not addressed to a specific member of staff, all mail is opened by the Administration Officer or Project Accountant.

Because most correspondence is received electronically, all incoming external mail is to be collected at least one time per month by the Administrative Officer from the Post Office.

All incoming correspondence is to be logged in a logbook the Administration Officer. This is to record the description, date, who delivered, and who received the delivery. The logbook is to be signed by the person who receives the document.

14.4 External Mail (Outgoing)

WP uses the local Cambodian postal service or local couriers / buses / taxis for general mail and other private couriers. Outgoing mail is prepared and sent by the Administration Officer.

For international outgoing mail, the sender's copy of the air bill is to be kept in a folder as proof of mailing.

14.5 Telephone Calls.

Each office has a fixed line telephone account. Fixed line office telephones are only be used for official calls.

Each member of staff is required to have a personal mobile phone. As these are frequently used for official calls, all staff receive prepaid credit each month and the value of pre-paid card will vary according to the staff member's position.

To reduce costs, staff are encouraged to use Skype whenever possible.

14.6 Email

The most common form of communication is now email. When using email, there are some rules that should be followed and these are listed at Appendix 9.

Email is the preferred means of communicating formally within the organisation. All staff are provided with WP email accounts with a common address format – [name]@wathnakpheap.org. If the WP email account does not work in the province, Community Facilitator are to set up/use personal email accounts for work purposes.

Emails are considered as formal documents and important emails about the project must be filed throughout the duration of work at WP.

Wathnakpheap email accounts are as follows:

Email Address	Role
director@wathnakpheap.org	Director
ce.program@wathnakpheap.org	Community Engagement Program Coordinator
program@wathnakpheap.org	Program Co-ordinator
finance@wathnakpheap.org	Finance Manager
admin@wathnakpheap.org	Administration Officer
xxx@wathnakpheap.org	Other

Wathnakpheap Email Signatures. Outgoing emails are to use the Wathnakpheap approved signature:

Name
Position
Wathnakpheap
PO Box 90
No 06BB, St 101,
Phnom Penh, Cambodia
Mobile No
www.wathnakpheap.org
Communities Build Cambodia

Sponsor logos should be added when possible.

14.7 Memorandum

A memo is a semi-formal form which can be used by a WP staff member to correspond with another member of Wathnakpheap staff. It is for internal use only.

14.8 Letter.

A formal letter is always to be used when you are representing the organisation to the public or when you are writing to staff members about their work. Formal letters are to be printed on the Wathnakpheap letterhead. There are many types of business letters. If you are not sure what format to use, check the files for examples.

14.9 Wathnakpheap Website

The Wathnakpheap webpage is *www.wathnakpheap.org*

The website is an important tool to promote the activities of WP and is to be updated once every three months by an external consultant (co-ordinated by the Program Co-ordinator/ Project Manager).

14.10 Filing System

The filing system is a very important part of the organisation as a whole. The filing system maintains uniformity within the organisation and all staff are to ensure that their files (electronic and hard copy) can be easily accessed by other staff.

At the end of a project, all hard copy documents are to be filed, in logical order, in boxes that are clearly marked with the project name and person responsible. These are to be kept for the following periods of time:

- Financial support document are to be kept for ten (10) years
- Project documents (reports etc) are to be kept for the period stated in the contract. Where no period is stated in the contract, they are to be kept for three (3) years.

14.11 Computer File Management

Computer file management is included in the Induction training for all staff and must be complied with.

Back up copy of key documents (for example constitution, strategic plan, fundraising strategies, KIRE business plan, policies) are kept on external hard drive in the Head Office safe. When a Field Coordinator/Project Manager leaves Wathnakpheap, he/she is to ensure that an electronic copy of all the project files is given to their supervisor.

Staff are to ensure that a backup copy of their files is kept on external hard drive which is never carried with the laptop outside of the office (this is to ensure that, if an accident

occurred, there will always be a backup copy). The backup files are to be updated at least two times each month.

The Administrative Officer or Project Accountant is to ensure that Anti Virus software is installed on every computer and that staff have be trained how to use it. Staff are to scan their computer at least once every week and the Administrative Officer or Project Accountant is to carry out random check to ensure updates have been completed.

Electronic documents are to be kept for the same period as hard copies. See Section 14.10.

14.12 Office Supplies

A Stationary Stock Record sheet is maintained and checked monthly by the Administration Officer / Project Accountant. All items received and issued are to be recorded; showing the date, quantity and signature of the person who withdrew the items.

A Purchase Order is to be completed for the purchase of office supplies. The purchasing process is described in the Purchasing Procedure in the Financial Manual.

14.13 Arrival of Goods at the Office

Goods received will be cross checked by the Administration Officer/Project Accountant. The delivery docket will be marked for every item received and any missing items, damage goods or abnormality will be reported immediately to the supplier. Damaged goods are to be returned to the supplier and the invoice is not to be paid until the correct goods have been received.

SECTION 15 FINANCIAL MANAGEMENT (Co-ordinators & Bookkeeper)

This policy provides a general overview of the financial management process. For more details, see the Financial Management Policies.

15.1 Authority to Operate on Accounts

At least two signatures are required on all financial transactions withdrawing money from the Wathnakpheap bank accounts. The main signatories are the Director and Finance Manager. If one of these is absent then the Program Coordinator can sign.

15.2 Financial Reports

A financial report is to be presented at each Board meeting. An Annual Financial Report is provided to the Board in April.

The following reports form the basis of the Finance Manager's report to Board meetings:

- The Income and Expenditure for the period.
- The Balance Sheet to the end of the period.
- An explanation of the financial position of Wathnakpheap based on these reports.

15.3 Budgeting

Budgeting is an essential planning tool and is to be carried out on an ongoing basis by Project Accountants and the Finance Manager in consultation with project staff and management.

In many cases, variation to project budgets will need the approval of Donors therefore all variations to budget must be approved in advance by the Director.

15.4 Auditing of Wathnakpheap Financial Statements

It is a requirement that Wathnakpheap financial statements be audited on an annual basis. The auditor is selected each year by the Governing Board however some funding bodies may require a separate audit of a specific grant.

SECTION 16 – GENERAL

16.1 Health and Safety in the Workplace

Wathnakpheap is committed to providing safe and healthy places of work for staff and will ensure that:

- All accidents are investigated to reduce the risk of the accident happening again.
- A First Aid kit is kept stocked at all times in the Field Office and Head Office.
- A Fire Evacuation procedure is in place and that fire extinguishers are in good working order.
- An induction to the workplace is provided to all staff; which will include instruction on the safe use of equipment and the location of the First Aid kit and fire extinguisher.

16.2 Employee Responsibilities

Employee responsibilities include:

- Obey and comply with all lawful instruction, procedures and rules given in the workplace.
- Report any accident, injury, near miss or possible hazard to the Field Coordinator or Director as soon as possible. If neither can be contacted, then the incident is to be reported to the Project Accountant or Administration Officer (who are then to take action and/or report it to a higher level as soon as possible).

16.3 Safety.

All employees are responsible for their own safety and for the safety of others.

Crash helmets must be worn at all times when Wathnakpheap vehicles are used. Three spare helmets are to be kept in each office for use by visitors. Staff who have an accident and are not wearing a helmet, are **not** covered by the insurance company which is used by Wathnakpheap.

The maximum speed of Wathnakpheap motorbikes is 40 km per hour.

16.4 Vehicle Use

Wathnakpheap vehicles are provided for official use only. They are not available for private use unless authorised in writing by the person's supervisor.

All motorbikes are to be stored, overnight and at weekends, inside the Wathnakpheap offices unless approved as above.

If an accident occurs when a staff member is working, the replacement motorbike cost is the responsibility of Wathnakpheap. If an accident occurs when a staff member is using the vehicle for personal reasons, the replacement motorbike cost is the responsibility of the staff member.

All vehicle use must be entered in the log book. Purchase of fuel and oil, the service history and incidental repairs must also be entered by the user. This is to be monitored by Administration Officer and Project Accountant.

16.5 Key Register

Details of people who have keys to the Wathnakpheap offices are to be recorded in the Key Register which is maintained by the Administration Officer and Project Accountant. Keys must be kept in a secure location at all times and not loaned to other people without permission from the Director.

Keys are to be collected from staff when they leave their positions.

Staff who lose their keys are responsible for paying for their replacement.

16.6 Security

It is the responsibility of the last person to leave the office to ensure that:

- all windows and doors are secure
- the electricity and water is turned off at the meter box
- all Wathnakpheap property is stored in safe place
- the office doors are properly locked when leaving the building.
- that the gate and office door is locked from 5:30 p.m. to 8.00 a.m.

All staff are to observe people coming in and out of the premises to ensure that they are properly authorized visitors or customers. If you see any unusual incident concerning the security of the premises of Wathnakpheap property or building report it to your supervisor immediately.

16.7 Guest Policy

All guests coming to the office are to be received by the Administrative Officer/ Project Accountant in a friendly and helpful manner. They are to be provided with information as needed, however any requests for confidential information are to be forwarded to a supervisor.

16.8 Useful Contacts

A list of useful contacts is available in the office. This includes:

-
- Local tradesmen, businesses, consultants and any regularly used telephone numbers.
 - Staff and Governing Board contact details.

16.9 Electricity Policy

Electricity is expensive and may only be used for official purposes. All staff need to be conscious of saving energy and keep Wathnakpheap costs to a minimum.

The Administrative Officer/ Project Accountant is responsible to check and verify every bill for each month before payment. The new bill is to be compared with the previous month to ensure the charges are correct.

Wathnakpheap Constitution

Wathnakpheap Organization Structure



Annes A.
Structure_added.doc

Sample Timesheet

Working time account May 2011

Position :
Director

Day	WP Units / Projects								TOTAL	Allocate by Donor						TOTAL
	HeadO	KRK	SVR	SR	Kg.Cham	Kratie	XY 1	XY 2		Intervita	UNDP	TAF	Wi	WB	other	
1									0.0							0.0
2									0.0							0.0
3	8.0								1.0					8		1.0
4	8.0								1.0	4	4					1.0
5	8.0								1.0	4	4					1.0
6	8.0								1.0	4	4					1.0
7									0.0							0.0
8									0.0							0.0
9		8.0							1.0				8			1.0
10			8.0						1.0				8			1.0
11			8.0						1.0			8				1.0
12		8.0							1.0		8					1.0
13									0.0							0.0
14									0.0							0.0
15									0.0							0.0
16									0.0							0.0
17									0.0							0.0
18			8.0						1.0		8					1.0

19				8.0					1.0				8			1.0
20				8.0					1.0				8			1.0
21									0.0							0.0
22									0.0							0.0
23					8.0				1.0					8		1.0
24					8.0				1.0					8		1.0
25			8.0						1.0				8			1.0
26			8.0						1.0				8			1.0
27			8.0						1.0				8			1.0
28									0.0							0.0
29									0.0							0.0
30			8.0						1.0		8					1.0
31			8.0						1.0		8					1.0
TOTAL	4.0	2.0	8.0	2.0	2.0	0.0	0.0	0.0	18.0	3.5	3.5	4.0	4.0	3.0	0.0	18.0
									100%	19%	19%	22%	22%	17%	0%	100%

Instructions for computing the daily working time:

1. The amount of time worked for each Unit/Project is to be filled in during the day, or at its latest at the end of the day before leaving office.
2. Working time is counted in decimals (one digit) per working hour - e.g. 20 minutes = 0.3 hours, etc.
3. Phnom Penh-based working time is counted in hours, as it actually happens.
4. Field-based working time is counted in half days (= 4.0 hours) or full days (= 8.0 hours) only.
5. **At the end of the month the totals in the bottom line are to be carried over to the annual working time accounts sheet.**

Prepared by :

Heng Chan Thon

Wathnakpheap
POSITION DESCRIPTION (Sample)

Position Title : **Community Facilitator**
Reports to : **Provincial (Local) Coordinator**

I. PROJECT SUMMARY:

The goal of the project is to combat child labour in various sectors, including agriculture, fishing and fisheries/aquaculture and domestic service, through an innovative, effective, and integrated approach that involves increasing children's access to quality education, promoting sustainable livelihoods for their households, increasing beneficiaries' access to national social protection programmes that help households reduce dependence on children working to meet basic needs, and increasing youth's access to decent work.

II. PURPOSE OF POSITION:

The Community Facilitator is responsible for implementing project activities at a local level, overseeing project activities in the province. This will include working with other Community Facilitators who are providing education, livelihoods, awareness raising, and other interventions to combat child labor.

III. MAJOR REPOSNSIBILITIES:

- Ensure timely implementation of project activities according to work plans developed with project management.
- Help to design consultations and raise awareness of child labor among local communities and help design local child-labor plans.
- Facilitate communication with regional and local authorities, local child-related committees;
- Promote project sustainability and partnerships with the private sector and other organizations that work on child-labor related issues.
- Set up re-entry and remedial classes, mainstream children back into to school, collaborate with DoE and provide community awareness
- Increase awareness of parent, guardian, local authorities and community to eliminate child labour and other form of abuse.
- Build capacity and work with the Child Labor Monitoring Committee and Child Youth Clubs to select and monitor beneficiaries
- Work in partnership with the local authority
- Submit Activity Note of any event, weekly, monthly to Local Coordinator.
- Monitoring and coaching to children, parents, guardians and community to actively eliminate child labour,
- Coordinate with Education and Livelihood Specialists and receive technical training, as needed.
- Support implementation of M&E, including monitoring service delivery and tracking impact on beneficiaries at the household and individual level.

IV. KNOWLEDGE, SKILLS AND ABILITIES:

- Graduate of bachelor's degree in law, business management or a related field
- Minimum two years of experience working in community development with NGOs.
- An understanding of child labor issues and capacity to generate dialogue among a diverse range of groups.
- Leadership qualities, communication and team skills (including mediation and conflict resolution). Must be willing to live in area of project intervention.
- Fluency in local languages and English is preferred
- Computer literacy (MS Word, Excel, Internet and Email).
- Be patient and have good work commitment
- Able to drive a motorbike on difficult roads.

V.SPECIAL REQUIREMENTS: None

VI. ADDITIONAL INFORMATION: Working Environment / Conditions:

Extensive travel required; must be willing to travel and work for periods of time to field project sites, including rural sites with few amenities.

List of Hospitals Recommended by Insurance



AGREEMENT OF INDEMNITY

Supplementary Contract attaching to and forming part of the Group Hospital and Surgical Insurance.

NAME OF POLICYHOLDER : WATHNAKPHEAP ORGANIZATION

POLICY NO. : D/001/HHNS/15/000086

COMMENCEMENT DATE : 01-JAN-16

1. The Company hereby agrees, at the request of the Policyholder, to issue Membership Card to the Insured Members for the sole purpose of gaining admittance to the following hospitals, without the requirement of cash deposits, if any.

Private Hospitals and Clinics:

PROVINCE	NAME	ADDRESS	FOOD
Phnom Penh	1. Angkor Thom Polyclinic & Maternity	No. 327, Norodom Blvd., Sangkat Tonle Bassac, Khan Chamkarmon, Phnom Penh, Cambodia.	YES
	2. Bayon Hospital	No. 327, Norodom Blvd., Sangkat Tonle Bassac, Khan	YES
	3. Calmette Hospital	No. 3, Monivong Blvd., Phnom Penh, Cambodia.	N/A
	4. Can Vongsak Clinic and Maternity	No. 50, Street 240, Sangkat Chaktomok, Khan Daun Penh, Phnom Penh, Cambodia.	YES
	5. Central Hospital	No. 82A, Street 154 (Tehor Damdin), Sangkat Pear Thmey 3, Khan Daun Penh, Phnom Penh, Cambodia.	YES
	6. Chantrea Polyclinic	No. 632, Street Chom Chao, Phum Damnak Thom, Khan Mean Chey, Phnom Penh, Cambodia.	YES
	7. Chbar Ampov Polyclinic	No. 40 A-B-C, National Road No. 1, Sangkat Chbar Ampov 1, Khan Meach Chey, Phnom Penh, Cambodia.	N/A
	8. Chhour Y Seng Clinic	No. 49, Street 193 Corner 366, Sangkat Toul Svay Prey I Khan Chamkarmon, Phnom Penh, Cambodia.	N/A
	9. Chom Chao Polyclinic	No. 678, National Road No. 4, Sangkat Chom Chao, Khan Dangkor, Phnom Penh, Cambodia.	YES
	10. D.N. Polyclinic	No. 12-14, Nehru Boulevard, (Street 215), Sangkat Mittapheap, Khan 7 Makara, Phnom Penh, Cambodia.	YES
	11. First Center Polyclinic	No. 408, Monivong Blvd., Phnom Penh, Cambodia.	YES
	12. Hong En Hospital	No. 186, Monireth Blvd., Sangkat Tumnub Teuk, Khan Chamkarmon, Phnom Penh, Cambodia.	YES
	13. Ly Srey Vyna Clinic	No. 339A, Street 163, Phnom Penh, Cambodia.	YES
	14. MediCare Polyclinic & Maternity	No. 17E0, Street 128, Sangkat Phsar Thmey 2, Khan Daun Penh, Phnom Penh, Cambodia.	YES
	15. Narapadey Clinic	No. 11, Street 310, Sangkat Boeung Keng Kang I, Khan Chamkarmon, Phnom Penh, Cambodia.	YES
	16. Narith Polyclinic	No. 21 CD, Street 271, Sangkat Phsar Doeum Thkov, Khan Chamkarmon, Phnom Penh, Cambodia.	YES
	17. Panacea Clinic & Maternity	No. 14A, Street 150, Sangkat Veal Vong, Khan 7 Makara, Phnom Penh, Cambodia.	YES
	18. Princess Clinic	No. 132, Street 122, Sangkat Toeuk La-ak, Khan Toul Kork, Phnom Penh, Cambodia.	N/A
	19. Sokhomal Polyclinic	No. 26, 27, 28C, Russia Blvd., Sangkat Teuk Thla, Khan Russey Keo, Phnom Penh, Cambodia.	YES
	20. Sokret Hospital	No. 1CD, Street 139, Sangkat Veal Vong, Khan 7 Makara, Phnom Penh, Cambodia.	YES
	21. Thang Long Clinic	No. 103 C3, Street 184, Sangkat Bocung Raing, Khan Daun Penh, Phnom Penh, Cambodia.	YES
	22. Tum Noeub Polyclinic & Maternity	No. 803, Preah Monivong Blvd, Sangkat Phsar Doeum Thkov, Khan Chamkarmon, Phnom Penh, Cambodia.	YES
	23. Zhong Sing Hospital	No. 28-29-30, Street 217, Sangkat Stung Meanchey, Khan Meanchey, Phnom Penh, Cambodia.	YES
	24. Kong Piseth Eye Hospital	No. 108, St. 110, Sangkat Tocuk Laak I, Khan Toulkork, Phnom Penh, Cambodia	N/A
Banteay Meanchey	1. Sensoksan Clinic	No. 508, National Road No. 5, Sangkat Phsar Kandal, Krong Poi Pet, Banteay Meanchey Province, Cambodia.	YES
	2. Tevinrasasok Clinic	National Road No. 56, Phum Kampong Svay, Khum Kampong Svay, Srok Sereysoan, Banteay Meanchey Province, Cambodia.	YES
Battambang	1. Huot Sokun Polyclinic	No. 563, Street La He, Battambang Town, Battambang Province, Cambodia	YES
	2. Sovann Polyclinic	No. 77, Rue Preah Vihear (3-1/2), Svaypor, Battambang	YES



Consultant Agreement
to

We herewith confirm your consulting appointment to carry out the above-mentioned assignment specified in the attached Terms of Reference. Your services will be required in Cambodia for about working days, during the period Included in this timeframe are the time spent in document preparation, attending workshops and preparation/submission of reports to Wathnakpheap.

Set out below are the terms and conditions under which you have agreed to carrying out the assignment. The services to be performed, the estimated time to be spent, and the reports to be submitted will be in accordance with the attached Term of Reference.

This agreement will become effective upon confirmation of this letter by signature between two parties, 1st party by Director of Wathnakpheap (client) and 2nd party is service deliverer (consultant).

Payment for the service will not exceed the total amount indicated in the attached cost estimate for the assignment.

You will be paid within 15 days of receipt of invoice:

- ?? % after signing this contract, and
- ?? % after completing this assignment and submitting a final report which include the following information:

Money will be paid into a bank account of your choosing. Cash payments will not be made.

A fee at the rate of US Dollars per working a day will be provided. In regard to the overall duration of assignment of working days; the total cost of this contract is USD. The above fee includes all overhead and any taxes.

You will be responsible for providing appropriate insurance coverage yourself. In this regard, you shall both maintain both medical and travel insurance whilst employed as a consultant on this contract.

All materials produced or acquired under the terms of this agreement whether written, or in workshops shall remain the property of Wathnakpheap. You (consultant) will carry out the assignment in accordance with the work curriculum at Annex 1 (terms of reference).

(Consultant)

(Client)

Signed by:,

Signed by: Ms. Heng Chanthon, Director of WP

Date:.....

Date:

Attachments: Annex 1: Term of Reference

Advance notice: Field visit at Project
On (date).....

Names of persons visiting:

.....

.....

Schedules plan as follows :

Date	Time	Agenda	Participants

Prepared by :

.....

Field Coordinator

Appendix 9

Communicating By Email

Rapid and brief responses to business-orientated emails are recommended. Follow these guidelines:

- **Subject line to summarise the message.** Make the Subject line summarise the information in the e-mail. Ask yourself, 'will the recipient(s) know what this e-mail is about'.
- **Keep it concise.** Keep messages brief and to the point. This includes deleting any irrelevant text when an email has been back and forth several times. No-one wants to scroll down through pages of text in order to reach the message they want to read.
- **Confidentiality.** Emails can be forwarded many times and, if you are dealing with a confidential or difficult issue, it is important that you check the text of all emails *below the one that you are writing*, before forwarding the email again. Email is not confidential so it is wise to avoid saying anything you wouldn't write on the back of a postcard.
- **Allow time for a reply.** E-mail messages are not usually *required* to be answered immediately, though it is good practice if you do. Before sending a reminder, allow some time for a response, sometimes even a few days. Not everyone is online 24 hours a day.
- **Use the BCC field when sending bulk email.** If you're sending email to a whole list of people, put their email addresses in the BCC field. That way, the privacy of the recipient is respected, and spammers cannot harvest the email addresses.
- **Don't shout at people or threaten them.** Don't use all capital letters, (UPPERCASE), or oversized fonts. The reader may feel they are being shouted at, or even threatened.
- **Avoid angry outbursts.** Don't send or reply to email when you are angry. Wait until you have calmed down, then compose the email. Once written and sent, it can't be recalled. Angry or intemperate email has a way of rebounding on the sender. As a guide, ask yourself, 'would I say this to the person's face?'
- **Use correct punctuation and grammar.** Use punctuation in a normal manner. One exclamation point is just as effective as five !!!!! Use correct grammar as with any written message.
- **Layout message for readability.** Use spaces and breaks between paragraphs and long sentences to make it easier on the reader.
- **Spelling.** Check your spelling! If you don't know how to spell something, look it up.
- **Don't Reply to All unless necessary.** Think twice about sending a reply to everyone.
- **Forgetting attachments.** If the reason for sending an email is to send a file, remember to include it. It's easy to forget. One strategy is to attach the file before writing the email.
- **Sharing large files.** Avoid sending file attachments larger than one megabyte unless it is directly necessary (like large work-related documents, spreadsheets and/or presentations).
- **Chain Letters.** Do not forward chain letters. An example is the chain letter that claims to be for the benefit of a dying child or promises to make you rich overnight if only you send it to five more people. Most people find these email practices particularly annoying.
- **Correct priority.** Avoid marking an email 'high priority' when it is really 'normal' priority.

Appendix 10

Annual Leave Application Form

អង្គការវឌ្ឍនភាព
(ការិយាល័យកណ្តាល)

លិខិតសុំច្បាប់

ឈ្មោះ :

មុខងារ :

គោរពចូលមក

សូមជ្រាប ។

តាមរយៈ :

កម្មវត្ថុ : សំណើសុំច្បាប់ឈប់សំរាកចំនួន..... ថ្ងៃ ចាប់ពីថ្ងៃទី..... ដល់ថ្ងៃទី.....

ប្រភេទនៃការឈប់សំរាក	ចំនួនថ្ងៃដែលត្រូវយក	ចំនួនថ្ងៃឈប់សំរាកនៅសល់
<input type="checkbox"/> ប្រចាំឆ្នាំ (១២)		
<input type="checkbox"/> មានជំងឺ (១៤)		
<input type="checkbox"/> ឈប់ពិសេស (០៥)		
<input type="checkbox"/> ឈប់សំរាកកូន (៩០)		
<input type="checkbox"/> ប្រពន្ធផ្តងទន្លេ (០៥)		
<input type="checkbox"/> ថ្ងៃឈប់សង		

មូលហេតុ :

តាមកម្មវត្ថុខាងលើសូមលោក. **លោកស្រី** មេត្តាអនុញ្ញាតិច្បាប់អោយយើងខ្ញុំដោយអនុគ្រោះ ។

សូមលោក ទទួលនូវការគោរពរាប់អានដ៏ស្មោះស្អាតពីយើងខ្ញុំ ។

ធ្វើនៅ..... ថ្ងៃទី..... ខែ..... ឆ្នាំ.....

បានឃើញនិង អនុញ្ញាតិតាមសំណើ

ហត្ថលេខាសាមីខ្លួន

ធ្វើនៅ..... ថ្ងៃទី..... ខែ..... ឆ្នាំ.....

ហត្ថលេខាអ្នកគ្រប់គ្រង

DELEGATION INDEX

Delegation Number	Subject	Date issued
1	Wathnakpheap Spokesperson	25 August 2012
2	Employee Disputes	25 August 2012
3	Acting Director	25 August 2012
4	Staff Appointments	25 August 2012
5	Signing of Purchase Orders	25 August 2012
6	The taking of Leave	25 August 2012
7	Authorised Cheque Signatories – Director, Program Coordinator and Finance Manager.	25 August 2012
8	Authorised Cheque Signatories - Field Coordinators and Project Accountants	25 August 2012
9	Payment of Accounts without Prior Reference to Board	25 August 2012
10	Accept and Sign Contracts	25 August 2012
11	Contract Variation	25 August 2012
12	Write Off Minor Debtors	25 August 2012
13	Disposal of Surplus Equipment, Materials, Tools, Office Furniture and Equipment	25 August 2012
14	Approval of Local Travel Expenses/ Staff Advances	25 August 2012

1. Travel & Per Diem Expenses of Community Members

1.1 Travel within local Commune area

	Half Day	One Full Day	Difficult road (Non-paved/graveled road, almost non-exists road) (ផ្លូវខ្សាច់, ផ្លូវអិល, ផ្លូវភក់/ស្អិត)	Note
Transport	0	0	0	Less than 1 Km
	\$1.50	\$1.50	\$2.50	More than 1-2 Km
	\$2.00	\$2.00	\$3.00	More than 2-4 Km
	\$2.5	\$2.5	\$3.50	More than 4 Km-6 Km
	\$3.00	\$3.00	\$4.00	More than 6 Km-8 Km
	\$3.50	\$3.50	\$4.50	More than 8 Km-10 Km
	\$4.00	\$4.00	\$5.00	More than 10 Km-12 Km
	\$4.50	\$4.50	\$5.50	More than 12 Km-14 Km
	\$5.00	\$5.00	\$6.00	More than 14 Km-16 Km
	\$5.50	\$5.50	\$6.50	More than 16 Km-18 Km
	\$6.00	\$6.00	\$7.00	More than 18 Km-20 Km
	\$6.50	\$6.50	\$7.50	More than 20 Km-22 Km
	\$7.00	\$7.00	\$8.00	More than 22 Km-24 Km
	\$7.50	\$7.50	\$8.50	More than 24 Km-26 Km
	\$8.00	\$8.00	\$9.00	More than 26 Km-28 Km
\$8.50	\$8.50	\$9.50	More than 28Km-30Km	

	\$9.00	\$9.00	\$10.00	More than 30 Km-32 Km
	\$9.50	\$9.50	\$10.50	More than 32 Km-34 Km
	\$10.00	\$10.00	\$11.00	More than 34 Km-36 Km
	\$10.50	\$10.50	\$11.50	More than 36 Km-38Km
	\$11.00	\$11.00	\$12.00	More than 38Km-40Km
	\$11.50	\$11.50	\$12.50	More than 40 Km-42 Km
	\$12.00	\$12.00	\$13.00	More than 42Km-44 Km
	\$12.50	\$12.50	\$13.50	More than 44Km-46 Km
	\$13.00	\$13.00	\$14.00	More than 46Km-48 Km
	\$13.50	\$13.50	\$14.50	More than 48Km-50Km
	More than 50Km (see below note)			
	<p>Note:</p> <ol style="list-style-type: none"> 1. 2 days workshop or meeting or training require participant who travel more 40 Km stay overnight to ensure safety. 2. One day workshop or meeting or training finish at 4 pm late than 4pm encourage participant to stay overnight for whom stay more than 40 Km. If participant could not stay overnight because their urgent tasks or difficulty situation of their family, we still pay per diem for dinner to them. 3. For travel by ferry or boat has to be paid additional (actual rate) but need prior approve from person who have authorize approval which state in WP Financial Policy or delegation of level of authorize approval letter. 4. For travel more than 50Km require use public transportation (Actual invoice, if have no invoice, require use WP official receipt), if have no public transportation and they use own motorbike or car WP will calculate base on as above rate (\$0.25 per 2Km, eg. 52 Km = \$13.5 for rate more than 48-50Km + \$0.5 for 2Km, total is \$14, if difficult road add \$1 more) 			
Food/Per-diem (Food: need to provide food-have invoice;	\$3.00	\$3.00	Note: In case the meeting finish before 11am no payment for lunch.	

Per-diem/Per-diem for food: cash for participant			
Allowance	5	10	For community members who are conducting an activity (eg running an awareness session on behalf of WP staff). or they responsible facilitator or speaker for more than 40 minute (eg. community development, sharing the good practice, new ideas , success story) , we need document for evident.

1.2 Travel to Provincial/District Level

	Amount	Note
Transport	Actual	Based on actual cost in invoice (in case no invoice, use WP payment receipt) for traveling by taxi or motor taxi. Otherwise base on rate WP travel policy above.
Food/Per-diem (Food: need to provide food-have invoice; Per-diem/Per diem for food: cash for participant)	\$9.00 per day	per day (\$2 breakfast, \$3.50 lunch, \$3.50 dinner) If have no overnight stay(meeting/training/workshop finish before 4pm), \$5.50 per diem only is to be paid (\$2 for breakfast, \$3.50 for lunch)
Accommodation	Actual	Based on actual cost in invoice maximum \$15 per night.
Allowance	\$10 per day (\$5 for half day)	For community members who are conducting an activity (eg running an awareness session on behalf of WP staff). or they responsible facilitator or speaker for more than 40 minute (eg. community development, sharing the good practice, new ideas , success story) , we need document for evident.

1.3 Travel to National level (Outside local province)

	Amount	Note
Transport	Actual	Based on actual cost in invoice (in case no invoice, use WP payment receipt) for traveling by taxi or motor taxi. Otherwise base on rate WP travel policy above.
Food/Per-diem	\$15.00 per day	Per day (\$3 breakfast, \$6 lunch, \$6 dinner include local transport)
Accommodation	Actual	Based on actual cost of invoice up to a maximum \$15 per night.
Allowance	\$10 per day (\$5 for half day)	For community members who are conducting an activity (eg running an awareness session on behalf of WP staff). or they responsible facilitator or speaker for more than 40 minute (eg. community development, sharing the good practice, new ideas , success story) , we need document for evident.

2. Travel and Pre Diem Expenses of Government (District) Officers.

Wathnakpheap pays an allowance to District Officers who are required to travel or incur other costs during the implementation of the project. The allowance is to be provided as shown below.

A receipt or invoice must be completed for all payments.

2.1 Travel to Commune & Village level

	Amount	Note
Transport	Actual	Based on actual cost in invoice (in case no invoice, use WP payment receipt) for traveling by taxi or motor taxi. Otherwise base on rate WP travel policy above.
Food/Per-diem (Food: need to provide food-have invoice; Per-diem/Per-diem for food: cash for participant)	\$14 for one day	Note: For government official WP pays base on lum sum allowance according to government Anukret 216 R.N.Kr.B.K for grade E (article 7). For the special grade need to have prior approval.
Accommodation	\$20 per night	We provide accommodate, if require staying overnight.

Allowance	\$25 per day (\$13 for half day)	For government officers who are conducting an activity (eg provide training on behalf of WP staff or facilitator) they receive \$25 per day. See 3.14 of personnel policy for constraint.
Honorarium	\$10	For government officers who are speaking for a short time (eg open ceremony, less than one hour speeches). See 3.16.4 of personnel policy for constraint
Note: For government official WP pays base on lum sum allowance according to government Anukret 216 R.N.Kr.B.K for grade E (article 7). For the special grade need to have prior approval.		

2.2 Travel to Provincial Level (or another District)

	Amount	Note
Transport	Actual	Based on actual cost in invoice (in case no invoice, use WP payment receipt) for traveling by taxi or motor taxi. Otherwise base on rate WP travel policy above.
Food/Per-diem (Food: need to provide food-have invoice; Per-diem/Per-diem for food: cash for participant)	\$14 for one day	Note: For government official WP pays base on lum sum allowance according to government Anukret 216 R.N.Kr.B.K for grade E (article 7). For the special grade need to have prior approval.
Accommodation	\$20 per night	We provide accommodate, if require staying overnight.
Allowance	\$25 per day (\$13 for half day)	For government officers who are conducting an activity (eg provide training or facilitator on behalf of WP staff) they receive \$25 per day. See 3.16.4 of personnel policy for constraint.
Honorarium	\$10	For government officers who are speaking for a short time (eg open ceremony, less than one hour speeches). See 3.16.4 for constraint
Note: For government official WP pays base on lum sum allowance according to government Anukret 216 R.N.Kr.B.K for grade E (article 7). For the special grade need to have prior approval.		

2.3 Travel to National level (Outside local province)

	Amount	Note
Transport	Actual	Based on actual cost in invoice (in case no invoice, use WP payment receipt) for traveling by taxi or motor taxi. Otherwise base on rate WP travel policy above.
Food/Per-diem (Food: need to provide food-have invoice; Per-diem/Per-diem for food: cash for participant)	\$14 for one day	Note: For government official WP pays base on lum sum allowance according to government Anukret 216 R.N.Kr.B.K for grade E (article 7). For the special grade need to have prior approval.
Accommodation	\$20 per night	We provide accommodate, if require staying overnight.
Allowance	\$25 per day (\$13 for half day)	For government officers who are conducting an activity (eg provide training or facilitator on behalf of WP staff) they receive \$25 per day. See 3.16.4 of personnel policy for constraint.
Honorarium	\$10	For government officers who are speaking for a short time (eg open ceremony, less than one hour speeches). See 3.16.4 for constraint
Note: For government official WP pays base on lum sum allowance according to government Anukret 216 R.N.Kr.B.K for grade E (article 7). For the special grade need to have prior approval.		

3. Travel and per diem expense of Government staff (Provincial) Officer.

Wathnakpheap pays an allowance to Provincial Officers who are required to travel or incur other costs during the implementation of the project. The allowance is to be provided as shown below.

A receipt or invoice must be completed for all payments.

3.1 Travel to District, Commune & Village level

	Amount	Note
Transport	Actual	Based on actual cost in invoice (in case no invoice, use WP payment receipt) for traveling by taxi or motor taxi. Otherwise base on rate WP travel policy above.
Food/Per-diem	\$14 for	Note: For government official WP pays base

(Food: need to provide food-have invoice; Per-diem/Per-diem for food: cash for participant)	one day	on lum sum allowance according to government Anukret 216 R.N.Kr.B.K for grade E (article 7). For the special grade need to have prior approval.
Accommodation	\$20 per night	We provide accommodate, if require staying overnight.
Allowance	\$25 per day (\$13 for half day)	For government officers who are conducting an activity (eg provide training or facilitator on behalf of WP staff) they receive \$25 per day. See 3.16.4 of personnel policy for constraint.
Honorarium	\$10	For government officers who are speaking for a short time (eg open ceremony, less than one hour speeches). See 3.16.4 of personnel policy for constraint
Note: For government official WP pays base on lum sum allowance according to government Anukret 216 R.N.Kr.B.K for grade E (article 7). For the special grade need to have prior approval.		

3.2 Activities at Provincial Level

	Amount	Note
Transport	Actual	Based on actual cost in invoice (in case no invoice, use WP payment receipt) for traveling by taxi or motor taxi. Otherwise base on rate WP travel policy above.
Food/Per-diem (Food: need to provide food-have invoice; Per-diem/Per-diem for food: cash for participant)	\$14 for one day	Note: For government official WP pays base on lum sum allowance according to government Anukret 216 R.N.Kr.B.K for grade E (article 7). For the special grade need to have prior approval.
Accommodation	\$20 per night	We provide accommodate, if require staying overnight.
Allowance	\$25 per day (\$13 for	For government officers who are conducting an activity (eg provide training or facilitator on behalf of WP staff) they receive \$25 per

	half day)	day. See 3.16.4 of personnel policy for constraint.
Honorarium	\$10	For government officers who are speaking for a short time (eg open ceremony, less than one hour speeches). See 3.16.4 of personnel policy for constraint
<p>Note: For government official WP pays base on lum sum allowance according to government Anukret 216 R.N.Kr.B.K for grade E (article 7). For the special grade need to have prior approval.</p>		

3.3 Travel to National level (or other Provinces)

	Amount	Note
Transport	Actual	Based on actual cost in invoice (in case no invoice, use WP payment receipt) for traveling by taxi or motor taxi. Otherwise base on rate WP travel policy above.
Food/Per-diem (Food: need to provide food-have invoice; Per-diem/Per-diem for food: cash for participant)	\$14 for one day	Note: For government official WP pays base on lum sum allowance according to government Anukret 216 R.N.Kr.B.K for grade E (article 7). For the special grade need to have prior approval.
Accommodation	\$20 per night	We provide accommodate, if require staying overnight.
Allowance	\$25 per day (\$13 for half day)	For government officers who are conducting an activity (eg provide training or facilitator on behalf of WP staff) they receive \$25 per day. See 3.16.4 of personnel policy for constraint.
Honorarium	\$10	For government officers who are speaking for a short time (eg open ceremony, less than one hour speeches). See 3.16.4 of personnel policy for constraint
<p>Note: For government official WP pays base on lum sum allowance according to government Anukret 216 R.N.Kr.B.K for grade E (article 7). For the special grade need to have prior approval.</p>		

4. Refreshment for conduct training, meeting, workshop at village , commune, district and provincial and national level .

4.1 The meeting, workshop and training that have specific number of participation.

Meeting Place	Half day	One day
Village	\$0.75	\$1.50
Commune	\$0.75	\$1.50
District	\$0.75	\$1.50
Provincial	\$0.75	\$1.50 (WP organises, other orgainse base on negotiation)
National	\$0.75	\$1.50 (WP organises, other orgainse base on negotiation)

4.2 The village meeting that do not limit participation the refreshment will be \$15 per village (eg. village mapping, village awareness ...)

WP Staff and volunteers:

Per Diem: The organisation will be cover the per diem during staff has mission outside work area base follow condition:

- + Time of departure or arrival work area
- Breakfast: The staff starts travel from work base before or equal 8 am
- Lunch: The staff start travel to outside work area (in province or outside province) after 1pm will not provide lunch.
- Lunch: The staff finish mission and arrive home office before 11:30 am is not provide lunch
- Dinner: The staff arrive home office from 6 pm (finish mission) will provide dinner.
- Working day during mission staff able to charge full rate as stated in personnel manual.

Staff Overnight at village level:

- DSA \$10 stay and pay for villager
- Need to get prior approval from manager by email/sms
- Eligible to get overnight stay at village:
 - not finish work and late to return back to office
 - safety issue: heavy raining, too late to return even after finish task