



SAEDA

SUSTAINABLE AGRICULTURE & ENVIRONMENT DEVELOPMENT ASSOCIATION

POLICIES & PROCEDURES

English Version – Last updated April 2009



SAEDA POLICIES & PROCEDURES

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SAEDA POLICIES & PROCEDURES

I] ORGANIZATION

1.1 Background

SAEDA, the Sustainable Agriculture & Environment Development Association (*formerly SAF-the Sustainable Agriculture Forum*) is an autonomous non partisan, non political, non profit grassroots civil society organization, founded in March 1991, & operating in Lao PDR. SAEDA was a first of its kind in Lao PDR, breaking ground & trends in development programming approaches. It began as a coalition of development partners, primarily international NGO's working with local Lao agencies, and local Lao government development extension workers (PAFO, DAFO, LWU, LYU). As a new organization, SAEDA focused its attention on creating links & promoting information exchange, developing a national & international governmental & non-governmental partner network, with a primary focus on the ASEAN region & development context. While SAEDA undertakes the necessary steps to become registered & recognized as a local NPA (Non Profit Association) by the Lao Government, SAEDA continues to operate independently, effectively assuming the title of *non-profit civil society organization* working in approved partnership with provincial & district government authorities & partners.

Today, SAEDA works support vulnerable communities by introducing & promoting sustainable agriculture practices, and improving their capacity & awareness to safeguard the environment & natural resources. SAEDA achieves this with activities & projects focusing on three main areas of intervention:

- . Sustainable agriculture techniques & tools
- . Chemical impact research & advocacy
- . Biodiversity conservation & study.

SAEDA also promotes the socio-economic development of impoverished communities throughout Lao PDR, with a special focus on women, youth & ethnic groups by facilitating specialized vocational & income generating training services, and organizing fair market development initiatives including village based farmer groups & district level farmer associations. SAEDA employs gender inclusive community participatory approaches at all levels of project planning, implementing, monitoring, evaluation & follow up. In addition to community based involvement & partnership, SAEDA involves & trains local expert farmers, & government development partner extension workers including volunteers & employees from PAFO (Provincial Agriculture & Forestry Office), DAFO (District Agriculture & Forestry Office), LYU (Lao Youth Union) & LWU (Lao Women's Union) to ensure short & long term project sustainability, in addition to collaborating with multiple like minded partner organizations in the project target area to maximize it's impact & effectiveness.

1.2 Structure

- Board of Directors (X3 Members)

-SAEDA, including it's two co-directors, is monitored, evaluated, and advised by a 3 member Board of Directors. All three members share equal levels of responsibility and executive authority.

- Board convenes every six months for mid year & year end reporting, evaluating, strategizing and/or as required

-Members serve for a two year term, extendable by a maximum of an additional 1 year term. (*See Annex 6 - Board of Directors Job Description*)

- Co-directors (X2)

SAEDA is managed by two co-directors

- Ms. Innakhone Vorachak
- Mr. Thongdam Phongphichith

. The co-directors are responsible for ensuring the sound, secure & productive management of the organization

. The co-directors are responsible for supporting the continual development of the organization

. The co-directors are responsible for ensuring fair, relevant, & timely employee recruiting, hiring and management

. The co-directors are responsible for ensuring the honest, transparent and cost efficient management of all accounts & projects

.The co-directors are responsible for establishing and maintaining healthy & productive partnerships with development partners, donors, target groups & other interested stakeholders

. The co-directors are responsible for promoting, upholding, and reviewing SAEDA procedures & policies accordingly

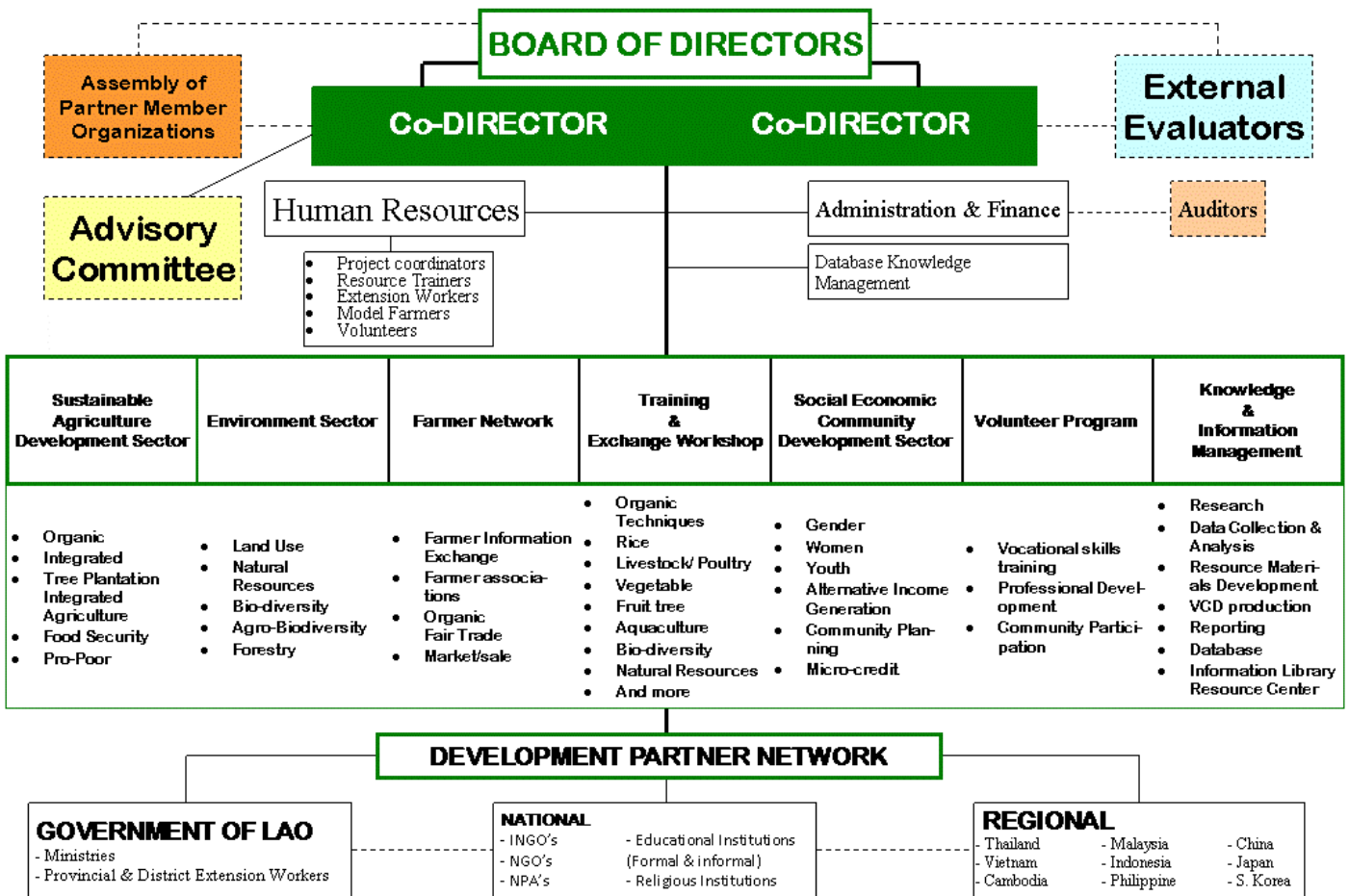
(*See Annex 5 – Co-Directors Job Description*)



- **Assembly of Partner Member Organizations (X25 Members)**
Once a year and/or as required, SAEDA convenes an assembly of all its partner member organizations. This assembly serves to ensure that SAEDA's strategy and programming mirrors member needs, priorities and goals, all the while reinforcing cooperation links and partnership development to maximize both individual as well combined impact by promoting more coordinated project planning and implementation (See SAEDA Partner Annex for complete list of member organizations & criteria/guidelines)
- **Advisory Committee (X3 Members)**
SAEDA receives additional program development support from a 3 member Advisory Committee. The advisory committee members do not retain any executive rights or responsibilities. They act as voluntary consultants for SAEDA.
- **External Evaluators & Financial Auditors**
SAEDA employs yearly and/or as required by individual project donors external project evaluators and financial auditors.



SAEDA – Sustainable Agriculture & Environment Development Association - សង្គមស៊ី
Organization Management Chart



1.3 Additional Human Resources

1.3a) Local project field assistants & coordinators

SAEDA hires local project field staff for short & long term projects requiring consistent & continual activity implementation support & monitoring



1.3b) Resource trainers

SAEDA hires resource trainers to provide additional training support for specialized training services

1.3c) Local expert farmers

SAEDA draws on the experiences and examples of SAEDA trained expert farmers to help train new farmers, as well serve as information sources post training, and act as resources in facilitating the coordination of farmer groups & farmer activities at all levels during & post projects to further support community project sustainability

1.3d) Village Volunteers

SAEDA recruits village volunteers in each of its project target villages to not only provide coordination support, but to act as a link and voice for their respective village group project participants during meetings, including mid-term assessment and final project evaluation exchange workshops

1.3e) Youth Volunteers

SAEDA recruits volunteers interested in learning about & working in the development sector. SAEDA recruits youth from SAEDA project target areas, encouraging young people to develop a sense of volunteerism, pro-active community involvement, & offers them the possibility to effectively contribute to the development of their own communities. SAEDA offers these disadvantaged youth a rare opportunity to learn & work with/from SAEDA on its various projects, by involving the volunteer in every aspect of their activity & project planning, budgeting, implementing, monitoring & reporting. As volunteers gain more relevant experience, they can potentially become resource people for SAEDA and/or SAEDA partners. (See VOLUNTEERS pge.15 for details)

II. EMPLOYMENT PROCESS

2.1 Eligibility

SAEDA adheres to strict internal anti-discrimination policies promoting fair & equal rights & employment opportunities regardless of age, race, ethnicity, civil status, class, gender, sexual orientation/identity, and/or religion. To ensure the continual development of both our organization & employees, as well to keep in line with Lao Government constitutional & employment laws, certain eligibility criteria have been pre-established:

- Individuals between the ages of 18-59 years old are eligible for employment
- Women, ethnic minorities, & disadvantaged/individuals with special needs are encouraged to apply

2.2 Recruitment & Selection

2.2a) Vacancy & advertizing

A vacancy is an employment opportunity created by a staff member leaving their position, and/or the organization creating a new position. To fill this vacancy, the organization must follow the following steps:

- Advertize internally. If no suitable candidate is found within the existing human resources, the organization must advertize externally.
- External advertisement can include: newspaper (at least 2 - 1 Lao Language/ 1 English Language), SAEDA website, other web links/networks (INGO network, LAOFab, LAOLink, Lao44), radio and/or posters
- All vacancy announcements will be posted by SAEDA co-directors. All vacancies must be posted for no less than two weeks, with at least a one full work week buffer before the application deadline date
- All vacancy announcements must include the following points:
 - . Organization name, address & contact details
 - . Organization logo & vision statement
 - . Title of the position & job description
 - . Expected qualifications
 - . Desirable qualifications
 - . Expected start date & duration of employment term
 - . Type of employment (temporary, fixed (part time/full time)



- . Location of employment
- . Nationals and/or non-nationals/ age accepted
- . Application deadline date & procedure
- . Documentation required for application
- . Documentation required for interview
- . Candidate short listing procedure/ notification
- . Organization fair & equal non discriminatory employment statement

(See Annex 2 – Sample Job Vacancy Announcement)

2.2b) Job Description

Job descriptions will be developed and written by the direct line supervisor when applicable, and/or will be approved by SAEDA co-directors. In the event of a supervising position vacancy, and no direct line senior employee is available, then the SAEDA co-directors will assume responsibility to write the job description. *(See Annex2 – Sample Job Description)*

2.2c) Application

. All applications must include a cover letter of intent, an updated resume, and at least three listed references including the last employer (Letters of reference can/should be provided by the candidate in sealed envelopes, no later than the interview – only in the event the candidate is short listed)

. Applications must be received no later than the deadline date/ postmarked late arrivals are not acceptable

. Applicants who's applications are received late should be notified that they will not be included in the selection process, however their resume will be kept on file for future reference

2.2d) Short listing & Notification

Once the deadline is passed, the direct line supervisor or next available senior employee will be responsible for short-listing the candidates with SAEDA co-directors.

Only shortlisted candidates will be contacted, unless otherwise decided upon by SAEDA co-directors **(This should be specified in the vacancy announcement)**

2.2e) Interview

. One on one interviews are prohibited. The interview panel should include no less than two individuals and no more than four

. The interview panel will include the direct line supervisor and/or next available same project sector senior employee, at least one of the SAEDA co-directors, and at least one Board of Directors member. In the event any one of the above is not available, then the next available senior employee representative or SAEDA advisor will assume the responsibility.

. SAEDA enforces strict anti-conflict of interest & nepotism policies. In the event a spouse/ life partner, relative, friend and/or previous colleague/employer/partner of a SAEDA employee is applying for a position, the applicant and/or all SAEDA employees, including co-directors and board members must disclose the relationship. Failure to do so will disqualify the applicant, and/or disciplinary action will be taken in the event it is a current SAEDA employee.

. Applicants cannot apply for positions within the same management line as a SAEDA employee with whom they have a pre-established personal relationship.

. The direct line supervisor will develop the interview questions and any additional necessary components as required, to be approved by SAEDA co-directors, and the Board of Directors in the event it is for a fixed contract vacancy.

. The direct line supervisor will develop an interviewee assessment/score card form and guideline, to be approved by the SAEDA co-directors, and the Board of Directors in case of a fixed contract vacancy.

. Pending the job description and requirements, the interview can/should include one of and/or any combination of the following components:

. verbal

. written

. technical (computer, media, technology, training/facilitation etc...)

- At the time of the interview, candidates must provide 3 references as well any other documentation that is relevant to the position criteria (ie: proof of identity, proof of license to drive required vehicles if part of the job description etc...**identity**



cards & licenses must be valid with an expiration date no earlier than 6 months from the expected start working date of the employee – any renewals and/or extensions are the responsibility of the candidate/ employee)

All interviewees have a right and/or responsibility to:

- be pre-informed about the general components of the interview (verbal, written and/or technical) & structure (how many panel members; language(s))
- be reminded of which additional documentation is required for the interview (ie: sealed reference letters, valid identification, relevant licenses, etc...)
- request assistance within reason should the employee be disabled and/or be subject to other special needs
- request a copy of the organization profile, policies & procedures
- disclose any personal relationship they have or have had with any/all SAEDA employees
- disclose any information that may be relevant and/or effect their ability to perform their responsibilities (pregnancy, special family matters, special needs, health concerns (HIV, cancer, epilepsy, heart condition, diabetes etc...)) with the understanding that the information will not be held against them and will be treated as confidential by the interview panel)
- know that they will be required to undergo for insurance purposes a medical examination and provide a criminal record certification prior to final offer/acceptance
- take/request a reasonable amount of time to answer questions, & complete specific interview related tasks
- ask for clarification of an interview question, interview related task, job description, and/or organization policy & procedure
- speak and/or write in their preferred language should there not exist any position related language pre-requisites. A neutral translator if/when required should be present at the interview.
- fair & non-bias interview & assessment
- be informed when they can expect to be notified of the interview results

*** All of the above should be pre-discussed &/or arranged with all shortlisted candidates at the time of shortlist notification/ interview scheduling**

All interviewers have a right and/or responsibility to:

- know and/or disclose if there is any potential for conflict of interest/nepotism
- an advance copy of the job description & prerequisites
- an advance copy of the candidates' resume and any other relevant documentation/ information
- an advance copy of the interview questions, and to be informed of any other relevant interview components
- an advance copy of the interviewee assessment/score card form & guideline
- ask questions that were not predetermined, but they deem useful & relevant to the situation. In this event, the question(s) & answer(s) must be recorded & assessed

. The interview panel will meet no later than within the first hour following the interview(s). In the event interviews occur over several days, the panel should meet after each interview session to round table & consolidate their respective assessments, in preparation for the final assessment discussion/selection meeting. *(See Annex 2- Sample Interview Form)*

2.2f) Selection

. The candidate will be selected based on the results of their interviewee assessment/score card form as tabulated & added up by the respective panel members. In the event there is disagreement and/or two equally suitable candidates, the results will be presented and discussed with the other SAEDA co-director and/or remaining members of the Board of Directors. If deemed necessary, a follow up interview can be scheduled, with the participation of an additional new interview panel member to ensure fair & non-bias assessment.

. In the event a follow up interview is required, candidates will be notified, and provided with all relevant information & clarification

. The selected candidates' references must be checked by at least one designated interview panel member, with results reported to the other panel members



. In the event referees are not reachable or there is need for clarification, the designated referee checker must inform the other panel members and seek clarification from the applicant, and follow up accordingly with panel members & the applicant

. Should all references check out, the selection is then presented to and approved by other relevant SAEDA staff, board members and/or advisors for final confirmation as required

. Unselected interviewed candidates will be notified individually no later than the established selection notification deadline and be provided with clarification & feedback to help them improve their employment development skills & job search potential. Should there be a delay in the selection process, an organization representative will contact and notify the prospective candidates, recording & confirming contact has been made.

2.2g) Offer of employment

- The candidate is first notified verbally. If he/she is interested, SAEDA provides a written offer outlining the general terms of their impending contract, along with other relevant information including a copy of SAEDA policies & procedures. He/she has up to 5 working days to confirm their decision. *(See Annex 2 - Offer of Employment Form)*

*For insurance purposes, fixed contract candidates (part time & full time) are required to undergo a medical check-up & criminal record clearance. The post will be confirmed and a contract signed pending satisfactory clearance results. At this time, potential employees should disclose any other relevant information such as a criminal record, or other conditions/circumstances which may effect their ability and/or eligibility. Any false declarations will result in immediate dismissal/ termination and disqualification.

III. CONTRACTS & WAGES

Contracts & Signing

There are three different SAEDA contracts:

- A provisional 3 month contract (pre-cursor to fixed contract) *(See Annex 2 – Provisionary Contract)*
- A fixed contract (part-time / full time employment – minimum 1 year including 3 month probationary period) *(See Annex 2 – Fixed contract)*
- A temporary contract (project/ short term/ daily services rendered employment) *(See Annex 2 – Short Term Contract form)*

The contract must be signed by the employee prior to and/or on the scheduled start work date of the employee. 2 original copies must be signed. 1 copy for organization employee records, and 1 copy for the employee.

* Probationary contracts & temporary contracts must be co-signed by the employee, the direct line supervisor when applicable, and at least 1 SAEDA co-director. Fixed term contracts must be signed by the employee, direct line supervisor when applicable, and both SAEDA co-directors.

3.1 Provisionary Contract

3.1a) Terms & conditions

A provisional contract lasts 3 months. It is a pre-cursor to acquiring a fixed contract, for part time or full time employment, for a minimum 1 year term, including the 3 month probationary period. All potential fixed contract employees must successfully complete their three month probationary employment period to be considered for fixed contract status with SAEDA on a part time or full time basis. All probationary contract employees are subject to SAEDA's policies & procedures, a copy of which must be provided to the employee in question prior to the start of their probationary employment period.

3.1b) Probationary Period Evaluation

Probationary contract employees will be evaluated at the designated 3 month completion date. Fixed employment is dependent on the evaluation results, to be decided upon collectively between the employee's direct line supervisor when applicable, & SAEDA co-directors. Three options exist:



- The employee receives a positive evaluation and receives a fixed term contract
- The employee receives mixed evaluation results, and the probation period is extended
- The employee receives a negative evaluation and is not hired

**In the event the employee disagrees with the results, the employee will have the right to present a formal appeal to the evaluating panel, at which point SAEDA board of directors will facilitate mediation*

A 3 month provisional contract will become a fixed contract after the indicated three month evaluation period & successful probationary performance review. This means that all benefits and terms applicable to fixed contract employees, as spelled out in SAEDA's fixed contract employment conditions will automatically become enforced and legally binding. *(See Annex 2 – Provisionary Contract)*

The employee, direct line supervisor when applicable, & both SAEDA co-director will have to sign the probation contract annex agreement attached to the provisional contract detailing the status of the employee following the probationary period evaluation, detailing the results of the probationary period review:

- Fixed contract
- Extended Probation
- Not Hired

. In the event an employee graduates to a fixed contract, 2 original copies of a fixed contract need to be signed by the employee, the direct line supervisor when applicable, & both SAEDA co-directors. 1 employee file copy & 1 employee copy. *(See Annex 2 – Fixed Contract)*

. In the event the probation period has been extended, the probation extension annex section must be filled in and signed accordingly by the employee, the direct line supervisor when applicable, & SAEDA co-directors .

. In the event the employee is not hired, then the probation contract status annex must be filled in and signed accordingly, along with an end of employment form, also signed accordingly by the employee, the direct line supervisor when applicable, & both SAEDA co-directors. The un-hired employee's file should be kept in HR archives for at least one year before disposal. *(See Annex 2 - End of Employment)*

3.2 Fixed Contract

3.2a) Full time employee base salary

- Full time fixed contract assist/support employees will receive the following remuneration: \$300USD/month.
- Full time fixed contract coordinators/managers will receive the following remuneration: \$425USD/month
- SAEDA co-directors will receive the following remuneration: \$600USD/month
- SAEDA foreign full time staff will receive \$1200 USD/month including house rental

** Work permit/ visa & official ID related expenses are covered by SAEDA*

**Above rates are SAEDA standards, and are overwritten by donor standards in the event the person is hired through donor funding for project employment & donor standards differ from SAEDA's*

** Full time employment includes no less than 5 days/34hrs per work week (not incl. meal breaks)*

3.2b) Part time employee base salary

- Part time fixed contract employees will receive the following remuneration: \$175USD/month.

** Part time employment includes no less than 1 day/7hrs & no more than 4 days/28hrs per work week (not incl. meal breaks)*

3.3 Short Term Contract

- Individuals hired for short term/ project activity/ daily contract work will receive the following remuneration: \$50USD/day, unless otherwise agreed upon and pre-approved by SAEDA co-directors. *(See Annex 2- Short Term Contract)*



** Pending applicant experience and budget allowances, base salaries are adjustable with prior agreement & approval from SAEDA co-directors and SAEDA Board members*

3.4 Payroll & Payment

- SAEDA uses the BCEL bank. (Banque pour le Commerce Extérieur Lao (021- 262-935/ 021-213-200/ www.bcellaos.com) For easier fund/financial management & transfer, employees are encouraged to open a BCEL account. In the event a BCEL branch is not located within a reasonable distance of the employee's work and/or home base, the next best available bank branch should be used. Employees can open either a USD, Kip or Baht savings account with BCEL.
- The salary will be quoted in US dollars, however the employee can request in writing to be paid in KIP, Baht or USD (*See Annex 2 - Employee Information form/ Banking section*)
- Salaries will be paid on the last working day of each month or no later than within the first working week of every new month; and/or as dictated by project/donor payment cycles.
- In the event designated payroll days fall on statutory holidays, SAEDA will make every effort to pay employees prior to the holiday if the holiday is followed by a weekend and/or the holiday lasts more than one day.
- Salary will be paid directly to the employee, via bank transfer, and/or paycheck; unless the employee has submitted written instructions requesting otherwise.(ex: spouse has authorization to receive money/access account in case employee is a field staff employee but retains a bank account in the city where the spouse lives) (*See Annex 2 – Employee Information form/ Bank Information Section*)
- Payroll payment in cash is discouraged & reserved for special cases to be ascertained & approved by SAEDA co-directors. 3 original receipts must be signed by employee; 1 employee copy/ 1 employee file copy/ 1 accounts payable copy. (*See Annex 3 – Human Resources Payment Receipt Form*)

3.5 Fixed Contract Employee Vacation Pay

- All fixed contract employees are eligible to receive vacation pay totaling 6% of their base monthly salary
- In addition to vacation pay, foreign staff is eligible to receive \$1500USD toward airfare travel home/ per year

3.6 Fixed Contract Employee Bonus

All fixed contract employees who have worked with SAEDA for at least one year, are eligible to receive a year end and/or project completion bonus equal to one additional month of their base salary, pending a successful performance review.

** The project must be minimum 1 year for the employee to be eligible for an end of project bonus*

3.7 Fixed Contract Employee Pension Plan

After successfully working 1 full year with SAEDA, all employees are eligible to receive 20% of their monthly base salary toward their pension per month

** Pension benefits will be automatically included on a monthly basis in the employees' payroll. It is up to the employee to manage their pension plan funds.*

3.8 Fixed Contract Employee Salary Increase

All fixed contract employees are eligible to request/receive salary increases no sooner than upon the successful completion of their 2nd year of employment. Salary increase options are budget allowance dependent. The increase is approved and the amount is determined based on budget allowance, the employee's overall performance & merit, in the event there is a significant change in the employee's job description, and/or the economic status of the country causes significant increases in the cost of living. (*See Annex 2 – Contract Change Request*) When applicable, the employee should submit this request to their direct line supervisor. If no such person is available, then the submission can be made to one of the SAEDA co-directors



3.9 Contract Status

- All fixed contracts are renewed on a yearly basis pending successful yearly employee evaluations & performance reviews

3.9a) Changing a contract

-Existing employee fixed contracts can be reviewed, updated, changed, or renewed following the annual employee performance review, and/or when a change in job responsibilities, or job performance calls for a review to be determined & agreed upon between the employee, SAEDA co-directors and SAEDA board of directors. *(See Annex 2 – Contract Change Request)*

3.9b) Promotion

-All employees are eligible to request and/or be considered for a promotion. Promotions will be based on employee merit, budget allowance, position vacancy and/or organization/ project requirements. The promotion can be requested and/or proposed the employee and/or a senior staff member, however a promotion can only be considered & approved by SAEDA co-directors and SAEDA Board of Directors *(See Annex 2 – Contract Change Request)*

3.9c) Contract Termination

-In the event of a contract termination, SAEDA must provide minimum 1 month notice for full time employees and 2 week notice for part time employees whenever possible, where & when reasons are not discipline or breach of contract related.

-Breach of contract and/or disciplinary action will take effect when the employee acts in ways which contradict SAEDA policies & procedures, and/or terms outlined in the employee's specific job description and contract.

-If following disciplinary action taken (See 4.3 pge. – Disciplinary Action), the employee continues to act in contradiction to SAEDA codes of conduct and employee work regulations, the employee will be officially dismissed without further notice, and without compensation.

Employee contract may also be terminated under the following conditions:

- The employee resigns
- SAEDA discontinues operations
- Project discontinues operations
- Unforeseen budget constraints
- Contract completed or expired

-If SAEDA ceases its operations, pending budget allowances, full time fixed contract employees are eligible to receive compensation equal to a total of 3 months of the employee's base monthly salary. Part time fixed contract employees are eligible to receive compensation equal to 1 month of the employee's base monthly salary. SAEDA will also provide the employee with reference letters as required.

-When the project for which the employee is hired ceases to operate, and SAEDA is not able to offer alternative employment, the contract will be terminated. In the case of minimum 1 year projects, pending budget allowances, full time fixed contract employees are eligible to receive compensation equal to a total of 3 months of the employees' base monthly salary. In the case of part time fixed contract employees and/or short term projects (6 months or less), the employee is eligible to receive compensation equal to 1 additional month of the employee's monthly base salary. SAEDA will provide the employee with reference letters as required.

3.9d) Resignation

-Employees wishing to resign should inform their direct line supervisor when applicable, or the next available senior staff member, including a SAEDA co-director as soon as possible of their intention.

-Following a verbal unofficial notification, the employee should submit a formal resignation in writing to their direct line supervisor, or the next available senior staff member, including a SAEDA co-director. *(See Annex 2 – Contract Change Request)*

Employees should formally resign by giving:



- Two week notice in writing for probation 3 month contract holders
- A minimum one month notice in writing for both full & part time fixed contract employees
- Two week notice for temporary/ short term project employees in case the employee was hired for a short term maximum 6 month term/project

* Exceptions to the above notices will be considered in the event the employee is forced to resign for unforeseen reasons and/or circumstances beyond their control.

-An end of employment form, be it an end of contract, termination or resignation, must be signed by the employee, & both SAEDA co-directors, in order for the employee file to be officially closed. *(See Annex 2 – End of Employment)*

IV] Human Resources Management

4.1 Monitoring

SAEDA believes in establishing trust and confidence in our employees, as such we believe in supporting them to take initiative, and work independently whenever possible. However, we also believe in ensuring that our employees and our projects reach their maximum potential. In order to achieve this, we are committed to providing our employees with the necessary support and guidance they require. With this in mind, SAEDA does implement monitoring & evaluation activities, in our ongoing commitment to both our employees and our stakeholders promoting higher standards of operation and quality assurance.

Employees are monitored directly through our monitoring visits, usually in conjunction with a scheduled field project site monitoring visit. Otherwise, beyond the day to day monitoring undertaken by supervisors and/or SAEDA co-directors in the office and/or in the field, employees are also monitored indirectly through:

- Monthly work record reports
- 6 month report & year end report

(See Annex 4 - Work Record; Progress Report form)

4.2 Evaluation

Yearly performance evaluations will be carried out individually & collectively for all fixed contract staff and SAEDA co-directors. Yearly evaluations are scheduled for November. The purpose of the review is to ensure that both SAEDA and its employees are meeting standards in quality assurance, performance & effectiveness, as well to ensure that the employee is being supported to reach their full potential.

There are three separate evaluations to ensure fair & objective results:

- Fixed contract employees:
 - . individual self evaluation
 - . anonymous peer evaluations
 - . direct line supervisor and/or SAEDA co-director employee performance evaluation

*The direct line supervisor when applicable and/or SAEDA co-directors are responsible for providing both verbal & written feedback to the employee, within 2 weeks following the evaluation.

- SAEDA co-directors:
 - . individual self evaluation
 - . anonymous peer evaluations (min 2 peers – including employees)
 - . SAEDA Board of Directors co-director performance evaluation

*SAEDA Board of directors is responsible for providing both verbal & written feedback to SAEDA co-directors, within 2 weeks following the evaluation.



* 2 Copies of the evaluations and feedback are made: 1 employee copy / 1 employee file copy

* SAEDA carries out a year end organization & program assessment, which includes reviewing SAEDA co-directors & employee evaluations in order to identify constraints and opportunities for future planning & strategizing

4.3 Disciplinary Actions

An employee is subject to various disciplinary actions, in the event the employee behaves in contradiction to SAEDA policies & procedures:

- 1 formal verbal warning by the employee's direct line supervisor and/or SAEDA co-director / recorded in the employee's file
- 1 formal written warning by the employee's direct line supervisor and/or SAEDA co-director/ recorded in the employee's file
- 1 formal disciplinary action meeting with employee, the employee's direct line supervisor and/or SAEDA co-director and at least 1 member from the board of directors. *(See Annex 2 – Disciplinary Action Report)*

Any one of the above disciplinary actions can result in the employee:

- being demoted
- put back on probation
- suspended without pay
- lose certain benefits
- being dismissed/ terminated

4.4 Disputes & grievances

-Whenever possible, disputes and/or grievances should be addressed immediately and directly between the involved parties. Should a satisfactory resolution not be reached, the dispute should be presented to the direct line supervisor when applicable, and/or the SAEDA co-directors in the event the direct line supervisor is one of the involved parties, along with whatever written proof or information that is available to help to settle the dispute.

- In the event the dispute involves one or both SAEDA co-directors, then it is up to the next available senior staff member or SAEDA advisor to present the dispute to the Board of Directors

-All parties involved will then try their utmost to find a suitable, fair & honest sustainable solution in which a consensus voice is binding

- For more serious disputes, such as altercations involving alleged harassment, stealing, etc...the issue will be presented to both SAEDA co-directors and the SAEDA board of directors

- All disputes unresolved internally & privately between the concerned individuals, must be reported and logged in writing in the respective employee files.

4.4 Professional Development

-SAEDA puts great value on improving the skills of its employees. SAEDA will assist its employees in their effort to continue their education when these are in the field of their present and possible future SAEDA work responsibilities, to the extent that SAEDA's resources will allow. When opportunities for training become available, SAEDA will help to cover the cost of tuition or related attendance expenses subject to the availability of funds and provided it has been approved in advance by SAEDA co-directors.

-All SAEDA employees are expected to play an active role in the identification of their education or professional gaps as well as for opportunities to improve these for themselves as well fellow interested employees.

-SAEDA supervisors are also responsible for monitoring, assessing and addressing the needs of their employees and related projects.

-SAEDA also emphasizes team spirit. As such SAEDA is committed to organizing regular staff meetings, as well staff outings/ retreats in SAEDA's ongoing effort and commitment to develop and maintain a healthy, positive and productive working environment inside & outside the office/on & off the field.



V] VOLUNTEERS

5.1 Eligibility

- SAEDA recruits disadvantaged youth between the ages of 18-25, from SAEDA's target areas. Volunteers must demonstrate interest & intent to potentially work in the development sector.

5.2 Recruitment

- Whenever possible with agreement from donor, SAEDA will budget for volunteer recruitment & placement as part of their project planning & development budgets
- SAEDA will coordinate with local contacts in target areas to assist in advertizing & finding volunteer applicants
- When possible, SAEDA collaborates with the Huam Jai Asasamak (HJA) volunteer recruitment & placement program in Lao PDR for volunteer recruitment
- Applicants will be interviewed
- Successful applicants will need to undergo a health check up
- All applicant files are kept on file for reference for minimum 6 months following interviews
- Volunteers are recruited for no less than 3 months & no more than 1 year.

5.3 Allowance & other benefits

- Volunteers receive an allowance of \$50USD a month
- Volunteers will receive training from SAEDA and whenever possible, volunteers will be supported by SAEDA to participate in other professional development training opportunities
- All organized training & project related travel & lodging/food expenses are covered by SAEDA
- Volunteers receive basic health & accident insurance
- Volunteers receive a bicycle for the duration of the project. Volunteers are responsible for the maintenance of the bicycle, which will need to be returned at the end of their contracted term
- Volunteers will receive a certificate upon the successful completion of their contracted term as well CV writing support & a letter of reference
- Volunteers who have successfully completed at least a one year internship placement are eligible to receive a \$50USD bonus
- Volunteers who have successfully completed their contracted term, are encouraged to apply for other internship placements and/or employment with SAEDA when vacancies are advertized.

5.4 Role & responsibilities

- Volunteers will be introduced and trained in all aspects of SAEDA project development & implementation
- Volunteers will participate in field activities in target areas, as well office based activities in Vientiane.
- Volunteers will be expected to provide support as required by their direct line supervisor
- Volunteers will need to submit monthly activity summaries to their direct line supervisor for review by SAEDA co-directors
- Volunteers are subject to SAEDA procedures, policies & code of conduct
- Volunteers will be monitored and evaluated by their direct line supervisor & SAEDA co-directors and when applicable by HJA representatives

VI] HEALTH CARE & INSURANCE

- All fixed contract employees, both part & full time will receive health & accident insurance through SAEDA health insurance provider, for themselves, and a maximum of two declared dependents. Spouses who are able to work, but do not are not eligible. Children and/or disabled spouses are eligible.
- Employees must fill out the employee information form / insurance section ([see Annex 2 – Employee Information Form](#))
- Insured employees & their declared insured dependents must undergo yearly medical check ups
- SAEDA reserves the right to arrange consultation with an independent medical physician of choice
- Insured employees and their declared dependents must provide valid receipts for reimbursement
- Medical care abroad will only be covered when authorized by SAEDA co-directors and Board of directors



- Cost of medicines will be covered in the case of medicines prescribed for the treatment of a particular illness by an authorized medical practitioner
- The employee will be covered by accident insurance when driving personal or organization vehicle required for his/her work (Ex. Field visits and meetings). (This does not apply to personal vehicles used between home & office)
- Motorcycle accident coverage applies only if the employee was wearing a crash helmet and not under the influence of alcohol or other illegal substances such as drugs. Similarly coverage applies for car accidents only if the employee was wearing a safety seat belt and not under the influence of alcohol or other illegal substances such as drugs.
- Employees will also be covered for accidental death, occurring while carrying out work related duties, if the necessary safety & security measures were followed.
- Dependents requiring medical attention as a result of traffic accidents will not be covered if the dependent was under the influence and/or not wearing proper safety helmets & seatbelts, or if the dependent knowingly was in/on a vehicle being driven by someone under the influence
- Employees & dependents signing these conditions of employment acknowledge that they have read, understood and agree to the insurance policy & terms.

VII] CODE OF CONDUCT

7.1 General behavior

SAEDA is committed to promoting fair & equal rights & professional development employment opportunities among all its employees, men & women, taking pride in creating a gender inclusive, respectful & secure working environment. SAEDA expects high standards of conduct from all its employees. Employees are hired and subsequently evaluated based on merit, qualifications and performance - not gender, creed, or class. Employees should not be expected to perform 'services' which are not included in their job description and are not a part of his/her direct role & responsibilities for which she/he are gainfully employed (Ex: female employee expected to serve coffee or tea just because she is a woman). Employees are expected to act and present themselves in a respectful, fair, honest, and professional manner. Inappropriate and/or unprofessional behavior will be considered a breach of contract. These include: dishonesty, stealing, drunkenness, gambling, taking or giving bribes, coercion, aggression, immoral sexual behavior (ex: engaging in any & all forms of child &/or adult prostitution), any & all forms OF harassment (sexual, physical, verbal, emotional) & discrimination (racial, sexist, homophobic, religious, gender etc...), disrespect and/or abuse of co-workers, volunteers, partners, donors, other stakeholders, activity/project participants, and/or community members. SAEDA employees are expected to educate themselves and subsequently act in accordance with local laws & customs inside & outside of Lao PDR at national, provincial, district & communal levels. Employees caught or accused of condoning, encouraging, ignoring and/or engaging in activities and/or behavior contradicting any of the above, will face disciplinary action, including possible dismissal and/or legal repercussions.

As an organization, which promotes sustainable development, SAEDA employees & volunteers are expected to adhere to the concepts and principles of 'sustainability' on an individual basis as well. As such SAEDA employees & volunteers are prohibited from littering (if a garbage bin is not immediately available, garbage that is not biodegradable should be disposed of **only** where & when a bin is available (ex: no throwing or leaving behind used plastic bags or bottles on the side of roads or nearby fields etc...)). SAEDA employees are encouraged to be energy efficient in their use of both electricity (turn off air-conditioning and lights if leaving the office for more than 30 minutes) , and gas (do not leave car running idle unnecessarily; carpooling, cycle and/or walk when possible etc...). We also promote the use of recycled/recyclable products, and encourage recycling whenever possible. SAEDA employees are also encouraged to minimize the use of plastic bags by either reusing plastic bags and/or using cloth bags as an alternative for grocery shopping and every day errands. The same can be applied to minimizing the use of Styrofoam by keeping handy their own 'meal box', thermos or cup. SAEDA employees are encouraged to promote this approach amongst each other as well stakeholders, partners, target groups & communities, family and friends.



7.2 Safety & security

SAEDA is committed to ensuring a safe and secure working environment in & outside the office/on and off the field.

- Employees are encouraged to disclose to their supervisors and/or field team members any health conditions that may require intervention such as diabetes, epilepsy, asthma, serious allergies to foods or insects etc...
- Employees with known health conditions are responsible for ensuring they are properly & adequately equipped with any & all prescriptions, and other health related instruments they may require when they are scheduled to work in the field and/or travel (ie: asthma pump, EpiPen etc...)
- SAEDA employees must provide relevant emergency contact information in the Employee information form
- SAEDA employees are responsible for keeping their emergency and relevant health information up to date
- Potential SAEDA employees must provide a criminal record security clearance check
- SAEDA employees are responsible for upholding SAEDA's security and safety standards
- Employees should not knowingly engage in activities which can jeopardize their own or someone else's safety & security
- Although drinking alcohol and/or consuming drugs can sometimes be a part of a cultural/communal exchange, SAEDA employees are prohibited from consuming alcohol and/or drugs during work hours (8am-4pm), and are expected to act responsibly after work hours.
- SAEDA employees are prohibited from driving or getting into/on a vehicle if they or the person driving is under the influence of alcohol and/or drugs.
- SAEDA employees must wear appropriate safety belts and/or helmets when operating or riding in a vehicle and/or on a motorcycle.
- SAEDA is responsible for verifying that all employees using vehicles &/or motorcycles have the appropriate license and wear standard quality safety helmets, however it is the employees responsibility to ensure he or she maintains all required licenses, ID cards and travel documentation up to date at all times at his/her own expense
- All SAEDA employees must drive defensively and must ensure that others do as well in the case of rented driver hired vehicles when working in the field. When approaching and/or driving through a village, the vehicle must not exceed 30km/hr speed.
- SAEDA employees are responsible for educating themselves about local laws and customs. SAEDA employees must respect the law and customs where they work, in and outside of Lao PDR.
- Employees not acting in accordance with SAEDA safety and security policies will face disciplinary action and/or legal action

7.3 Office & working hours

- SAEDA office operational hours are Monday to Friday, from 8:00-16:00. It is recommended that all visitors call before coming to the office, as employees very often work outside of the office attending meetings, participating in field visits and/or tending to other work related matters outside of the office. It is up to all employees to ensure all potential visitors are aware of this and have SAEDA's office contact details.
- SAEDA is structured and is managed as a development organization, as such SAEDA does not adhere to standard 8h00-16h00 working hours (not the same as office operational hours mentioned above)
- SAEDA is committed to ensuring a working environment where employees are supported to be accountable & responsible for the management of their working hours and work related roles & responsibilities, as such SAEDA implements the following stipulations:
 - SAEDA does not track employee attendance and working hours, instead SAEDA focuses on tracking employee accountability, responsibility, consistency, productivity, effectiveness, performance & professionalism.
 - Employees normally scheduled to work from/in the office, are allowed to work outside of the office, on the condition that he/she notifies his/her direct line supervisor when applicable and/or next available senior staff person beforehand.
 - Office based employees should work in/from the office no less than 75% of the time, or 3 days a week overall, unless otherwise pre-determined and authorized in writing.
 - Employees must notify their line supervisor when applicable in the event the employee will be absent or late. In



case the line supervisor is unreachable, the employee should contact the next available supervisor and/or fellow employee.

- It is up to the employee to manage his/her rest periods and lunch breaks, as SAEDA recognizes that standard pre-scheduled break periods & lunch hours do not always apply or support the employee's work flow, schedules and productivity.

- While employed by SAEDA, the employee will devote his/her energy, focus & time during working hours to SAEDA related work. "Free time" or low productivity periods should be used for both individual professional & organizational development: research, attending trainings, networking, database updating, donor research and project proposal development/writing etc... All personal and/or recreational activities are to be restricted to designated rest &/or lunch periods throughout the employees' work day, inside & outside the office (ie: reading newspaper, watching TV, personal emailing, personal phone calling, personal errands etc...)

- Employees are discouraged from using working hours for completing personal tasks and/or errands. However, SAEDA does recognize that sometimes this is unavoidable, as such employees are allowed to tend to errands such as banking/postal, doctor/dental appointments for the employee and/or the employee's declared dependents in the event the employee must accompany. These occasions should be kept to a minimum, and employees must notify their direct line supervisor when applicable and/or the next available senior employee beforehand.

- SAEDA is a dynamic and continually evolving development organization, and is not structured around or confined to predetermined working structures, hours and/or operational times. SAEDA and its employees commit themselves to developing and maintaining unique activities & development projects, while implementing high standards and quality assurance. Therefore any & all hours worked in excess are not considered overtime, instead are considered as additional working hours, necessary to complete the task at hand. This applies to both office and field based work

- Additional working hours include any work done after 16h00, weekend work or holiday work. These are not compensated monetarily, however the employee will be compensated in kind with paid days off, and/or time in lieu. It is up to the employee and the employee's direct line supervisor when applicable to monitor these additional hours, and agree to reasonable and fair "time off" compensation. *(See Annex 2 - Leave Request)*

- In the event a SAEDA employee requires access to the office outside of office hours, during holidays or weekends when the office is closed, the employee must notify at least one of the SAEDA co-directors beforehand for approval, and will need to sign in/out of the visitors log book.

- In the event SAEDA rents and/or shares office space within another office building, then all SAEDA employees must respect the host office's general rules & regulations.

- Employees are not allowed to use SAEDA assets, office supplies, and/or equipment including phones, computers, faxes, photocopying machine and vehicles for personal use unless otherwise discussed and pre-approved by SAEDA co-directors

- Employees must receive prior approval from SAEDA co-directors for all work related use of vehicles

7.4 Holidays & Leave

7.4a) Statutory Holidays

In accordance with general Lao practice, public holidays are as follows:

- | | |
|---|--------------------------|
| - January 1 (International New Year) | 1 day |
| - March 8 (International Women's Day) | 1 day |
| - April 13-15 (Lao New Year) | 3 days |
| - May 1 (International Labor day) | 1 day |
| - August 15 (Constitution Day) | 1 day |
| - October (National Boat Racing Festival) | 2 days |
| - November (That Luang Festival) | 2 days |
| - December 2 (National Holidays) | 1 day |
| - December 25 (X-Mas) | 1 day |
| - December 31-January 1 | <u>2 days</u>
15 days |



- If any of the above mentioned public holidays fall on a weekend, then compensation dates will be designated accordingly by SAEDA co-directors
- These dates are subject to change. SAEDA co-directors are responsible for notifying all relevant employees of pre-determined office holidays and/or any amendments.

7.4b) Employee Vacation/ Leave

In addition to above listed official national holidays, the employee is entitled to vacation according to the following timetable:

- 0-3 months of probationary employment - no leave
- 4-6 months of employment - maximum of 2 working days
- 7-9 months of employment: - maximum of 3 working days
- 10-12 months of employment: - maximum of 5 working days
- Over 12 months: - 15 working days per year
- The employee has to inform his/her direct line supervisor or next available supervisor of any intended leave to be taken; the request must be presented in written form as soon as possible and no less than 1 week prior. (*See Annex2 – Leave Request*)
- If leave over 5 consecutive days is to be taken, the employee must present a written request to their direct line supervisor or next available senior employee, for approval by SAEDA co-directors, at least two weeks prior.
- Exceptions to the above notification clauses will be made in the event of an emergency
- Annual vacation may be taken in one stretch or in separate increments. Only weekday, non designated statutory holiday absences are counted as leave days.
- All annual leave should be taken before the end of the fiscal year (December 31)
- Employee personal annual leave is paid, included in the employee's monthly salary (6% Vacation pay)
- SAEDA does not cover any personal leave related costs
- Holidays, which are not taken, cannot and will not be compensated and/or carried over into the following year
- A female employee who has successfully completed at least 1 year (including probationary period) of full and/or part time fixed contract employment is entitled to a maximum of *3 months maternity leave at 100% pay* during the pre and/or post natal period. Approval may be given to use annual leave to extend the maternity leave. The employee needs to submit a written request to her direct line supervisor for approval from SAEDA co-directors, no later than 20 working days prior to her scheduled return to work.
- A male employee who has successfully completed at least 1 year (including probationary period) of full and/or part time fixed contract employment is entitled to 15 working days *paternity leave at 100% pay* during the pre and/or post natal period. (ex: 5 days pre / 10 days post) Approval may be given to use annual leave to extend the paternity leave. The employee needs to submit a written request to his direct line supervisor for approval from SAEDA co-directors, no later than 5 working days prior to his scheduled return to work.
- Compassionate leave of 5 working days will be given in the case of the death of an immediate family member (spouse, child, parent, parent in law, grand parent, brother, sister, or other family members sharing the household of the employee).
- In case of serious illness or accident of an immediate family member, 2 days will be granted. If more days are required, annual leave days must be taken.

7.4c) Sick leave

- If ill the employee should inform his/her direct line supervisor or next available employee as soon as possible
- Any sick leave in excess of 3 working days will require a physician's note. If no certificate is presented, time will be deducted from annual leave.
- If someone is sick for longer than the above mentioned limits, their salary payments breakdown as follows:
 - 50% of the monthly salary during the 1st to 3rd month
 - 25% of the monthly salary during the 4th to 6th month
 - 0% of the monthly salary after the 6th month
- Up to four weeks paid in full sick leave per year can be granted in the event of serious illness or injury resulting in an inability to work and/or hospitalization.



- The above provision is only valid for employees who retain fixed contracts and have been employed by SAEDA for at least one year (including probationary period).

7.5 Conflict of interest & Nepotism

- SAEDA is committed to preventing conflict of interest and nepotism
- All employees are responsible for upholding SAEDA's standards of fair & equal employment opportunities which are based on merit, not relationship
- All employees must disclose any relationships past and present that may be interpreted as a conflict of interest or nepotism
- Employees are not permitted to accept additional employment that may represent a conflict of interest with SAEDA
- Employees disregarding these policies will be held responsible and be subject to disciplinary action

7.6 Communication/ Information Sharing & Knowledge Management

- SAEDA encourages open communication and information sharing between staff, employees & volunteers
- SAEDA employees are encouraged to exchange skills, knowledge, information & resources
- SAEDA employs file/information sharing & management standards, which should be shared & made available to all new employees, and followed accordingly – *See Annex 7*
- SAEDA co-directors are committed to providing opportunities for all SAEDA employees to participate in open forum idea and information exchange through the following channels:
 - . SAEDA project, information resource library & media databases (*in development*)
 - . SAEDA website (www.saedalao.org)
 - . SAEDA Google Docs (for access must request user name and password)
 - . SAEDA staff & employee meetings & activities
 - . Professional Development opportunities inside & outside of Lao PDR
 - . Development partner networking inside & outside of Lao PDR
- All SAEDA employees are encouraged to contribute to and update as necessary the SAEDA website and databases by providing their updates (document & all media files) to the designated website/database administrator
- Employees are not allowed to publish, disseminate, distribute, and/or sell any materials without the knowledge and/or permission of either their direct line supervisor or next available senior staff member (except for the SAEDA organization pamphlet, the SAEDA BC, BE, BP, BH and Chemicals: The Warning Signs brochures, which are free handouts, as part of our initiative to promote free information access)
- Employees must seek written permission with his/her direct line supervisor for approval from SAEDA co-directors, in the event the employee organizes and/or is asked to participate in a public event/exhibition and/or a media interview: print, radio or television.
- SAEDA holds weekly staff meetings
- SAEDA holds general employee organization & program review meetings 2/ year (6th (June) & 12th month (December))
- SAEDA also encourages all employees to request meetings if/when the employee deems it necessary

7.7 Confidentiality

- SAEDA is committed to protecting the privacy of its employees, as such employee files/records are considered and kept confidential. Only authorized personnel have access to these files. These include the employee's direct line supervisor, SAEDA co-directors and SAEDA board of directors members only.
- SAEDA employees are allowed to request access to their own personnel file only
- Contact information for SAEDA staff and volunteers, including SAEDA co-directors is confidential; this information can & should only be shared internally between SAEDA employees and volunteers; all external dissemination of employee & volunteer contact information is prohibited unless pre-authorization is received from the employee and/or volunteer in question.
- Confidential information related to SAEDA, its working accounts, its employees, its project partners and donors etc...which come to the knowledge of the employee in the course of his/her work and duties cannot be repeated outside the



organization. The employee should consider this privileged information unless notified otherwise. The employee is responsible for advising his/her direct line supervisor in the event he/she inadvertently gained access to such information -In signing a contract with SAEDA, employees understand, agree to SAEDA confidentiality terms as outlined herein SAEDA policies.

VIII] FINANCIAL MANAGEMENT POLICY

internal & external fiscal responsibility, accountability & transparency are at the foundation of our financial management structure and policies:

8.1 Accountability & Transparency

SAEDA implements & promotes fiscal responsibility & accountability with its employees, target groups, partners, donors and other stakeholders. A yearly statement of accounts is made available upon request & report published on our website.

8.2 Anti corruption

SAEDA enforces a zero tolerance rule for employees and/or partners caught accepting or giving bribes, stealing assets (monetary and/or in kind), reporting false spendings/earnings, providing false budgetary estimates & receipts, negotiating financial transactions without prior approval, and/or engaging in any corrupt/illegal & unauthorized activities. Employees and/or partners engaging in such activities will be considered in breach of contract. Employees will be immediately dismissed, and/or partnerships discontinued in the event SAEDA discovers such activities are being carried out. Employees and partners will be held legally responsible and will have to repay &/or replace missing monetary and/or in kind assets.

8.3 Internal/External Fiscal Auditing

- SAEDA operational fiscal year Jan 1- Dec 31
- SAEDA follows strict internal financial management & accounting procedures, which include expenditure tracking records & end of budget year expenditure reports.
- SAEDA employs an external auditor to conduct yearly fiscal reviews of the organization finances and/or specific projects as required by individual donors.

8.4 Employee fiscal accountability

- Employees must practice & promote fiscal responsibility, accountability, honesty & transparency
- Employees are responsible & accountable for the management of SAEDA activity or project funds they receive
- Employees must follow reporting guidelines as outlined in SAEDA procedures & policies and/or donor requirements
- Employees must report any questionable actions they witness per SAEDA Anti-corruption policy point 8.2
- Employees are prohibited from entering into any project/financial commitments on behalf of SAEDA without the agreement of the SAEDA co-directors.
- Agreements above \$50 000 or the equivalent in other currencies, must also be approved by the SAEDA Board of directors

8.5 Additional/ supplementary income

- Fixed contract SAEDA employees must inform & receive prior authorization to accept additional contract employment in the event this coincides with SAEDA work schedule
- SAEDA prohibits double dipping. Any additional income earned while employed by SAEDA including contract consultancy and/research work by a SAEDA employee in excess of their total base salary must be reported & is deposited into the SAEDA Savings account.
- Failure to acquire pre-approval, disclose and/or report additional income will result in disciplinary action

8.6 Government tax & declaration policy

Salaries are paid tax-free. Employees are responsible for remitting any tax to the Government per government tax law.

8.7 Advances/loans

- SAEDA will not loan money to employees.
- Advances on salaries are only given in the event the employee is scheduled to leave for the field, and will be absent during



payroll, without alternative means of accessing his/her payroll or bank account. *(See Annex 3- Payroll Advance Request form)*

-The advance request must be received and approved by SAEDA co-directors in due time in order to make the necessary arrangements.

8.8 Allowances, Per diem & Travel expenses

The below rates are SAEDA rates only, applicable only to SAEDA funded activities & projects. For activities, projects & field travel related to projects funded by outside donors, the donors' per diem, lodging and transportation policies & rates will be applicable over/ in lieu of SAEDA's in the event these differ from SAEDA's. Employees are responsible for covering any & all passport costs and/or other travel required ID documentation. The cost of work travel related visas and other fees such as airport tax, taxis between home & airport etc... is either prepaid and/or reimbursed by SAEDA, upon presentation of a valid receipt. (Employees should carry with them the *Transport Receipt* in the event an official receipt is not available – *See Annex 3*)

-SAEDA believes in & promotes equality among all of its employees, volunteers, resource personnel & partners, as such we do not distinguish between supervisors vs. staff or foreign vs. Lao where field project & activity implementation related travel, transportation lodging & per diem are concerned. As such the following standards are applicable to one & all equally:

- Field staff, volunteers &/or local partners located in the project target area are eligible to receive a meal & travel allowance when required to carry out field based village work:

FIELD ACTIVITY MEAL ALLOWANCES	All day 6am-4pm	All day & evening 6am-10pm
Local project staff, volunteers & government support staff, farmers & participants	20,000K	40,000K
Local Government Officials	40,000K	60,000K
FIELD ACTIVITY TRAVEL ALLOWANCES		
Local project staff, volunteers, government support staff, farmers & participants	10,000K one way	
Local Government officials	20,000K one way	

- The above is in lieu of a meal or transportation being provided; most commonly applicable to meetings or specific activities independently coordinated & implemented in coordinated partnership with a SAEDA project

\$USD – for all except Europe where the rates are quoted in Euro/ rates are subject to change

PER DIEM	In country Lao PDR (overnight)			Other Countries	
	Province	District	Village	SEA	Others
Breakfast	2	2	2	5	10
Lunch	4	3	2	10	15
Supper	6	3	3	15	20
Incidentals	3	2	1	10	20
Total per day	15	10	8	40	65

* Alcohol, cigarettes, and entertainment oriented activities are not covered per diem expenses and are not eligible for reimbursement

* Morning 6am-12pm / Afternoon 12pm-4pm / All day 6am-4pm / Evening 4pm-10pm

* the above rates are SAEDA standards, and are overwritten in the event donor standards differ and/or are subject to change

- Lodging:

-Lodging/ guesthouse costs in Lao PDR not exceeding \$10USD for work related overnight stays will be covered and/or reimbursed upon presentation of valid receipt(s).

-Guesthouse costs in Lao PDR exceeding \$10USD must be pre-approved, and/or the employee is responsible for covering



the balance.

-Employees are responsible for providing accommodation quotations outside of Lao PDR, prior to booking for pre-approval from SAEDA co-directors

-Employees should make every effort to seek the most affordable lodging, ensuring the accommodation meets minimum cleanliness, security and amenities standards. (Hot water, Air-con & television are considered above standard amenities)

**Whenever possible during field work/visits/trips, same-sex employees/ partners/participants are encouraged to share accommodations*

- Transportation:

-SAEDA does not cover transportation between the home and office

-Use of either project/office and/or personal vehicle for activity project implementation must be agreed upon prior to use

-When required to carry out work related activities, in Vientiane or in the field (incl. Meetings), SAEDA will cover 1L of petrol/per 8-10km, in addition to 5L of engine oil/ per 3 months for cars/4X4s, and 1L of petrol/per 20km, in addition to 1L of engine oil/per 1 month for motorbikes, staff, including partners & volunteers.

Transport Type	Gasoline	Oil
Car/ 4X4	1L / 8-10km	1L/ 3months
Motorbike	1L/ 20km	1L / per month

*** A detailed travel log listing km start/finish usage, project/fund source, activity purpose and date should be maintained and submitted accordingly with valid receipts for reimbursement**

- Inspection of all vehicles should be carried out prior to field work related travel. The cost of inspection will be covered by SAEDA &/or project funds

- In the event the vehicle used for activity implementation is personal – initial repairs as required following the first inspection are not covered by SAEDA and/or project funds. In the event additional repairs are required during the course of the activity/project implementation, only upon presentation of valid receipts, will reimbursement be possible. In this case, whenever possible, staff should inform SAEDA immediately & attempt if possible to get pre-authorization for repairs in order to mitigate reimbursement disputes later.

**Transportation/gasoline costs between home & work for employees based in the area of their work, whether in Vientiane or outside, are not covered.*

** Whenever possible employees should carpool and/or share transportation to minimize costs and environmental impact*

-For work related trips outside Lao PDR, the above rates will be reconsidered based on destination expenditure assessments to be pre-approved by SAEDA co-directors

-Mode of transportation must be agreed upon prior to employee departure.

-A cash advance will be given to the employee to cover all work related travel expenses. This advance must be fully accounted for, and valid receipts presented to the finance officer for reimbursement. ([See Annex 4 - Travel & Activity Expense Request Report Form & the Receipt Summary Form](#))

- All work/ professional development related activity/ travel expenses must be budgeted & the estimated plan presented for approval to the SAEDA co-directors using the [Travel & Activity Expense Request Report Form](#)

- In the event the employee covers his/her costs upfront, the employee must respect the above rates (or project donor rates) & terms, and submit valid receipts for reimbursement. Employees are discouraged from covering costs without prior approval from their direct line supervisor and/or SAEDA co-directors to avoid reimbursement disputes

- Unforeseen additional expenses must be pre-approved whenever possible, reported & accounted for with valid receipts to be considered for reimbursement

- Employees must submit to their direct line supervisor an expense report with accompanying valid receipts for all lodging & related travel costs within the first week following the end of their travel/ field work-visit. Once reviewed by the direct line



supervisor, the expense report is submitted to the designated finance officer for final review before final approval by SAEDA co-directors.

- Any & all repayments between SAEDA & an employee must be done no later than 2 weeks following receipt of relevant receipt forms, unless otherwise agreed upon and approved by SAEDA co-directors (ex: next payroll) (*See Annex 4 – Activity Travel Request Expense Report form & the Receipt Summary form*)

8.9 Accounts payable

SAEDA holds & manages both general operations and project bank accounts, to facilitate financial management, tracking & reporting.

8.9a) SAEDA general operations/ payroll account

- This account serves the management of all administrative and employee accounts. This account also receives general donations not assigned to any particular SAEDA operation/project activity, as well profits made from SAEDA VCD/Resource tools market sales. The funds in this account are used to subsidize and/or provide funding support for SAEDA operations, including salaries & employee benefits.

8.9b) SAEDA project account(s)

- This account serves the management of donor funded projects. To facilitate fiscal management, tracking and reporting, SAEDA opens a separate account for each project/donor in the donors' preferred currency: KIP, Baht, USD or Euro.

- Only SAEDA co-directors, the designated finance officer and the designated project supervisor (manager/coordinator) can be signatories & have account access/ transaction authorization

- Bank account statements are collected & recorded monthly and/or as required

- Submitted expense reports & receipts are verified against activity plan & work records in addition to bank statements

- Financial disbursement reports are formatted and submitted per the donor/ project funding agreement & predetermined project reporting cycle, and/or SAEDA fiscal management procedures

8.10 Petty cash

- SAEDA retains a petty cash for daily utility expenditures. A petty cash slip is used for all transactions. (*See Annex 3 - Petty Cash form*)

8.11 Administrative/ operational financial management

- SAEDA makes every effort to minimize administrative/ overhead expenses, prioritizing project funding & relevant employee health, safety, security, and personal/professional development support

- SAEDA makes every effort to maximize our project content and potential when planning & finalizing our activity and project budgets, ensuring that administrative costs are kept to a minimum to ensure our target audiences & areas are prioritized and benefit most from our planned activities & projects

8.12 Grants

- SAEDA applies for small and large grants year round with both local & international agencies. SAEDA applies to donors who share SAEDA's pro-poor vision & mission.

- SAEDA is committed to practicing sound, transparent and cost efficient financial budgeting, management & reporting per SAEDA standards and donor requirements

- To ensure fiscal management & reporting efficiency, SAEDA opens separate donor/project bank accounts

- Donor funded projects with operating budgets equating \$50,000USD or more are audited by an external auditor

8.13 Donations & In Kind Contributions

- SAEDA does accept donations from individuals and/or institutions. Donation receipts and/or reports are provided as required.

- SAEDA employees are not permitted to accept donations on behalf of SAEDA without prior approval from SAEDA co-directors



- All donations must be recorded
- SAEDA does accept in kind contributions.
- SAEDA employees are not permitted to accept in kind contributions on SAEDA's behalf without prior approval from SAEDA co-directors
- All in kind contributions must be recorded
- In kind contribution receipts and/or reports are provided as required.
- SAEDA is unable to provide tax deductible receipts.

8.14 Gifting

8.14a) Solicited

- Solicited gifting, whether giving and/or receiving is strictly prohibited.
- Employees and/or partners caught giving/or receiving solicited gifts will be held responsible. Disciplinary action to be determined by co-directors and board of directors.

8.14b) Unsolicited

- Unsolicited gifting is discouraged
- Gifts given &/or received in good faith/appreciation as part of a cultural exchange are permitted under the following terms:
 - .Any gifts received &/or given should be symbolic in nature and not exceed \$20USD
 - .All gifts received should be reported to the direct line supervisor and/or SAEDA co-directors
 - .All gifts given must be pre-approved
 - .All gifts given/received must be reported and logged

8.15 Assets

- All assets must be accounted for, logged and reported. An assets list is maintained and updated as required.
- Assets cannot be bought, acquired, transferred, sold, disposed of and/or donated without prior approval by SAEDA co-directors and must be recorded/sign for using the [Assets Relocation Form \(See Annex 3\)](#)
- Damaged, stolen and/or lost assets must be reported immediately ([See Annex 3 – Asset Incident Report Form](#))
- Unauthorized use of SAEDA assets will be subject to disciplinary action
- Unauthorized use of SAEDA assets for personal use will be subject to disciplinary action. As a general rule SAEDA assets are not to be used for any personal reasons, without exception. This is to prevent unnecessary complications when/if an asset is lost, stolen and/or damaged outside of SAEDA jurisdiction. For insurance purposes, assets are to be stored securely in the office if they are office assets, or on SAEDA office property in the case of vehicles.
- Assets acquired through donor/project funding are subject to donor rules and regulations as agreed on between SAEDA & the donor.

8.16 Indemnification

- Employees will be held responsible for damage to SAEDA and/or project partner assets as a result of the employees' misuse, abuse, neglect or careless handling
- Method of repayment or replacement will be determined and agreed upon between employee and SAEDA co-directors and/or Board of Directors in the event the incident involves a SAEDA co-director.
- Deductions from the employees' salary will be applied in the event the employee is not able to replace or repay through alternate means.
- The amount & method of deduction will be agreed upon. The deduction can not be more than 20% of his/her annual salary.
- In the event the employees' contract is scheduled to end before full repayment, SAEDA then reserves the right to withhold the employees' salary in full and/or as required for repayment

8.17 Board of directors responsibilities

- The board of directors provides organization & project financial management/budgeting support & intervention when required in the areas of:



- . Organization management
- . Financial standards
- . Human resources management & development
- . Project & activity budget planning
- . Financial reporting & auditing
- . Disputes over salaries, raises, advances, reimbursement and/or repayment

(See Annex 6 - Board of Directors Job Description)

VIII AUTHORITY TO ESTABLISH NEW OR REVISED POLICY CONTROLS

-SAEDA co-directors in conjunction with SAEDA board of directors only have the authority to modify, amend, and/or establish new fiscal & management operational controls, policies and/or procedures without advance notice, however these are responsible for:

- .advising all employees & other concerned parties of any & all changes within a maximum delay of 5 working days
- .should consult with employees beforehand, in the event the potential changes have substantial implications for the employees
- .inform SAEDA partners, donors and relevant stakeholders within 30 days following implementation of changes

The undersigned acknowledge that we have read, understood and agree to the above policies and procedures, committing ourselves to manage, uphold, implement and review these terms as required to ensure the sound & sustainable development of SAEDA as an organization, as well that of its employees, projects and partnerships:

Ms. Innakhone Vorachak
SAEDA Co-director



Mr. Thongdam Phongphichith
SAEDA Co-director

Signature

Signature

Signature

Name

SAEDA Board Member

Name

SAEDA Board Member

Name

SAEDA Board Member

Date: _____

Date: _____

Date: _____

Last updated: April 2009 in Vientiane, Lao PDR



ANNEX 1 – SAEDA VISION, OBJECTIVES, & STRATEGY

a) Vision

SAEDA aspires to promote sustainable food security & support poverty alleviation, through gender inclusive, environmentally sound, community participatory approaches

b) Objectives

1. Improve the living standards of vulnerable Lao families and communities, with a special focus on women, youth and ethnic groups struggling with food security and poverty.
2. Improve knowledge and understanding of sustainable agriculture, methodologies & related socio-economic environmental benefits
3. Safeguard the environment, natural resources and biodiversity
4. Support the creation of a sustainable development partner network inside and outside the country to share & exchange lessons & experiences in the field of sustainable agriculture, environment, natural resource management & socio-economic community development.
5. Improve collaboration between Lao Government development extension workers & ministries, NGO's, Civil Society Associations, and poverty afflicted Lao communities in order to support the effective and practical implementation of the Lao Government's development and poverty alleviation policies and strategies, by introducing and promoting proven, viable & sustainable eco-friendly and people friendly alternatives.
6. Support Lao PDR to attain its Millennium Development Goals (MDG's) and implement it's National Socio-Economic Development Plan (NSED) & National Growth Poverty Eradication Strategy (NGPES)

c) Strategy

1. Develop using community participatory approaches, relevant & innovative, environmentally sound, gender inclusive projects & activities which include vocational training workshops focusing on building the capacity of our target groups in the areas of sustainable integrated organic agriculture, natural resource, land and biodiversity management, chemical impact awareness, as well socio-economic community development.
2. Target both formal & informal educational institutions, in order to promote sustainable community development and agro-biodiversity environmental management awareness, effectively providing relevant skills training to a future generation, equipped to not only help solve problems but also prevent more problems from exacerbating current environmental & socio-economic hazards.
3. Produce and disseminate information resources and instructional tools in Lao and other local languages
4. Facilitate access to information & exchange of resources between governmental & non-governmental development extension workers, concerned development agencies & interested persons via various online & public networks, including an open source online resource library database, website, audio-visual tool production & distribution, exchange workshops, public advocacy campaigns, and field training & study tour services
5. Strengthen existing governmental & non governmental partnerships while establishing new ones in the areas of integrated sustainable agriculture, environment & natural resource management, and socio-economic community development in order to improve and diversify outreach, share and exchange lessons, ensure well coordinated, measurable, effective, relevant sustainable impact
6. Organize village level farmer groups, develop and promote farmer associations and collaborations nationally and internationally, in order to promote farmer exchange and to develop organic fair-trade market/sale opportunities inside & outside of Lao PDR.
7. Conduct ongoing research and critical analysis of target group & area needs in relation to development trends at the national, district and communal level in order to better assess opportunities and challenges in the short and long term.



** SAEDA is committed to providing it's employees and stakeholders with information & documentation in their respective languages, as such bilingual forms & documentation are written in Lao & English language whenever possible & feasible ; translating is an ongoing work in progress year round.*

ANNEX 2 – HUMAN RESOURCES FORMS

- . Sample Job vacancy announcement
- . Sample Interview form
- . Sample Interview Score Card
- . Offer of Employment Form
- . Employee Information Form
- . Sample Job Description
- . Provisionary contract (3 month probation)
- . Fixed Contract
- . Short Term contract
- . Contract Change Request
- . Leave request
- . End of Employment
- . Self Evaluation Form
- . Peer Evaluation Form
- . Supervisor Evaluation Form
- . Disciplinary Action Report

ANNEX 3 – ADMINISTRATIVE FINANCE FORMS

- . Payroll Advance Request form
- . Human Resource Payment Receipt Slip
- . Monthly Human Resource Payment Tracker
- . Per Diem Slip (bilingual)
- . Cash Payment Receipt Slip (bilingual)
- . Petty Cash Slip (bilingual)
- . SAEDA Sales Receipt
- . Purchase Order (bilingual)
- . Assets Relocation Form
- . Asset Incident Report Form
- . Transportation receipt
- . Mileage Report Log

ANNEX 4 – PROJECT / ACTIVITY FORMS

- . Travel & Activity Expense Request & Report Form (bilingual)
- . Work record form (bilingual)
- . Progress Report form
- . Project & activity monitoring tracker
- . Activity Individual Evaluation Feedback form
- . Activity Group Evaluation Feedback form
- . Activity Observation Feedback form
- . Participant sign in form
- . Participant Needs Survey sample forms
- . *Activity Animation & Facilitation Resource Workbook (In development)*

ANNEX 5 – CO-DIRECTORS JOB DESCRIPTION

ANNEX 6 – BOARD OF DIRECTORS JOB DESCRIPTION

ANNEX 7 – ASSEMBLY OF PARTNER MEMBER ORGANIZATIONS

ANNEX 8 - COMMUNICATION/ INFORMATION SHARING & FILE/ KNOWLEDGE MANAGEMENT STANDARDS