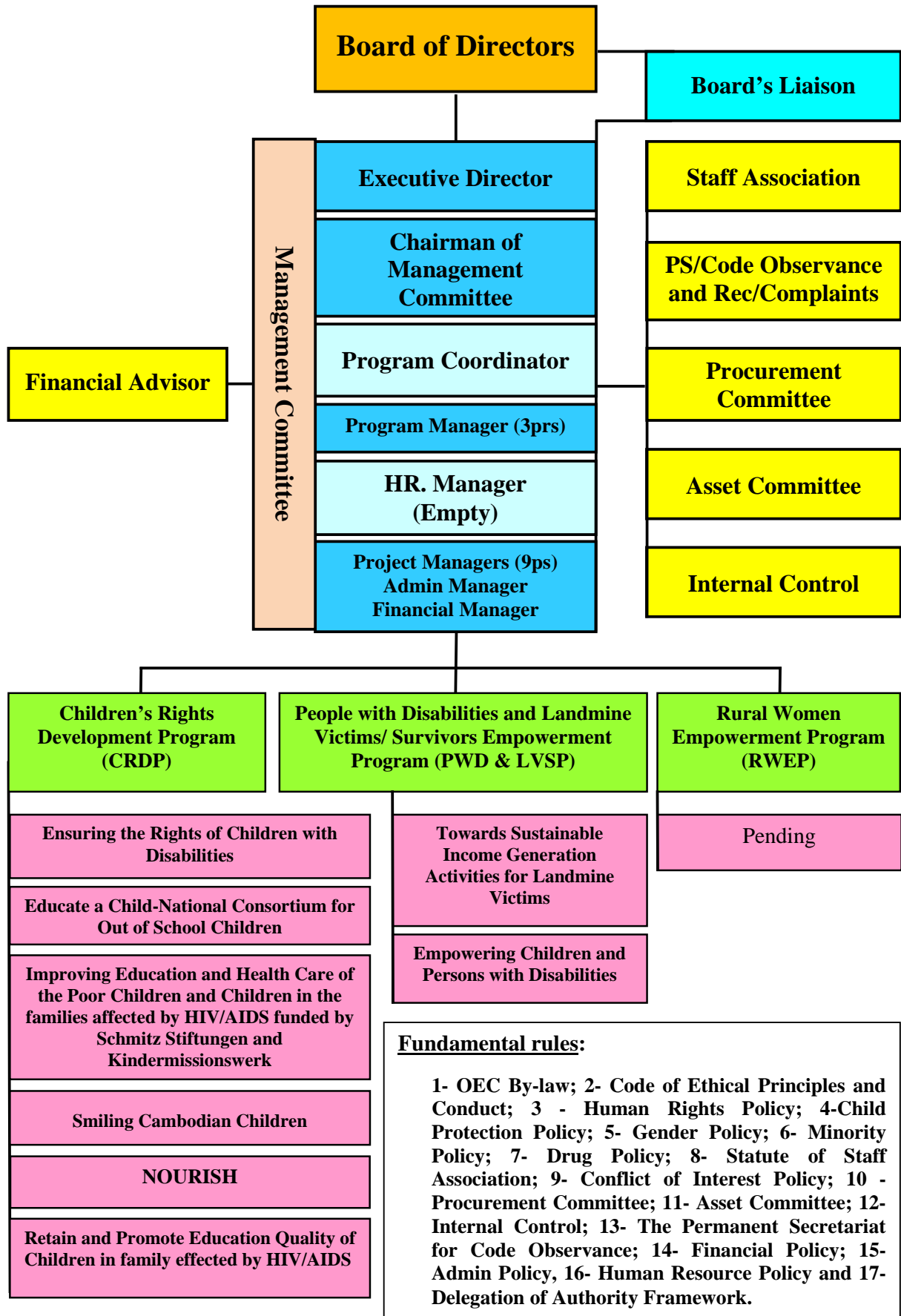


ORGANIZATIONAL STRUCTURE IN 2016



Operations Enfants du Cambodge (OEC)

BY-LAWS

Preamble

Difficulties and suffering caused by insufficient nutrition and medicines had spiritually attracted Mrs. Tit Davy to start creating generous activities for the well-being of children in the hospital-base of Battambang. This activity started on 1st June 1996 and obtained authorization of Ministry of Interior, by paper n° 198 សជណ, dated 14 March 1997, as Organization named "**Operations Enfants de Battambang**" (OEB).

After having operated fruitfully within ten years and further to achievement and expanded working fields, the organization was authorized by n°1564 សជណ, dated 5 December 2006, of Ministry of Interior, to adopt a new following name:

Chapter 1 Name, Logo and Location

Article 1

Former Name of the organization: **អង្គការប្រតិបត្តិការកុមារខេត្តបាត់ដំបង / ប្រ.ក.ប**
In French: **Operations Enfants de Battambang (OEB)**

New adopted name of the organization: **អង្គការប្រតិបត្តិការកុមារកម្ពុជា / ប្រ.ក.ក**
In French **Operations Enfants du Cambodge (OEC)**

Article 2

The logo of the organization is a round sign. At the top, a curved written line in Khmer: "**អង្គការប្រតិបត្តិការកុមារកម្ពុជា**" At the bottom, a curved written line in French: "**Operations Enfants du Cambodge**" In the centre, there is a picture of three handicapped children, one girl and two boys holding books, looking at the sun. The meaning of the logo: **Cambodian children having a hope for the future.**

Article 3

The office of the Operations Enfants du Cambodge is located at N°23, group 2, Sophy village, Rattanak commune, Battambang district, Battambang province.

Article 4

The Operations Enfants du Cambodge is a national non-governmental organization, non-profit, neutral, created for saving, protecting and improving social and economic situation of children with disabilities and children living in poverty, without discrimination based on class, religion, race or political tendency, by cooperating with international and national organizations, institutions of royal government, including related institutions within and outside of the country.

Chapter 2

VISION, MISSION AND CORE VALUES

Article 5

Vision: Cambodian children, normal or with disabilities and young people living in poor condition, or with vulnerability in anywhere enjoy basic child's rights to succeed their sustainable livelihood. Cambodian people with disabilities, poor, facing difficulties, empowered by the six principles of human rights, have equal opportunity and outcome to build their standing of life, with a spirit of mutual assistance, tolerance and friendship in peaceful and prosperous society.

Article 6

Mission: Build and raise capabilities, and good living condition of the above targeted people by means of primary health care, rehabilitation of working possibilities, reproductive health, education and life skills, by strengthening existing communal structure, and supporting logical initiatives of local people for cooperation.

Article 7

Core Values: We use our integrity in endeavoring to respect, protect and promote the fulfillment of children's rights and obligations of all Cambodians to solve children problems based on national laws, international bill of rights and the real existing conditions. We therefore commit ourselves to the following:

- To be non-partisan and non-discriminatory,
- To promote equality of access, equality of opportunity and equality of outcome of Cambodian children,
- To adhere to the principles of democratic governance:

Chapter 3

BASIC GOALS OF THE ORGANIZATION

Article 8

The basic goals of the organization are to safe, protect and improve basic rights of children including health and education.

- 8.1- To alleviate the heavy load of poor families and children with disabilities by providing capital for their small business.
- 8.2- To organize home literacy and numeracy training for children with disabilities, who cannot go to school like other children.
- 8.3- To eliminate illiteracy among bodily handicapped, allowing them to develop themselves spiritually and intellectually.
- 8.4- To provide basic education to children in the areas facing difficulties, which have no teachers, nor schools.
- 8.5- To make children living in the areas of difficulties aware of basic children rights and way of maintaining health care.
- 8.6- To conduct education, dissemination of civil rights and the rights of disabled children, aiming at eliminating discrimination in schools, in service providers and in the whole society.
- 8.7- To make parents and authorities, in the areas of difficulties understand the use of education, in tracking the learning performance of their children, and in facilitating learning possibilities.
- 8.8- To improve learning and teaching capabilities of teachers in areas of difficulties, and provide school materials to promote, for children, equal access to good quality of education.
- 8.9- We shall educate adult people to take care of reproductive health.
- 8.10- To provide assistance to orphans of AIDS families, children infected by HIV/AIDS, hospitalized or treated at home.

- 8.11- To build network with related organizations, inside and outside of the country, including civil associations and communities, in the view of giving opportunity to disabled children and children facing difficulties to be able to develop themselves.
- 8.12- (**Amended on 21.03.2011**) OEC can have additional sub-office(s) in other province(s) or district(s) depending on the evolution and necessary needs

Chapter 4

ORGANIZATIONAL STRUCTURE OF THE ORGANIZATION

Article 9

The organizational structure directing and supervising the Operations Enfants du Cambodge (OEC) consists of:

1. Board of Directors
2. Management Committee
3. Executive Director
4. Program Coordinator
5. Program Manager
6. Project Managers
7. Administrative Manager
8. Financial Manager
9. Cashier
10. Volunteers

Chapter 5

RECRUITMENT AND QUALIFICATION

Article 10

10.1- Selection of the Board of Directors

The number of members of the Board of Directors shall have in minimum 5 members, and in maximum 7, among them, there shall be 1 Chair person, 1 financier, 1 secretary; the others shall be members of the Board of Directors. Members of the Board of Directors shall be selected from volunteers invited from International/national organizations, from national institutions and related agencies, such as department of social affairs, education, health, head of district, having at least an age of 21 years old, through election supported by 2/3 of the former Board members. Candidates voluntary to serve the Board of Directors of the Operations Enfants du Cambodge (OEC) shall have the following qualifications:

High education; experience in education field; development affairs; deep knowledge of human rights, especially rights of children and rights of people with disabilities; experience in good communication with international/national organizations and related services; commitment to support the goals, missions and objectives of the organization (OEC), having closed relationship manner and good disposition. The chair person of the Board of Director, financier and secretary shall be nominated by a vote, receiving 2/3 of the total voices of the whole Board's members. The Chair person, the financier and the secretary of the Board can resign from their function, subject to submitting written request supported by clear reasoning.

The Chair person, financier and secretary can be dismissed from the Board of Directors in condition of agreement expressed by 2/3 of the total voices, or based on the following mistakes:

1. Not respecting the statute of the organization (OEC)
2. Having involved in political party
3. Behaving contrarily to the moral code of non-governmental organization
4. Absent often from participating in the Board meetings.

The mandate of the Board of Directors is for 5 years. After the end of their first mandate, Board members can present their candidacy for the next following mandate.

10.2- Executive Director of the organization

Executive Director is Mrs. Tit Davy, first creator of the organization, force harmonizing, moralizing and propelling working train of the organization, who stands permanently, unless she resigns her position, or dismissed by the judgment of the Board of Directors, due to her grave mistakes.

10.3- Program Coordinator

Developmental and Technical advisor shall be recruited among persons having experience from education, deep knowledge in human rights, especially rights of the child, disabled people, gender and possessing managerial experience. He/she shall have human skills leading patiently and faithful to the vision, mission and core values of the organization (OEC); skillful in making analysis, interpretation and presenting viewpoints to safe and protect the rights of the children in Cambodia, as well as having seniority of working with international/national non-governmental organizations at least for over 7 years with an age of upper 40 years old.

10.4- Management Committee

Program Coordinator leads professional, conceptual, administrative and technical sections for effectiveness and efficiency of OEC's operational projects. He receives assignment from Executive Director with the discussion and approval from management committee members. He regards as a leader of working group by working closely with project managers and members of management committee, enabling and making equity and prosperity that ensues operation and cooperation with NGOs and IO as well as local authorities to succeed OEC's projects at operational areas.

10.5- Composition of the Management Committee

1. Executive Director of the organization
2. Human Resource Manager
3. Program Manager
4. Project Managers
5. Administrative Manager
6. Financial Manager
7. One Representative of the staff

Chapter 6 RIGHTS AND DUTIES

Article 11

11.1- Rights of the Board of Director

a- Duties and Obligations of the Board of Director

1. Providing conclusion and approving strategic plans, goals, objectives, and framework of the organization (OEC).
2. Providing conclusion and approving annual budgeting plan of the organization

(OEC).

3. Providing constructive consultation and assisting in enhancing principal policy and other necessary principles for efficiency of the organization.
4. Assisting in analyzing and giving recommendation to enhance implementation of the projects and the budget expending.
5. Assisting in giving point of view and solving internal conflict of the organization.
6. Representing the organization in public.
7. Supporting activities of the organization (OEC).
8. Assisting the organization in finding the way for fund raising to support new projects.

All decisions to be made by the Board of Director must have been supported by 2/3 of the total voices of the Board of Directors.

b- Duties and Tasks of the Chairman and members of the Board of Directors

1. Chairpeson of the Board

- Provocateur of the meeting and leading ordinary or extra-meeting of the Board.
- To be chair of the meeting organized by the Board of Directors, or holding the position of Executive Director, during a long absence of the Executive Director, or appoint an interim director instead.
- In charge of ensuring conformity of all Board's members with the principal policy of the Board of Directors of OEC.
- Approve new appointment of Executive Director requested by selecting committee with signature of an organization representative or donor.
- (**Amended on 21.03.2011**) Approving nomination of new executive director presented by a recruitment committee wherein signed by one of the principal funding organizations or donors.

2. Secretary of the Board of Directors

- Responsible for archives.
- Letter and diverse decisions.
- Taking notes and distribution of minutes of the Board's meetings.
- Making observations for all Board members before starting the meeting.

3. Financier of the Board of Directors

- Controlling financial reports concerning income and expense of the OEC.
- Giving advice to all Board's members and to the Executive Director regarding financial affairs of the organization.
- Assisting in controlling and giving advices to enhance the implementation of budget expenditure.

4. Members of the Board of Directors

- Participating in the meetings of the Board of Directors.
- Assisting in enhancing activities plan.
- Representing OEC in public.
- Supporting the activities of OEC.
- Finding funds to support the projects of OEC

c- The meetings of the Board of Directors are subdivided into 2kinds:

1- Ordinary meeting. **2-** Extra-meeting

- 1- Ordinary meeting shall be organized in every semester, in the first week of January, and the second meeting in the first week of July.
- 2- The extra-meeting is the meeting to solve special problem, or any urgent affairs.

It shall be proposed by the Executive Director of the organization, Management Committee, or by members of the Board of Directors with a member superior to 50%.

- d- **The Quorum of the Board of Directors** is 2/3 of the total of the Board. The chair person of the Board is the chair of the meeting. In his/her absence, the Chair Person delegates his power to someone to lead the meeting. The secretary should be in charge of registering the participants and writing the minutes of the meeting.

11.2- Rights of the Management Committee

a- Duties, tasks and rights of the Management Committee

1. Preparing strategic plan, missions, goals, objectives and program of the whole organization (OEC).
2. Preparing periodic budgeting plan.
3. Approving rules and principles necessary for the organization efficacy.
4. Preparing activities plan already approved by the Board of Directors.
5. Managing, leading and supervising the daily activities implementation of the organization, including recruitment and dismissal of staff.
6. Solving conflict between staff members.
7. Representing the organization in public.
8. Seeking funds for assuring development of the organization and, in the absence of the Executive Director, can in replacement sign all forms of contracts.
9. Contacting all donors or other institution-supporters of the organization.

b- Duties, tasks and rights of the Chairman and members of the Management Committee:

1- Chairman of the Management Committee

- a- Convening and leading ordinary or extra-meeting of the Management Committee.
- b- Assisting in solving great internal conflicts, when proposed by the Executive Director of the organization.
- c- Representing the organization in public.
- d- Assisting in heightening reputation and activities of the organization (OEC).
- e- Supervising and synthesizing reports of activities for the information of the board of Directors.
- f- Controlling all expense and reporting to the Board of Directors for information and approbation.
- g- Preparing financial request for different projects of the organizations.
- h- Making relation with all donors and institutions supporting the organization.
- i- All new recruitments shall be proposed by the Executive Director and approved by the Management Committee, submitted to the Board of Directors for endorsement.

- 2- **Financial Manager, Project Managers, Project Coordinators and Representative of staffs** are members of the Management Committee, in charge of determining activities plan to build budgeting plan, and to implement the activities approved by the Board of Directors and by the decisions of the Management Committee.

3- Meeting of the Management Committee

- a- The Management Committee shall organize meetings in all the 2-month to study and evaluate the activities of the project recently finished and in

activities, in order to analyze the result, internal and external obstacles, identify ways for strengthening, enhancing, changing objectives and, making strategic analysis for new projects and solving different problems. Sometimes there may be affairs proposed by the Executive Director or by the Board of Directors.

- b-** In case of having important or urgent problem, or necessary event, the Management Committee can convene extra-meeting.
- c-** The meeting quorum of the Management Committee is at least 2/3 of the total members of the Management Committee. All decisions of the meeting shall be made in accordance with democratic governance, decided by 2/3 of total voice.
- d-** The Management Committee shall organize monthly meeting among all staffs of the organization for sharing information to each other, coordinating or mutual strengthening, or an occasion for capability building essentially for general and effective operations.
- e-** **(Amended on 21.03.2011)** Meeting process: The Chairman of the Management Committee is the meeting facilitator; in case that the chairman himself is involved in any conflict which is the object of the meeting, the Permanent Secretariat for Code Observance and reception of complaints will take in charge of facilitator of the meeting. By absence of the secretary, the participants can unanimously assign a participant to be facilitator. The facilitator shall ensure that everyone on the team is fully involved by giving his or her point of view; everyone's opinions are sought and valued by others on the team; list all options before making a decision. The closure of the meeting can be decided when a clear or accepted decision have unanimously been agreed.

4- **Unitary meeting**

- a-** Project Managers shall organize weekly meeting to study working train of the projects, implementation of the plan, obstacles, resolution or making recommendations.
- b-** Coordinators of the project shall organize meeting between their own staffs, including social workers from districts twice a month, by choosing favorable date for studying development of the projects, establishing monthly application plan, or liquidating financial affairs with financial staff.

5- **Minutes**

All meetings shall be recorded in a minutes written by an appointed secretary, hierarchically distributed; minutes of the Management Committee meeting and minutes of monthly meeting shall be submitted to the Executive Director and the Board of Directors; minutes of unitary meeting shall be submitted to the chairman of the Management Committee and the Executive Director.

11.3- Duties and responsibilities of the Executive Director

- The Chair Person of the Board of Director, depending on the result of the Board meeting, is the annual evaluator of the works of the Executive Director.
- Working closely with the Board of Directors, Management Committee and other programming committee under supervision of the Executive Director, including all financial affairs and control of all activities program of the organization.
- The Executive Director is the pointer of goals, objectives and principal ideas for the organization, including assurance that all documental plan (strategic plan and annual plan) go on line with vision, mission and core values of the organization.
- The Executive Director is responsible for keeping programming documents (activities plan, reports) and budget requests to be presented to the Board of Directors and to donors.

- The Executive Director is the official representative of the organization (OEC) and responsible to keep close relation with administrative units of governmental institutions, non-governmental organization, donors and bipartite or three partite agencies to find supporting ways or get inter-cooperation.
- In term of cooperation with the Board of Directors, the Executive Director is a liaison person arranging assistance provision, and in charge of creating and maintaining good friendship with all existing donors.
- The Executive Director is responsible for recruitment and dismissal of OEC's staff by consulting with the Management Committee.
- The Executive Director is responsible for the well-being of staffs and for staff development in condition of complying with the organization growth.
- The Dismissal of the Executive Director would be the decision-making by the Board of Directors.

11.4- Role and duties of the Program Coordinator

- Program Coordinator assists management committee and project managers to identify main activities, impact of operational areas and mainly achieved results.
- Observe the results identified by OEC to ensure the activities for accession and achievement as planned.
- Monitor to see whether the impacts cause to obviously change.
- Use education system and analysis with all project managers to find out the change of attitude, skills, goals of target groups as well as environment received from the beginning of each project.
- Evaluate operational areas using measurement tools to see that all activities address to common goal, the success of OEC project fitting the policy of donors.
- Cause to have a special meeting for adjusting objectives or creating objectives of new project in accordance with analyzed result, obvious factors, indicators or environment situation.

Program coordinator supports vision, goal and objectives ensuring that all goals of project, objectives and activities go with the standard and vision of the organization, and managerial projects and stakeholders and supporters serve the objectives stated in fundamental rule.

Chapter 7 MEMBERSHIP

Article 12

Operations Enfants du Cambodge provides Cambodian people of both sexes, aging over 18, with opportunity to be members of the organization, under the condition that they accept to respect and comply with the statute, internal rules and policies of the organization.

12.1-Type of membership

Members of the Operations Enfants du Cambodge are:

- **Honorary members:** Any persons who have supported the organization physically or financially, or offered experimented ways for prosperity of the organization.
- **Active members:** Any persons who have asked to be members of the organization by accepting to participate actively in the operations of Operations Enfants du Cambodge.

12.2- Situation of members: Operations Enfants du Cambodge does not stick its policy only on membership, but on the availability of funds that allows the organization to hire staffs to accomplish effectively the activities in the duration conformable with each project, in respecting fully labor law of the Kingdom of Cambodia.

12.3- Loss of membership: Members and staffs of the organization may lose their membership because of any of the following cases:

- Death
- Written request to resign from Operations Enfants du Cambodge
- Not complying with the statute, internal rules or other instructions.
- Being sentenced of any crime with preliminary or final judgment of the court in the Kingdom of Cambodia.
- End of contract with limited length of time.
- Being dismissed from member or from staff by the decision of the Management Committee with a voice of 50% + 1, approved by the Executive Director and endorsed by the Board of Directors. This case may happen after the Management Committee had correctively advised the concerned two times, but he/she did not change his/her mind or activity.

Article 13 Allocation of living allowance or salary

The allocation of living allowance or salary for staffs contracted in a limited of time shall be analyzed and decided by the Management Committee, unanimously agreed with the Executive Director, who has the responsibility for all financial affairs, adapted to the actual condition, and approved by the Board of Directors.

Article 14 Delegation of power:

In her absence inferior to 1 month, the Executive Director shall delegate her power to one staff managing affairs in her behalf. In case an absence is superior to 1 month, the Executive Director shall appoint an Interim Director, after consulting the Management Committee with accord supported by the Board of Directors.

Article 15 Internal Rule

Internal rules and working regime, taking leave, other necessities, professional and moral discipline shall be apart described in internal rules, established by the Management Committee and approved by the Board of Directors.

Chapter 8 POLICY FOR MANAGING FINANCIAL AFFAIRS

Article 16 Principle for Withdrawing money from Bank and Expenses

Instructional note concerning financial management, inspection and supervision of cash box shall be elaborated apart.

Principal persons in charge of managing funds of the organization are:

1. The Executive Director of Operations Enfants du Cambodge
2. The chairman of Management Committee
3. The Administrative Manager
4. The Financial Manager

Article 17 Budget of the organization

17.1- The budget of the organization may have:

- Grant, contribution, donation from generous person, from external foundation, governmental institution and from international/national non-governmental organizations.
- Income coming from vocational training, technical assistance bound by a contract and income coming from selling some products.

17.2- The organization does not accept donation from any political party or from any representatives of the political party. Any provision of funds with no recognition of vision, mission and core values of the organization cannot be accepted.

- 17.3-** All organizational funds are the properties of the organization. No staff and nor any member of the Board of Directors, and nor other officer can unlawfully use these funds as their own.
- 17.4-** The account of the organization shall annually be controlled by auditing company officially recognized, and the inspection result shall be distributed to members of the Board of Directors.

Chapter 9

GENERAL MEETING OF THE ORGANIZATION

Article 18:

The General Meeting of Operations Enfants du Cambodge is the supreme institution of the organization in democratic governance to reinforce the rule of law and heighten participation activities and common decision making. The general meeting of the organization may be organized ordinarily or in extra-meeting.

Article 19: Ordinary General Meeting

Ordinary General Meeting shall be organized at the end of universal year with total participation of the organization staffs, Management Committee and all staffs, invited by the Executive Director. The Administrative Manager shall be responsible for setting procedure, agenda, place and date. The function of ordinary general meeting is to:

- Analyze and evaluate activities reports, funding and financial reports, that have been applied, then estimate expectation for next year.
- Evaluate general management by analyzing strong and weak points related to internal and external factors, then identifying suitable strategies.
- Make reflection on efficacy of organizational structure, and suggest a change if necessary.
- Analyze and approve some principles, and objectives of activities with budget for next year.
- Analyze and approve statute including internal rules.
- Analyze and approve amendment of statute and internal rules.

Article 20: Extra-General Meeting

Extra-General Meeting shall be organized for absolute necessity, held between annual general meetings, invited by the Executive Director, initiated by a 2/3 members of the Management Committee. The administrative Manager shall be in charge of setting procedure, agenda, place and date. Invitation with joint agenda shall be launched 15 days before the effective date. Extra-General Meeting will:

- Analyze causes, relative causes, results, consequences of the questions, in balancing with internal/external, environmental and political factors.
- Draw out a conclusion from analysis, and then make common decision opportunely.

Article 21

The decision of the both meetings has the same rightful value, when decided by a voice of 50% + 1 with a quorum of 2/3 of the total members.

Article 22

When the first convocation for the meeting cannot attain the quorum, a second convocation shall be made 7 days later, using the same agenda, regardless of quorum, but requires a decision of 50% + 1 of the total of participants.

Chapter 10

AMENDMENT OF STATUTE

Article 23 Amendment of Statute

- The statute of the organization may be amended, depending on gaps, evolutionary situation, or to respond to the working speed. This amendment can be proposed by general meeting, or by the Management Committee, after discussion in a meeting, expressing clear analysis and goals, supported by a voice of 2/3.
- Files composed of original statute, new rectifying proposal shall be sent to all members of the Board of Directors, representative of staff, so they can study and analyze that 15 days before making convocation for amendment. The condition of decision and quorum remain the same as described in article 21.

Chapter 11

PROPERTIES OF OPERATIONS ENFANTS DU CAMBODGE

Article 24

Properties of Operations Enfants du Cambodge are:

- Movables and immovable objects, such as land, car, motorbikes, computers, digital cameras, scanner, copy machine, and other office facilities as enumerated in the inventory controlled by Administrative Manager. No person among members of Operations Enfants du Cambodge has the right to keep organizational properties for their private use.

Chapter 12

DISSOLUTION OF THE ORGANIZATION

Article 25:

If there is any event or grave scandal that force us to absolutely dissolve the organization, the Management Committee shall immediately convene to analyze in all angles, moral, social, economical, financial political factors, and then decide effectively when receive a supporting voice of 4/5. A report shall be urgently sent to the Board of Directors accordingly.

Article 26:

Suddenly the Management Committee shall establish separately all assets corresponding to every donor, and then send to the concerned with proposition to transfer things to any NGOs, still active and having similar program, or to some district education for children services. The remaining budget, depending on possibility, should be proposed to buy school materials for school in remote areas.

Article 27:

Operations Enfants du Cambodge will definitely close its door once having completely liquidated its assets.

Chapter 13

FINAL NOTICE OF THE ORGANIZATION

Article 28:

This By-Law was rectified on 3 November 2008 by members of the Management Committee of Operations Enfants du Cambodge, thoroughly examined with the Executive

Director of the organization, and with the representative of staffs, finally approved and decided by the Board of Directors, which shall go into force from the signatory date.

Article 29:

This By-Law was elaborated in two versions, Khmer and English, which have lawfully the same values.

Fully agreed
Battambang, 05 November 2008
President of Staff Association



Suon Ratha

Battambang, 03 November 2008
Chairman of
the Management Committee



Hak Sam Phon




Having analyzed and agreed
Battambang, 05 November 2008
Executive Director



TITH-DAVY

Carefully studied and approved
Battambang, 06 November 2008
Chairperson of
the Board of Directors



Vay Po

Operations Enfants du Cambodge (OEC)

CODE OF ETHICAL PRINCIPLES AND CONDUCT

General Principles

We, the OEC, an NGO operating in Cambodia, confirm our commitment to:

- The Constitution of the Kingdom of Cambodia, especially the article 31, chapter III, concerning rights, respect to, and recognition of international bill of rights,
- The Cambodian Labor Law, law on people with disabilities and other national laws related to civil, social, economic, cultural, security, criminal and environmental laws,
- The Code of Ethical Principles and Minimum Standards for NGOs in Cambodia,
- The Code of Ethics & Conduct for NGOs, elaborated by the World Association of Non-Governmental Organizations (WANGO).

1. Definition

The Operations Enfants du Cambodge is an organization not-for-profit, non-governmental, not to be part of, or controlled by, government or an intergovernmental agency and not affiliated with any political party, working to save and protect the rights of children, without any exception, distinction, or discrimination based on the basis of race, color, sex, language, religion, political or other opinions, national or original origin, state of wealth or birth, focusing principally on having the poor children, children with disabilities, orphans and vulnerable children affected by HIV/AIDS, children of landmine survivors and children addicted drug users, enjoyed equal opportunity, as their similar of normal conditions, for basic right to life, to be protected, to development and to participation.

2. Values

We use our integrity in endeavoring to respect, protect and promote the fulfillment of children's rights and obligations of all Cambodians to solve children problems based on national laws, international bill of rights and the real existing conditions. We therefore commit ourselves to the following:

- To be non-partisan and non-discriminatory,
- To promote equality of access, equality of opportunity and equality of outcome of Cambodian children,
- To adhere to the principles of democratic governance:
 - *Participation*: we use Participatory Rural Appraisal involving territorial officials, community's members of all sex and status in analyzing, deciding and acting commonly for the success of the projects. In the office we use participatory management, a practice of creating management committee and selected representative of staff to participate in organizational decision making.
 - *Rule of law*: In operations fields we conduct awareness campaign, seminars and communal talks to realize the respect and protection of the rights of children, women

and disabled people concretized by supporting actively to the projects, and legal protection of all victims of all forms of exploitation. In the office, all staff members at any status and level must behave and act absolutely in conformity with the present code of ethical principles and the by-law going into force since 03 November 2008.

- *Transparency:* In operations fields the beneficiaries know the cause, goals, objectives, activities plan, means for operations and that everything follows the process as planned. In the office all staff know very well the by-law, code of ethical principles, financial and administrative rules, supporting funds, operations cost and balance; all information is freely available and directly accessible to all staff which will be affected by such information. OEC shall be an office of glass, that every one can easily see what will be done and what have been done in rightful or wrong way, that remains always open to public. OEC maintains and makes available financial and activity reports upon request by relevant, interested parties and donors.
- *Responsiveness:* OEC and its staff respect the two-way-communication with great attention to respond sensitively and actively to partners and stakeholders in a reasonable and timeframe,
- *Consensus Oriented:* As the real goals to achieve the vision remain dependent of several factors, social, economical, environmental and human ambition, OEC will discuss with all participants and related actors saving and protecting children's rights to consider all related factors, and commonly accept successive and gradual terms of achievement in a reasonable frame time. For the work in office, all strategic plan and determination of activities will be scheduled in conformity with time limit and supporting resources.
- *Equity and inclusiveness:* In operation fields OEC make great effort to mobilize all community members of both sexes, all status without discrimination based on any tendency, to enter into the mainstream of community or society, then to unite in a finding of a common well being. In office, all staff members are felt that they are all instruments of a common engine that they have equal value and the same usefulness to move the engine, a small screw lost can provoke a stoppage.
- *Effectiveness and Efficiency:* In operations fields, OEC use human, physical, financial resources and development methods to meet the needs of saving and protecting children's rights. In office economical use of office supplies, abilities to plan, prioritize and team organization to achieve specific objectives on time in the sense of getting good result with modest resources directing to final success..
- *Accountability:* To reinforce individual, professional, economical, social and political discipline of all persons involving in the project that they are all responsible for improving, strengthening and protecting the rights of children, thus responsible for a change through achieving the projects according to frame time. In short we are all accountable to the children we serve, the government and donors in the use of resources. Consequently OEC shall maintain sound financial and accounting systems that ensure the use of resources in accordance with intended purposes.

3. Governance

To be able to function effectively, we need to put in place sound governance structures staffed by experienced, committed and responsible individuals. To this end we:

- Have elaborated a By-Law, approved by the Board of Directors on 03 November 2008, stating clearly our vision, mission and objectives,
- Will apply correctly our policies following the general principles here above stated,
- Shall establish governance structures which must guide the organization in its making decision and activities as follows:
 - Board of Directors (Rights, obligations and procedure stated in the by-law)
 - Management Committee (Rights, obligations and procedure stated in the by-law)
 - Procurement committee (Rights, obligations, procedure & rules described in a note)
 - Committee supervising the organization's asset(Rights, obligations, procedure & rules described in a note)
 - Staff Association (purpose, objectives, membership, rights and obligation stated in a memorandum of association)
 - Annual General Meeting as a tool for self-evaluation (Rights, process and decision described in the by-law)
- Shall give adequate space to our staff and beneficiaries to determine their roles and responsibilities in general development.

4. Accountability

As having stated in our values, we reinforce our accountability by strict respect to and strengthening democracy, human rights, transparency and the rule of law in our work. To this end we will:

- Be accountable to government, donors, and children and public in our actions and decision.
- Account fully for the financial resources received from donors, government, members, and partner organizations and fund from self-generated activities.
- Ensure stakeholders participation in the planning and implementation and evolution of the projects or programs.
- Undergo regular evaluations of the projects and programs

5. Organizational Integrity

As organization, we value the principles of integrity and to this end we affirm our commitment to:

- Be truthful in all our activities and refrain from practices that undermine the moral and ethical integrity of our organization.
- Utilize all the resources and privileges available to our organization in order to meet our mission and strategic objectives.
- Accept funds and donations only from sources whose aims are consistent with our mission, objectives and capacity and which do not undermine our independence and integrity.
- Evolve and implement participatory democracy in management to ensure ownership of the programs, projects, activities and quality of decision making.

- Involve all men, women, young people and children of our target communities to the greatest possible extent, making them responsible for the conception, implementation and evaluation of projects or programs.

6. Management of Human Resources

As organization grouping individuals coming from different and diverse backgrounds, we are all binding together to promote respect to and protection of children. To this end we will:

- Comply fully with our general principles herein stated.
- Employ, promote, train or send for training staff members under clear and transparent procedures.
- Respect and protect staff's constitutional rights of freedom of expression, movement, conscience and association.
- Have a clear and transparent salary, benefits and allowance policies.
- Eliminate all forms of conflict within the organization:
 - Conflict of Authorities: by producing job description for all member (job function, work to be performed, responsibilities involved and working conditions) to maintain order working efficacy(equal employment opportunity; systematic recruitment and selection process; reference and relatives check)
 - Conflict of Interest: by developing clear guidelines, policies and procedures which must be followed by all staff members (prohibition against using official working hours and organization's materials for private interest; no staff member may be member of interview committee for his/her relative, no purchasing in an enterprise controlled by his/her relatives; no person may violate the by-law, the code of ethical principles and his/her job description.)
- Officially entitle the representative of staff association as:
 - A reporter and a liaison person between all staff members and the management committee of the OEC.
 - A maintainer and a protector of Human Rights and Democracy within the OEC in order to reinforce working harmony among all staff members in accomplishing the long and short objectives of the OEC covered by the by-law and the code of ethical principles.
 - A principal factor to promote tolerance, compromise and understanding of the general principles of the OEC, and will resolve all problems through peaceful and democratic ways.
- Accept any complaint from group or individual, well founded with argument, about mismanagement or misconduct performed by anybody, found in OEC, for a rightful and internal resolution, to be carried out by management committee or by a special committee or by the board of directors, depending on the gravity of the problem.
- Use appraisal performance form containing key assignments and objectives planned, to be completed by the supervisor and the staff member, performance rating by the supervisor, staff member's review and final review signed by the staff members and the supervisor, in order to eliminate favoritism, unclear objectives and unclear responsibilities.

7. Gender Equality

Gender equality implies a society in which women and men enjoy the same opportunities, outcomes, rights and obligations in all spheres of life. Respecting this concept, we:

- Shall seek to advance gender balance and equity and endeavor the equal participation of women in all our development initiatives.
- Shall fully integrate gender sensitization into our human resources development and promote non-discriminatory working practice and relationships.
- Will strive to increase the number of women in decision-making positions, promote gender equality in recruitment, hiring, professional development and advancement.

8. Financial management

Our finances must be managed to ensure appropriate use of funds and accountability to the donors, government, and the public in increasing accuracy. To this end we will:

- Comply with accepted business accounting and auditing practices, including voucher and authorization process.
- Ensure that audits are carried out by independent auditors officially recognized.
- Use system accounting and budget control by setting up bookkeeping, journal, general ledger properly per each project.
- Control strictly the balance sheets of transactions (financial request for advance, disbursement and liquidation supported by original proofs), keeping all documentations filed in an easily auditable manner.
- Publicly announce any charges against a member for fraud, theft, misappropriation of funds or any attempt to commit these crimes.
- Eliminate all form of conflicts caused by financial interest, especially fraud prevention against:
 - falsifying receipts
 - rectifying unit cost or amount
 - presenting a receipt of ineffective act
 - changing quality or reducing quantity of object or persons
 - reducing length or duration of mission, different from actual figures in financial request.An investigation team composed of one member from admin; another from finance section and another from staff association shall be formed to deal with any financial scandal.
- Use restricted moneys for unintended purpose and allocated funds according to donor desires, also spend no more than 25% of total revenue on fund raising and administration.

9. Capability building

Recognizing our operations in a constant environmental change, we need to equip and re-equip ourselves to respond to new challenges by the following ways:

- Train staff members to deeply comprehend the by-law, the code of ethical principles and conduct, including the democratic governance and eliminate all form of discrimination, abuse of power and favoritism, in order to keep staff members abreast of technological changes and advances.

- Train staff members to understand profoundly the universal declaration, covenants, conventions recognized by Cambodian Constitution, mainly children's rights, law on people with disabilities, human rights in administration, education, health, and then human rights and development, different forms of human rights violation, essentially violation of the rights of the child.
- Develop life skills related to working train especially critical/analytical thinking, reflective thinking, strategic analysis, Bloom Taxonomy, Socratic technique, conflict solving, goal setting, leadership and team building to reinforce decentralization in the organization.
- Send staff members to be trained technically and specifically organized by donors or by related agencies to strengthen strategic and technical skills and develop human skills.
- A reasonable training program will be established with regard to operations and time factor.
- Establish network of similar or likeminded organizations so that they can assist each other in reinforcing working skills for common success.

10. Networking

In reality we cannot operate in a vacuum without the support of others, in consequence we commit ourselves to:

- Create network so as to share ideas and objectives to avoid duplicating activities and reduce competition for scarce resources.
- Disseminate information through networks, share experiences and best practices without compromising institutional confidentiality.
- Gain right information from network members and from referred public members for our projects and activities.
- Better coordination when dealing with issues of mutual concern that will lead to greater impact.
- Foster an atmosphere of collaboration and cooperation in our partnerships and target supportive relationships to the best advantage of our organization and target population, in promoting harmony and team spirit within and outside the organization.

11. Observance and monitoring of the code

The Board of Directors, the Management Committee and the leading committee of Staff Association are the guardians of the Code of Ethical Principles and Conduct for OEC. After being trained of the by-law and the code of ethical principles, all staff member must sign on a paper stating their acknowledgment and compliance with these two instruments. New staff will be asked to read the both instruments and sign on a guarantee paper.

Each member of OEC staff as individual has the right to monitor the implementation and has full power to report to the Management Committee, or to the leading committee of staff association which will take further action, all of any violation of these instruments, openly or secretly. Staff can submit in group a necessary complaint.

12. Permanent secretariat for Code observance

A permanent team of two persons, one representative of management committee, and another one representative of leading committee of staff association, equipped with high moral values, shall be selected as secretaries of observance committee of the code.

The secretariat has the duties to receive any lodged complaint, then studying it and documenting, checking with instructions and rules stated in the instruments, making investigation if needed, then finally presenting the case to the Management Committee for further action.

13. Fighting against drug addiction

OEC recognizes that people who repeatedly take large amounts of drugs such as alcohol, marijuana, ecstasy, amphetamines, or narcotics may become dependent on the drugs. The effect of these drugs can cause confusion, depression, sleep problems, anxiety, damage to the brain in areas that control thought, memory, and learning; paranoia ascribing hostile intentions to other persons; poor motivation, impaired judgment and memory, personality changes, and disrupted collaboration and family relationships; health problems such as hepatitis. Addicts spend so much time and money trying to obtain drugs or under the influence of drugs that they neglect their family, friends, and work. Pregnant women who take drugs can cause harm to their unborn children. All drug users risk injury or death to themselves and others if they drive under the influence of a drug, and that can destroy internal working harmony, create conflict of interest, undermine all fundamental interrelation with international, national and private institutions, thus putting mission of OEC to an end.

Consequently, OEC and their staff declare solemnly to use all our strong vigilance to prevent possibility of sale, possession, and use of these kinds of drugs, or being intermediaries of illicit commerce, in the office, at home, or in other public place and in personal daily life. To this end, OEC staffs are binding together to keep close watch on their children attitude and children or adults of their neighbors to unanimously maintain the no-drug atmosphere, to use any efficacious psychological or legal ways to discourage drug suppliers and drug traffickers. Any staff member conducts oneself contrarily to this concept shall be expelled from his/her position.

14. Fighting to prevent new HIV infection

All OEC staffs shall be capable of explaining their relatives, neighbors and friends the ways of HIV transmission: -Unprotected sexual intercourse (vaginal, anal, oral); -Shared needles or equipment for injecting drugs; -Non-sterilized needles for tattooing, skin piercing or acupuncture; -Pregnancy, delivery and breast feeding (from an HIV-infected mother to her infant); and -Occupational exposure in health care settings, and then the way where HIV cannot be transmitted through: -Casual, everyday contact; -Shaking hands, hugging, kissing; -Coughs, sneezes; -Giving blood; -Swimming pools, toilet seats; -Sharing eating utensils, water fountains; or -Mosquitoes, other insects, or animals. This awareness is used to prevent HIV and to eliminate discrimination against people infected by HIV. Additionally all OEC staffs shall participate in the campaign encouraging and convince people to accept Voluntary Counseling and Testing (VCT) and Voluntary Counseling and Confidential Testing Service (VCCT), as first step for prevention or treatment to reduce new infection. The important thing is to bring people to consider Voluntary

Counseling Testing as routine medical check for individual and familial happiness. They have to use friendship and sincerity to strengthen gender equality in common sense between man and woman, members of sexual intercourse to avoid risk of Sexually Transmitted Infections (STI).

15. Amendment of the code

This code of ethical principles and conduct, prepared by the Management Committee, agreed by the representative of the staff and the Executive Director, and then approved finally by the Board of Directors, can be amended by the same administrative way, after a serious study and proposal by a special committee specifically appointed to review the code, put in cause by absolute majority of the Board of Directors, management committee, or of the staff association (50% + 1).

16. This Code of Ethical Principles and Conduct was elaborated in two versions, in English and in Khmer, both have the same legitimate value and gone into force from the signing date below.

Fully agreed
Battambang, 12 January 2009
President of Staff Association


Suon Ratha

Battambang, 12 January 2009
Chairman of
the Management Committee


Lek Hay

Having analyzed and agreed
Battambang, 12 January 2009
Acting Executive Director


Hak Sam Phon



Carefully studied and approved
Battambang, 12 January 2009
Chairperson of
the Board of Directors


Vay Po

Operations Enfants du Cambodge (OEC)

HUMAN RIGHTS POLICY

OVERVIEW

Cambodia starts bearing poisoning influence from outside from 1945. From 1947, ideological combined with imperialist strategies divides Cambodia in conflicting segments, nationalists, communists, revolutionists and liberalists working for common goal, independence of the country. From November 1953 to October 1970, living in independent period, Cambodian people have relaxed time with development effort. From Oct 1970 to March 1992, Cambodia, caused by internal and external factors, experiences a successive change from Kingdom of Cambodia to Khmer Republic from October 1970, then to Democratic Kampuchea from 1976, to People's Republic of Kampuchea from January 1979, to State of Cambodia from May 1989. The armed conflict results in new solution sponsored from 15 Mar 1992 to 30 Jun 1993 by United Nations Transitional Authority in Cambodia (UNTAC), which organizes general democratic election restoring new Kingdom of Cambodia from 24 September 1993. In consequence new Cambodian Constitution. appears where in article 31 states that: "The Kingdom of Cambodia shall recognize and respect human rights as stipulated in the United Nations Charter, the Universal Declaration of Human rights, the covenants and conventions related to human rights, women's and children's rights. Every Khmer citizen shall be equal before the law, enjoying the same rights, freedom and fulfilling the same obligations regardless of race, color, sex, language, religious belief, political tendency, birth origin, social status, wealth or other status. The exercise of personal rights and freedom by any individual shall not adversely affect the rights and freedom of others. The exercise of such rights and freedom shall be in accordance with the law". The UN General Assembly in its 44th meeting adopted without vote on 23 March 2011 the following appeal in paragraph 2: Invites Governments, agencies and organizations of the United Nations system and intergovernmental and non-governmental organizations to intensify their efforts to disseminate the Declaration and to promote universal respect and understanding there effort, and requests the Secretary-General to include the text of the Declaration in the next edition of Human Rights: A compilation of International Instruments."

STATEMENT

Operations Enfants du Cambodge (OEC) and its staff declare their commitment to respect protect and strengthen:

- The Universal Declaration of Human Rights;
- The International Covenant on Civil and Political Rights;
- The International Covenant on Economic, Social and Cultural Rights; and
- Convention on the elimination of all forms against women
- Convention on the rights of the child
- Convention against Discrimination in Education
- Convention on the rights of persons with disabilities
- The International Labor Organization's (ILO) Declaration on Fundamental Principles and Rights at Work.

HUMAN RIGHTS POLICY

Respecting the above statement, OEC's Human Rights Policy comprises the following six principles:

Children and Young Workers

As a fundamental principle, we do not employ children or support the use of child labor. We do encourage the creation of educational, training or apprenticeship programs tied to formal education for young people in conformity with CRC article 24 about health and health service and article 28 about education.

Freedom of Engagement

We believe that people should work because they want or need to, not because they are forced to do so. We prohibit the use of prison labor, forcibly indentured labor, bonded labor, slavery, or servitude

Equality of Opportunity

We recognize, respect, and embrace the cultural differences found in the worldwide marketplace. Our workplace is a meritocracy where our goal is to attract, develop, promote, and retain the best people from all cultures and segments of the population, based on ability. We have zero tolerance for discrimination or harassment of any kind in respecting UDHR, article 23-Right to Desirable Work and Join Trade Union and article 25-Right to Adequate Living Standard.

Compensation

We ensure that compensation meets or exceeds the legal minimums and is competitive with general standards. Our compensation philosophy is clearly communicated to employees and is in full compliance with all applicable laws.

Freedom of Association

We recognize and respect the freedom of individual OEC to join, or refrain from joining, legally authorized associations or organizations, right stated in UDHR, article 20-Right to Peaceful Assembly.

Relationships with Indigenous People

Within the framework of our Values, we respect the cultures, customs and values of the people in communities where we operate and take into account their needs, concerns, and aspirations

In our work environment, we respect human rights primarily by providing **safe and healthy** working conditions for our staff and ensuring **non-discrimination** in human resource practices. In our communities, we respect human rights by **contributing** our time to the well-being of the communities in which we operate and in striving to do no harm. We believe we influence the standards of conduct in these communities by living our values.

Within our operations, we strive to implement our human rights policy while operating in many diverse locations. We are working with local traditional communities in improving equal access to

good quality of education for children in remote areas and children with disabilities to eliminate discrimination in education; empowering poor people, people with disabilities and land mine survivors by developing reflective thinking and analytical capabilities to improve life standing with acquisition of basic living needs, such as clean water, health care, shelter and income generating, necessary for a quality of life full of dignity. OEC strives to organize repeatedly discussion and analysis of the above statement for effective practice and fruitful dissemination to build culture of Human Rights.

Battambang, 26 April 2013
Chairman of
the Management Committee

Fully agreed
Battambang, 26 April 2013
President of Staff Association



Chhim Vannara



Din Peng An



Having analyzed and agreed
Battambang, 29 April 2013
Executive Director




Carefully studied and approved
Battambang, 30 April 2013
Chairperson of
the Board of Directors



Vay Po

Operations Enfants du Cambodge (OEC)

CHILD'S PROTECTION POLICY

Definition

UNICEF uses the term 'child protection' to refer to preventing and responding to violence, exploitation and abuse against children – including commercial sexual exploitation, trafficking, child labor and harmful traditional practices, such as female genital mutilation/cutting and child marriage. UNICEF's child protection programs also target children who are uniquely vulnerable to these abuses, such as when living without parental care, in conflict with the law and in armed conflict. Violations of the child's right to protection take place in every country and are massive, under recognized and under-reported barriers to child survival and development, in addition to being human rights violations. Children subjected to violence, exploitation, abuse and neglect are at risk of death, poor physical and mental health, HIV/AIDS infection, educational problems, displacement, homeless-ness, vagrancy and poor parenting skills later in life.

Policy Statement

Operations Enfants du Cambodge is committed to practice which protects children from harm. Staff and volunteers in this organization accept and recognize our responsibilities to develop awareness of the issues which cause children harm.

This policy is based on the following principles:

- The welfare of the child is paramount.
- All children, whatever their age, culture, disability, gender, language, racial origin religious beliefs and/or sexual identity have the right to protection from abuse.
- All suspicions and allegations of abuse will be taken seriously and responded to swiftly and appropriately.
- All staff and social workers have a responsibility to report concerns to the Designated Person with responsibility for child protection (project manager related to child protection). Staff/ volunteers are not trained to deal with situations of abuse or to decide if abuse has occurred.

We will aim to safeguard children by:

- Adopting child protection guidelines through procedures and a code of conduct for staff and volunteers.
- Sharing information about child protection and good practice with children, parents and careers, staff and volunteers.
- Sharing information about concerns with agencies who need to know, and involving parents and children appropriately.
- Carefully following the procedures for recruitment and selection of staff and volunteers.
- Providing effective management for staff and volunteers through support, supervision and training.
- We are committed to reviewing our policy and good practice regularly.

This policy sets out agreed guidelines relating to the following areas:

- Responding to allegations of abuse, including those made against staff and volunteers
- Recruitment and vetting of Staff and volunteers
- Supervision of organizational activities

1- Definitions of abuse

Physical abuse

Physical abuse may involve hitting, shaking, throwing, poisoning, burning or scalding, drowning, suffocating or otherwise causing harm to a child. Physical harm may also be caused when a parent or carer feigns the symptoms of, or deliberately causes ill health to a child whom they are looking after. This situation is commonly described as factitious illness, fabricated or induced illness in children or “Munchausen Syndrome by proxy” after the person who first identified this situation. A person might do this because they enjoy or need the attention they get through having a sick child. Physical abuse, as well as being the result of a deliberate act, can also be caused through omission or the failure to act to protect.

Emotional abuse

Emotional abuse is the persistent emotional ill treatment of a child such as to cause severe and persistent adverse effects on the child’s emotional development. It may involve making a child feel or believe they are worthless or unloved, inadequate or valued only insofar as they meet the needs of the other person.

It may feature age or developmentally inappropriate expectations being imposed on children. It may also involve causing children to feel frequently frightened or in danger, or the exploitation or corruption of a child.

Some level of emotional abuse is involved in all types of ill treatment of a child, though it may occur alone.

Sexual abuse

Sexual abuse involves forcing or enticing a child or young person to take part in sexual activities, whether or not the child is aware of, or consents to, what is happening. The activities may involve physical contact, including penetrative acts such as rape, buggery or oral sex, or non-penetrative acts such as fondling. Sexual abuse may also include non-contact activities, such as involving children in looking at, or in the production of, pornographic material or watching sexual activities, or encouraging children to behave in sexually inappropriate ways. Boys and girls can be sexually abused by males and or females, by adults and by other young people. This includes people from all different walks of life.

Neglect

Neglect is the persistent failure to meet a child’s basic physical and or psychological needs, likely to result in the serious impairment of the child’s health or development. It may involve a parent or a carer failing to provide adequate food, shelter and clothing, leaving a young child home alone or the failure to ensure that a child gets appropriate medical care or treatment. It may also include neglect of, or unresponsiveness to, a child’s basic emotional needs. It is accepted that in all forms of abuse there are elements of emotional abuse, and that some children are subjected to more than one form of abuse at any time. These four definitions do not minimize other forms of maltreatment.

2. Recognizing and Responding to Abuse

The following signs may or may not be indicators that abuse has taken place, but the possibility should be considered.

Physical signs of abuse: Any injuries not consistent with the explanation given for them; -Injuries which occur to the body in places which are not normally exposed to falls or games; -Unexplained bruising, marks or injuries on any part of the body; -Bruises which reflect hand marks or fingertips (from slapping or pinching); -Cigarette burns; -Bite marks; -Broken bones; - scalds; -Injuries which have not received medical attention; - Neglect-under nourishment, failure to grow, constant hunger,

stealing or gorging food, untreated illnesses, inadequate care; - Repeated urinary infections or unexplained stomach pains.

Changes in behavior which can also indicate physical abuse:-Fear of parents being approached for an explanation; -Aggressive behavior or severe temper outbursts; -Flinching when approached or touched; -Reluctance to get changed, for example, wearing long sleeves in hot weather; -Depression; -Withdrawn behavior; -Running away from home.

Emotional signs of abuse: The physical signs of emotional abuse may include: -A failure to thrive or grow particularly if a child puts on weight in other circumstances e.g. in hospital or away from their parents' care; -Sudden speech disorders; -Persistent tiredness;- Development delay, either in terms of physical or emotional progress.

Changes in behavior which can also indicate emotional abuse include:-Obsessions or phobias; -Sudden under-achievement or lack of concentration; -Inappropriate relationships with peers and/or adults;-Being unable to play;-Attention seeking behavior; -Fear of making mistakes;-Self-harm; -Fear of parent being approached regarding their behavior

Sexual Abuse: The physical signs of sexual abuse may include:-Pain or itching in the genital/anal area; -Bruising or bleeding near genital/anal areas; -Sexually transmitted disease; -Vaginal discharge or infection; -Stomach pains, -Discomfort when walking or sitting down; -Pregnancy.

Changes in behavior which can also indicate sexual abuse include: Sudden or unexplained changes in behavior e.g. becoming withdrawn or aggressive; -Fear of being left with a specific person or group of people; -Having nightmares; -Running away from home; -Sexual knowledge which is beyond their age or development al level; -Sexual drawings or language; -Bedwetting; -Eating problems such as over-eating or anorexia; -Self-harm or mutilation, sometimes leading to suicide attempts; -Saying they have secrets they cannot tell anyone about; -Substance or drug abuse; -Suddenly having unexplained sources of money; -Not allowed to have friends (particularly in adolescence); -Acting in a sexually explicit way with adults.

Neglect: The physical signs of neglect may include:-Constant hunger, sometimes stealing food from other children; -Constantly dirty or smelly; -Loss of weight or being constantly underweight; -Inappropriate dress for the conditions

Changes in behavior which can also indicate neglect include:-Complaining of being tired all the time; -Not requesting medical assistance and/or failing to attend appointments; -Having few friends; -Mentioning being left alone or unsupervised.

3. What to do if you (OEC staff) suspect that abuse may have occurred

- a)- You must report the concerns immediately to OEC who will designate necessary person to:
- Obtain information from staff, volunteers, children or parents and careers, who have child protection concerns and to record this information.
 - Assess the information quickly and carefully and ask for further information as appropriate.
 - They should also consult with a statutory child protection such as parents association (PA) and Child Club (CC) to clarify any doubts or worries.
 - The designated person should make a referral to a statutory child protection agency or the police without delay.

The designated person has been nominated by OEC to refer allegations or suspicions of neglect or abuse to the statutory authorities, Commune Committee for Women and Children (CCWC) and then to the security police of the commune.

- b)- Suspicions will not be discussed with anyone other than those nominated above.

c)-. It is the right of any individual to make direct referrals to the child protection agencies. If for any reason you believe that the nominated persons have not responded appropriately to your concerns, then it is up to you to contact the CCWC and commune security directly.

Allegations of physical injury or neglect

If a child has a symptom of physical injury or neglect the designated person will:

1. Contact Social Services for advice in cases of deliberate injury or concerns about the safety of the child. The parents should not be informed by the organization in these circumstances.
2. Where emergency medical attention is necessary it will be sought immediately. The designated person in cooperation with CCWC will inform the doctor of any suspicions of abuse.
3. In other circumstances speak with the parent/career/guardian and suggest that medical help/attention is sought for the child. The doctor will then initiate further action if necessary.
4. If appropriate the parent/career will be encouraged to seek help from Social Services. If the parent/care/guardian fails to act the designated person should in case of real concern contact ADHOC or LICHADO or LAC for assistance or advice.

Allegations of sexual abuse

In the event of allegations or suspicions of sexual abuse the designated person will:

1. Contact the social worker for children, PA and CCWC and families directly. The designated person will not speak to anyone else.
2. If the designated person is unsure whether or not to follow the above guidance then advice from the ADHOC or LICHADO or LAC will be sought. In fact the two first organizations have the duties to proceed the affairs to the court.
3. Under no circumstances is the designated person attempt to carry out any investigation into the allegation or suspicions of sexual abuse. The role of the designated person is to collect and clarify the precise details of the allegation or suspicion and to provide this information to ADHOC or LICHADO whose task it is to investigate the matter and to assist the victim legally.
4. Whilst allegations or suspicions of sexual abuse should normally be reported to the designated person, their absence should not delay referral first to security police of the commune.

4- Responding to a child making an allegation of abuse

- Stay calm, listen carefully to what is being said
- Find an appropriate early opportunity to explain that it is likely that the information will need to be share with others-do not promise to keep secrets
- Allow the child to continue at his/her own pace
- Ask questions for clarification only, and at all-time avoid asking questions that suggest a particular answer
- Reassure the child that they have done the right thing in telling you
- Tell them what you will do next and with whom the information will be shared
- Record in writing what was said using the child's own words as soon as possible, note the date, time, any names mentioned, to whom the information was given and ensure that the record is signed and dated

Helpful statements to make

- I believe you (or showing acceptance of what the child says)
- Thank you for telling me
- Its not your fault
- I will help you

Do not say

- Why didn't you tell anyone before?
- I can't believe it!
- Are you sure that this is true?
- Why? Who? When? Where?
- Never make false promises

5. What to do after a child has talked to you about abuse**The procedure**

- a). Make notes as soon as possible (ideally within 1 hour of being told) you should write down exactly what the child has said and what you said in reply and what was happening immediately before being told (i.e. the activity being delivered) You should record the dates, times and when you made the record. All hand written notes should be kept securely.
- b). You should report your discussion with the designated person as soon as possible. If this person is implicated you need to report to the CCWC, commune security and to ADHOC and LICHADO for further assistance.
- c). You should under no circumstances discuss your suspicions or allegations with anyone other than those nominated above.
- d). After a child has disclosed abuse, the designated persons should carefully consider whether or not it is safe for a child to return home to potentially abusive situation. On these rare occasions it may be necessary to take immediate action to contact Social and Women Affairs of the lieu putting safety measures into effect.

6. Recruitment and appointment of workers and volunteers

In recruiting and appointing workers OEC will be responsible for the following:

- Identifying the tasks and responsibilities involved and the type of person most suitable for the job.
- Drawing up the Selection criteria and putting together a list of essential and desirable qualifications, skills and experience.
- All applicants should apply in writing and their application will cover their personal details, previous and current work/volunteering experience.
- We will always send a copy of Statement of Commitment with the application pack.
- We will make sure that we measure the application against the selection criteria
- All applicants need to sign a declaration stating that there is no reason why they should be considered unsuitable to work with children under the age of 18. They are also required to declare any pending case against them.
- We will ask for photographic evidence to confirm the identity of the applicant.
- We will request to see documentation of any qualifications detailed by the applicant.
- We will always interview our candidates; ask for two references.
- We will at least three people from our organization on the interview panel.
- We will request two written references from people who are not family members or friends and who have knowledge of the applicant's experience. We will ask the referee to also comment on their suitability for working with children. We will also try and follow up written references with a telephone call.
- The same principles apply to young people who have been involved with the organization and have become volunteers.

7. Allegations against a member of staff

We will assure all staff/volunteers that it will fully support and protect anyone, who in good faith reports his or her concern that a colleague is, or may be, abusing a child. Where there is a complaint against a member of staff there may be three types of investigation:

- A criminal investigation.
- A child protection investigation.
- A disciplinary or misconduct investigation.

The results of the police and child protection investigation may well influence the disciplinary investigation, but not necessarily.

8. Action if there are concerns

1. Concerns about poor practice:

- If, following consideration, the allegation is clearly about poor practice; this will be dealt with as a misconduct issue.
- If the allegation is about poor practice by the Designated Person or if the matter has been handled inadequately and concerns remain, it should be reported to the Management Committee (MC) who will decide how to deal with the allegation and whether or not the organization should initiate disciplinary proceedings.

2. Concerns about suspected abuse

- Any suspicion that a child has been abused by either a member of staff or a volunteer should be reported to the Designated Person, who will take such steps as considered necessary to ensure the safety of the child in question and any other child who may be at risk.
- The Designated person will refer the allegation to the police. .
- The parents or careers of the child will be contacted as soon as possible for complete clarification.
- If the Designated Person is the subject of the suspicion/allegation, the report must be made to the MC who will refer first to local authority of the lieu.

3. Internal Enquiries and Suspension

- The MC will make an immediate decision about whether any individual accused of abuse should be temporarily suspended pending further police and social services inquiries.
- Irrespective of the findings of the social services or police inquiries the organization will assess all individual cases to decide whether a member of staff or volunteer can be reinstated and how this can be sensitively handled. This may be a difficult decision; particularly where there is insufficient evidence to uphold any action by the police. In such cases, the organization must reach a decision based upon the available information which could suggest that on a balance of probability, it is more likely than not that the allegation is true. The welfare of the child should remain of paramount importance throughout.

9. Supervisory arrangements for the management of OEC activities and services.

We will aim to protect children from abuse and our team members from false allegations by adopting the following guidelines:

- We will keep a register of all children attending our activities.
- We will keep a register of all team members (both paid staff members and volunteers)
- We will keep a record of all sessions including monitoring and evaluation records.
- Our team members will record any unusual events on the accident/incident form.
- Written consent from a parent or guardian will be obtained for every child attending our activities.
- Where possible our team members should not be alone with a child, although we recognize that there may be times when this may be necessary or helpful
- We recognize that physical touch between adults and children can be healthy and acceptable in public places. However our team members will be discouraged from this in circumstances where an adult or child is left alone.
- All team members should treat all children with dignity and respect in both attitude language and actions.

10. Support and Training

OEC is committed to the provision of child protection training for all our team members.

11. Amendment

This policy may be reviewed and amended responding to new requirement.

CC:

- Board of Director
- MC members
- All OEC staff

“For comprehensive implementation”



Battambang, 3 March 2012
Executive Director

TITH-DAVY

Operations Enfants du Cambodge (OEC)

GENDER EQUALITY POLICY

Definition

The term 'gender' refers to the socially-constructed roles of women and men which are attributed to them on the basis of their sex. Gender roles therefore depend on a particular socio-economic, political and cultural context and are affected by other factors including race, ethnicity, class, sexual orientation and age. Gender roles are learned and vary widely within and between cultures. Unlike a person's biological sex, gender roles can change.

Gender equality means an equal level of empowerment, participation and visibility of both sexes in all spheres of public and private life with the same status and having equal conditions for realizing their full human rights and potential to contribute to and benefit from development. Gender equality is not to be thought of as the opposite of gender difference but rather of gender inequality. It aims to promote the full participation of women and men in society. Gender equality, like human rights, must be constantly fought for, protected and encouraged.

Policy Statement

Operations Enfants du Cambodge is committed to practice which respects, strengthens and promote gender equality and women's empowerment or reduce discrimination and inequalities based on sex, following the spirit of Universal Declaration of Human Rights (UDHR), the International Covenant on Social and Cultural Rights and the International Covenant on Civil and Political Rights (constituting the International Bill of Rights), the Convention on the Elimination of all forms of Discrimination against Women (CEDAW) and its Optional Protocol, The Beijing Platform for Action (1995) and its follow up Plans and The Millennium Declaration of 2000 planning to promote gender equality and the empowerment of women as effective ways to combating poverty, hunger and disease and to stimulate sustainable development.

This policy is based on the following Gender Equality Principles:

- Employment and Compensation
- Work-Life Balance and Career Development
- Health, Safety and Freedom from Violence
- Management and Governance
- Business, Supply Chain, and Marketing Practices
- Civic and Community Engagement
- Leadership, Transparency and Accountability

Policies and Procedures

1. **Employment and Compensation:** OEC will take concrete steps to attain gender equality by adopting and implementing employment policies and practices that eliminate gender discrimination in areas such as recruitment, hiring, pay, and promotion, which include:
 - a. Pay the legal wage to all women.
 - b. Ensure fair and comparable wages, hours, and benefits for all employees for comparable work.
 - c. Undertake concrete, verifiable actions to recruit and retain women and candidates from traditionally underrepresented groups.
 - d. Eliminate all forms of discrimination based on attributes such as gender, race, ethnicity, religion, disability, sexual orientation, gender identity, or cultural stereotypes in all

- work-related privileges or activities, including wages, hours, benefits, job access and qualifications, and working conditions.
- e. Prohibit discrimination based on marital, parental or reproductive status in making decisions regarding employment or promotion, including ensuring employment security that allows for interruptions in work for maternity, parental leave, and family-related responsibilities.
 - f. Implement equitable policies for non-salaried employees regarding contract work, temporary work, and layoffs that do not disproportionately affect women.
 - g. Strive to pay a living wage to all women.
2. **Work-life Balance and Career Development:** OEC will take concrete steps to attain gender equality by adopting, implementing, and promoting policies and practices that enable work-life balance and support educational, career, and vocational development, which include:
 - a. Undertake concrete, verifiable actions to make professional and private life more balanced, by implementing and promoting flexible work options, family leave, dependent care, wellness programs, and workforce exit and reentry opportunities.
 - b. Support access to childcare by providing information and resources regarding childcare services.
 - c. Provide gender equitable opportunities for and access to literacy training, education, and information technology training.
 - d. Provide professional development opportunities that include formal or informal networking, client development activities, and mentoring programs that include women at all levels, including those women working in non-traditional fields.
 3. **Health, Safety and Freedom from Violence:** OEC will take concrete steps to attain gender equality by adopting and implementing policies to secure the health, safety, and well-being of women workers, which include Prohibition and Prevention of all forms of violence in the workplace, including verbal, physical, or sexual harassment and:
 - a. Ensure the safety of female employees in the workplace, in travel to and from the workplace, and on OEC-related business.
 - b. Provide and promote policies and programs addressing domestic violence.
 - c. Eliminate and disclose unsafe working conditions and provide protection from exposure to hazardous or toxic chemicals in the workplace that cause danger for the health of women, including reproductive health.
 - d. Allow time-off from work for employees seeking medical care or treatment, for themselves or their dependents, including family planning, counseling, and reproductive health care, and support return to positions of equal pay and status.
 - e. Prohibit discrimination in hiring and employment based on health status, such as individuals with HIV/AIDS positive status or persons with disabilities.
 4. **Management and Governance:** OEC will take concrete steps to attain gender equality by adopting and implementing policies to ensure equitable participation in management and governance, which include:
 - a. Establish policies and undertake proactive efforts to recruit and appoint women to managerial positions and to board of directors.
 - b. Establish policies and undertake proactive efforts to assure participation by women in decision-making and governance at all levels and in all areas of the business, including budgetary decision-making.
 - c. Include gender equality as a factor in performance measures, strategic planning goals and objectives, and budgetary decisions.
 5. **Business, Supply Chain, and Marketing Practices:** OEC will take concrete steps to attain gender equality by adopting and implementing non-discriminatory business, supply chain, contracting, and practices, which include:

- a. Maintain ethical marketing standards by respecting the dignity of women in all sales, promotional and advertising materials, and excluding any form of gender or sexual exploitation in marketing and advertising campaigns.
 - b. Encourage and support women's entrepreneurship, and seek to enter into contractual and other business relationships with women-owned businesses and vendors, including micro-enterprises, and work with them to arrange fair credit and lending terms.
 - c. Clearly forbid business-related activities that condone, support, or otherwise participate in trafficking, including for labor or sexual exploitation.
 - d. Ensure that these Principles are observed not only with respect to employees, but also in relation to business partners such as independent contractors, sub-contractors, home-based workers, vendors, and suppliers.
 - e. Take these Principles into consideration in product and service development and major business decisions, such as mergers, acquisitions, joint venture partnerships, and financing.
6. **Civic and Community Engagement:** OEC will take concrete steps to attain gender equality by adopting and implementing policies to promote equitable participation in civic life and eliminate all forms of discrimination and exploitation, which include:
- a. Encourage philanthropic foundations associated with the entity to adhere to these Principles through their donations, grant-making, programmatic initiatives, and investments.
 - b. Encourage women and girls to enter non-traditional fields by providing accessible career information and training programs designed specifically for them.
 - c. Respect female employees' rights to participate in legal, civic, and political affairs — including time off to vote—without interference or fear of repercussion or retaliation in the workplace.
 - d. Respect employees' voluntary freedom of association, including the voluntary freedom of association of female employees.
 - e. Work with governments and communities where the company does business to eliminate gender-based discrimination and improve educational and other opportunities for women and girls in those communities, including support for women's non-governmental organizations and other community groups working for the advancement of women.
 - f. Exercise proactive leadership in its sphere of influence to protect women from sexual harassment, violence, mutilation, intimidation, retaliation, or other denial of their basic human rights by host governments or non-governmental actors and refuse to tolerate situations where cultural differences or customs are used to deny the basic human rights of women and girls.
7. **Leadership, Transparency and Accountability:** OEC will take concrete steps to attain gender equality in operations and in business and stakeholder relationships by adopting and implementing policies that are publicly disclosed, monitored, and enforced, which include:
- a. Publicize commitment to these Principles through a Management Committee or Executive Director Statement or comparably prominent means, and prominently display them in the workplace and/or make them available to all employees in a readily accessible and understandable form.
 - b. Develop and implement organization policies, procedures, training, and internal reporting processes to ensure observance and implementation of these Principles throughout the organization.

- c. Establish benchmarks to measure and monitor progress toward gender equality and report results publicly.
- d. Conduct periodic self-evaluations through data collection and analysis, audits, public disclosure, and reporting on status and progress made in the implementation of these Principles.
- e. Establish a clear, unbiased, non-retaliatory grievance policy allowing employees to make comments, recommendations, reports, or complaints concerning their treatment in the workplace.
- f. Engage in constructive dialogue with stakeholder groups, including employees, non-governmental or non-profit organizations, business associations, investors, customers, and the media on progress in implementing the Principles.
- g. Be transparent in the implementation of these Principles, and promote their endorsement and implementation by affiliates, vendors, suppliers, customers and others with whom it does business.
- h. Strive to ensure that government relations and corporate political spending policies and practices incorporate these Principles.

Statement of Commitment by Staff members

To enforce the implementation of the above principles and get positive outcome all OEC staff consent to sign a statement of commitment to respect and protect gender quality by supporting all policies allowing women and men having equality of rights, duties and responsibilities, equality of opportunities and outcome.

Support and Training

UDHR, CEDAW and CRC, base of gender equality, already treated will be repeatedly and partially commenced for permanent implementation of the core principles of gender equality.

Amendment

This policy may be reviewed and amended responding to new requirement.

CC:

- Board of Director
- MC members
- All OEC staff

“For comprehensive implementation”



Battambang, 3 March 2012
Executive Director

Operations Enfants du Cambodge (OEC)

MINORITY POLICY

Definition

According to a definition offered in 1977 by Francesco Capotorti, Special Rapporteur of the United Nations Sub-Commission on Prevention of Discrimination and Protection of Minorities, a minority is: A group numerically inferior to the rest of the population of a State, in a non-dominant position, whose members - being nationals of the State - possess ethnic, religious or linguistic characteristics differing from those of the rest of the population and show, if only implicitly, a sense of solidarity, directed towards preserving their culture, traditions, religion or language, and whose aim it is to achieve equality with the majority in fact and in law.

Policy Statement

Operations Enfants du Cambodge is committed to practice which prevents discrimination and protects the rights of national minorities against all forms of violation. OEC staff accepts to cooperate closely and actively with national, regional and international human rights agencies network to promote full and effective equality between persons of a national minority and those of the majority

This policy is based on the following articles:

UDHR, Article 1: All human beings are born free and equal in dignity and rights. They are endowed with reason and conscience and should act towards one another in a spirit of brotherhood.

UDHR, Article 2: Everyone is entitled to all the rights and freedoms set forth in this Declaration, without distinction of any kind, such as race, color, sex, language, religion, political or other opinion, national or social origin, property, birth or other status.

UDHR, Article 7: All are equal before the law and are entitled without any discrimination to equal protection of the law. All are entitled to equal protection against any discrimination in violation of this Declaration and against any incitement to such discrimination.

ICCPR, Article 27: In those States in which ethnic, religious or linguistic minorities exist, persons belonging to such minorities shall not be denied the right, in community with the other members of their group, to enjoy their own culture, to profess and practice their own religion, or to use their own language.

ICESCR, Article 15: 1. The States Parties to the present Covenant recognize the right of everyone: (a) To take part in cultural life; (b) To enjoy the benefits of scientific progress and its applications; (c) To benefit from the protection of the moral and material interests resulting from any scientific, literary or artistic production of which he is the author.

DRPBERLM, Article 1: 1. States shall protect the existence and the national or ethnic, cultural, religious and linguistic identity of minorities within their respective territories and shall encourage conditions for the promotion of that identity. 2. States shall adopt appropriate legislative and other measures to achieve those ends.

DRPBERLM, Article 2: 1. Persons belonging to national or ethnic, religious and linguistic minorities (hereinafter referred to as persons belonging to minorities) have the right to enjoy their own culture, to profess and practice their own religion, and to use their own language, in private and in public, freely and without interference or any form of discrimination. 2. Persons belonging to minorities have the right to participate effectively in cultural, religious, social, economic and

public life.3. Persons belonging to minorities have the right to participate effectively in decisions on the national and, where appropriate, regional level concerning the minority to which they belong or the regions in which they live, in a manner not incompatible with national legislation. 4. Persons belonging to minorities have the right to establish and maintain their own associations.

Policies and Procedures

1. OEC staff will disseminate in their working territory that all human beings are born free and equal in dignity and rights. They are entitled to all the rights and freedoms set forth in the Universal Declaration of Human Rights, without distinction of any kind, such as race, color, sex, language, religion, political or other opinion, national or social origin, property, or other status, to create national harmony. these rights are repeated and reinforced again in the ICCPR and the ICESCR.
2. Depending on existence of Minorities or Indigenous in the operational fields, OEC will integrate all of them in the project(s) to eliminate discrimination and promoting equal liberty of opportunity and outcome, respecting the rightful principle of Human Rights for All Human Beings.
3. OEC will pay more attention to people in remote areas as well as minorities and indigenous people in the aim at building equal empowerment and to approach the countryside with the town and capital in order to eliminate opportune inequality and discrimination in access to development.
4. The past experience shows clearly that leaving minorities ignorant and isolated, they fall easily in the strategy “Going from paddy field to Capital” that caused a sad disaster. OEC will seek for supporting fund to develop remote areas culturally, skillfully, and technically for a dignitary livelihood allowing people in remote areas or minorities to attain a living standard similarly to other people in Cambodian society.
5. OEC agrees with the idea that the protection of minority rights is best achieved and articulated through a combination of majority sensitivity and minority inclusion. Minority voices are heard, and minority rights more respected when representatives of minority groups enjoy full access to participate in the political sphere, public life and the relevant areas of decision making.

Support and Training

Comparative study between UDHR, ICCPR, ICESCR and United Nations Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities will be conducted successively to deepen understanding of minorities perspectives.

Amendment

This policy may be reviewed and amended responding to new requirement and the extension of OEC operations.

CC:

- Board of Director
- MC members
- All OEC staff

“For comprehensive implementation”



Battambang, 3 March 2012
Executive Director

[Handwritten signature]

TITH-DAVY

Operations Enfants du Cambodge (OEC)

DRUGS POLICY

Overview

People who repeatedly take large amounts of drugs such as alcohol, marijuana, ecstasy, amphetamines, or narcotics may become dependent on the drugs. The effect of these drugs can cause confusion, depression, sleep problems, anxiety, damage to the brain in areas that control thought, memory, and learning; paranoia ascribing hostile intentions to other persons; poor motivation, impaired judgment and memory, personality changes, and disrupted collaboration and family relationships; health problems such as hepatitis. Addicts spend so much time and money trying to obtain drugs or under the influence of drugs that they neglect their family, friends, and work. Pregnant women who take drugs can cause harm to their unborn children. All drug users risk injury or death to themselves and others if they drive under the influence of a drug, and that can destroy internal working harmony, create conflict of interest, and undermine all fundamental interrelation with international, national and private institutions. In short Drugs deprive users of their ability to participate and enjoy their rights and the rights of others, as enshrined in the 'Declaration of Human Rights'; including but not limited to the right to life, liberty and security of person; the right to the free development of the user's personality and the right to work; the right to a standard of living adequate for the health and well-being of himself and of his family, including food, clothing, housing and medical care and necessary social services, together with the right to security in the event of unemployment, sickness, disability, widowhood, old age or other lack of livelihood in circumstances beyond his control.

OEC's statement to fight drugs

Consequently, OEC and their staff declare solemnly to use all their strong vigilance to prevent possibility of sale, possession, and use of these kinds of drugs, or being intermediaries of illicit commerce, in the office, at home, or in other public place and in personal daily life. To this end, OEC staffs are binding together to keep close watch on their children attitude and children or adults of their neighbors to unanimously maintain the no-drug atmosphere, to use any efficacious psychological or legal ways to discourage drug suppliers and drug traffickers.

Procedures

- All staff have the drugs policy explained
- All managers have to ensure that staff understand and implement the drugs policy
- All staff work within the fundamental rules of OEC and law, and follow the drugs policy
- We do not tolerate people bringing illicit drugs into the building. Where we know or suspect that this is happening we will discuss the matter with the concerned and may take further action, especially if they are putting other staff or visitors at risk or distress.
- Any staff member conducts oneself contrarily to the policy or becoming drug user shall be expelled from her/his position.

- All OEC staff must sign on an individual statement confirming their acknowledgement and implementation of the drugs policy.

CC:

- Board of Director
- MC members
- All OEC staff

“For comprehensive implementation”



Operations Enfants du Cambodge (OEC)

STATUTE OF STAFF ASSOCIATION

OVERVIEW

In the view of improving operational capabilities for the interest of national society, coming out of the strong foundation of the Operations Enfants du Cambodge, full of harmony and protection of staff-well-being, leading to succeed the vision, missions supported by its core values, all staff members of the Operations Enfants du Cambodge decided unanimously creating a Staff Association to save and protect the efficacy of the organization reinforced by the well-being of all staffs.

THE GROUND-BASE OF THE ASSOCIATION

The Staff Association commits itself to respect and comply with the following regulations:

- Article 31 of the Constitution of the Kingdom of Cambodia about recognition of the bills of rights stated in the covenants and conventions of the United Nations, including article 36 related to rights and creation of trade union.
- The Universal Declaration of Human Rights, especially article 20 concerning freedom of peaceful assembly and creation of association.
- Labor law of the Kingdom of Cambodia.
- The by-law of the Operations Enfants du Cambodge.
- Code of Ethical Principles and Conduct of the Operations Enfants du Cambodge which has described the creation of staff association and its functions.

COMPOSITION OF THE LEADING COMITY OF THE ASSOCIATION

The leading comity of the staff association is composed of:

1. President of the association, elected by relative majority.
2. Liaison-person, elected by relative majority.
3. Secretary, assigned by unanimous decision of the both, president and secretary.
4. Accountant, elected by secret votes among the first three persons, president, liaison-person and secretary.

MANDATE OF THE LEADING COMITY OF THE ASSOCIATION

The leading comity of the association has a mandate of three (3) years, counted from the elected date. Every member has the right to resign from its function, subject to presenting logical reason, and approving by majority voice of the comity. Any member appointed by election should be replaced by a new elected.

In case that any member has broken the by-law or code of ethical principles and conduct, the executive committee of the Operations Enfants du Cambodge has the rights to declare not recognizing the subject, and asking to have a replacement.

TASK AND DUTIES OF STAFF LEADING COMITY MEMBERS

- **The President**
 - He is the saver and protector of democracy, human rights, justice and well-being of staff in the Operations Enfants du Cambodge to strengthen harmony for the interest of national society and children, in the scope of the by-law and the code of ethical principles and conduct, having the democratic governance as foundation.
 - He is a rapporteur, reporter and a liaison person between staff members and the executive committee of the organization for operational success following democratic governance.

- He is the representative of staff before the organization and in any association having similar goals.
 - He is an initiator and assembler of ideas to find out the way for developing cultural, social, economic and professional capabilities of the staff. He is the solver of all internal conflict between staff together, and between staff and the organization or executive committee.
 - He is the guardian of gender equality bringing men and women to get equality of opportunity, equality in outcome, dignity and right to participate in common decision making.
- **The liaison person**
 - He makes direct relation with all staff members, individually, in group of both sexes at all levels to exchange ideas, enlighten application process, collect feedback for analysis with the president of association, taking base on existing regulations, logic, and then looking for solution, if there are some irregularities.
 - He is a collector and disseminator of general information, in so making relation with other associations, national and international to develop cultural and professional capabilities for improvement of the organization,
 - He is the watcher of the implementation of by-law and code of ethical principles and conduct, and also the facilitator all any staff meeting.
 - He plays presidential role conformably to assignment in opportune time.
- **The secretary**
 - He has the role to keep all documents of the association, arrange meeting sessions and elaborating minutes, including correspondence under supervision of the liaison person, after unanimously accepted.
 - He is in charge of receiving all suggestion papers or causative report submitted by staff members to be submitted to the leading committee for further action.
- **The accountant**
 - He is responsible for managing financial affairs of the association by keeping money in saving account.

Association criteria

- **Membership**
 - All staffs have the right to adhere to the association.
 - Managing members and members of the executive committee have no right to be candidate for being elected as member of the leading committee member of the association.
 - Staff in position of probation has no right to be member of the association.
 - Members of the association have the right to adhere individually to any political party, but shall not use their belief and influence introducing in the association.
- **Voluntarism**
 - Members of the association are volunteers working cumulatively with their official function in the organization, and not causing loss of time, asset and mission of the organization, but for common interest, that is to achieve the vision, missions of the organization and to promote rights and freedom of children.
- **Meeting of Staff Association**
 - General meeting of staff association will be organized in function of causative requirement, proposed by leading committee of the association, or by a group of at least 20 signatories of staff members with solid argument.

- The real general meeting will be held 15 days prior to the end of leading committee mandate in order to elect a new one. The former committee members may present themselves for the new election.

Forcefulness of the Statute

This Statute has been drafted by a temporary group, and then shall be gone into force after the election of Leading Committee, and after having been rectified and commonly approved with signatures.

Elaborated by Management Committee
Battambang, 11 February 2009
President of
Staff Association

Elaborated by Management Committee
Battambang, 11 February 2009
Chairman of MC



Lek Hay



Suon Ratha

Having analyzed and approved
Battambang, 11 February 2009
Acting Executive Director



Hak Sam Phon

CC:

- Board of Director of OEC
- All project managers
- Staff Association
- Permanent Secretariat
for "**Information/Execution**"
- Admin/archive

Operations Enfants du Cambodge (OEC)

Conflict of interest Policy

References:

- By-law of OEC dated 03 November 2008
- Code of Ethical Principles and Conduct dated 12 January 2009
- Statute of Staff Association entered in consideration on 11 February 2009
- Cambodian labor law, 1999
- Code of Criminal Procedure of the Kingdom of Cambodia, 2008

1- Purpose

The purpose of this conflict of interest policy is to strengthen the rule of law, transparency, and accountability in the organization and to provide guidance in identifying and handling potential and actual conflicts of interest involving the organization. The organization employees are obligated to avoid and disclose ethical, legal, financial, or other conflicts of interest involving the organization, and remove themselves from a position of decision-making authority with respect to any conflict situation involving the organization.

2- Definition

A conflict of interest in NGO is a situation in which someone in leading or decision making position, has competing professional or personal interests. Such competing interests can make it difficult to fulfill his or her duties impartially. A conflict of interest exists even if no unethical or improper act results from it. A conflict of interest can create an appearance of impropriety that can undermine confidence in the person, profession, or organization. A conflict of interests can also arise when anyone has two duties which conflict. For example, an employee might have a duty to faithfully perform their work well as purchasing manager, and might also have a familial duty to their sibling who happens to be tendering for the sale of widgets to the manager's employer. In this case the employee has a conflict of interests.

In certain relationships, individuals or the general public place their trust and confidence in someone to act in their best interests. When an individual has the responsibility to represent another person, whether as administrator, executor, a clash between professional obligations and personal interests arises if the individual tries to perform that duty while at the same time trying to achieve personal gain.

3- Covered persons

This policy applies to the Operations Enfants du Cambodge's board director members, management committee members, executive director, program coordinator, program and project managers, assistant-project managers, field officers, admin manager, and financial manager. Each Covered Person shall be required to acknowledge, not less than annually, that he or she has read and is in compliance with this policy. A Covered Person may not use his or her position with respect to OEC, or confidential organization information obtained by him or her relating to OEC, in order to achieve a financial or other benefit for himself or herself or for a third person, including another nonprofit or charitable organization. A Covered Person must act in good faith and in a manner such Covered Person reasonably believe to be in or not opposed to the best interests of OEC or, in the case of an employee benefit plan, the best interests of the participants or beneficiaries of said plan, as the case may be, and, with respect to any Proceeding which is criminal in nature, having had no reasonable cause to believe such Covered Person's conduct was unlawful.

4- Duty to disclosure

- (a) In connection with any proposed transaction, contract, arrangement, policy, program or other matter being considered by OEC, a Covered Person shall promptly disclose the existence of any Potential Direct Conflict that may give rise to a Conflict of Interest with respect to the proposed transaction, contract, arrangement, policy, program or other matter. Such disclosure shall be made to the management committee, in writing, all relevant facts relating to the Potential Direct Conflict. When in doubt, Interested Persons shall disclose matters as Potential Direct Conflicts.
- (b) Potential Perceived Conflicts can be seriously damaging to the multi-stakeholder community's confidence in OEC. A Covered Person shall promptly disclose the existence of any Potential Perceived Conflict, which shall be treated as equivalent to a Potential Direct Conflict until such time as the doubt is removed and the matter is determined after investigation of all the relevant facts in accordance with this Conflict of Interest Policy. When in doubt, Interested Persons shall disclose matters as Potential Perceived Conflicts and disclose all relevant facts relating to the Potential Perceived Conflict to the management committee.
- (c) If any Covered Person has reason to believe that another Covered Person has a Potential Conflict, the Covered Person with such belief shall inform the management committee, including disclosing all relevant facts relating thereto.
- (d) The Interested Person shall provide the management committee with an updated Statement at the time any disclosure is made. The disclosure to the management committee of a Potential Conflict shall be made promptly.

5- Procedures for Addressing a Conflict of Interest.

- (a) If the permanent secretariat (PS) in charge of watchdog or management committee (MT) members determines that a Conflict of Interest exists, the Conflicted Person may make a presentation to the MT members regarding the Conflict of Interest. After any such presentation, subject to MT, the Conflicted Person shall leave the meeting and shall not be present during any discussion of the Conflict of Interest.
- (b) The Chair of the MT or a majority of the MT members, shall, if appropriate, appoint the chief of PS or committee to investigate alternatives or modifications, as applicable, to the proposed transaction, contract, arrangement, policy, program or other matter. If the Conflicted Person is the Executive Director or MT member, the findings shall be reported to Board of Directors at the special Board meeting and prior to the Disinterested Director approving or adopting, as applicable, the transaction, contract, arrangement, policy, program or other matter giving rise to such Conflict of Interest.
- (c) After investigating the proposed transaction, contract, arrangement, policy, program or other matter, the MT members with participation of the PS shall determine whether OEC can obtain with reasonable efforts a more advantageous transaction, contract, arrangement, policy, program or other matter in a manner that would not give rise to or would alleviate or mitigate a Conflict of Interest. If the Conflicted Person is the Executive Director or MT member, such determination shall be reported to the Board of Directors at the extra-Board meeting and prior to the Executive Director approving or adopting, as applicable, the transaction, contract, arrangement, policy, program or other matter giving rise to such Conflict of Interest.
- (d) If a more advantageous transaction, contract, arrangement, policy, program or other matter is not reasonably available to OEC under circumstances not producing a Conflict of Interest, or the transaction, contract, arrangement, policy, program or other matter cannot be modified to alleviate or mitigate a Conflict of Interest, the MT, and where the Conflicted Person is the Executive Director or MT member, the full MT with THE chief of PS shall determine by a majority vote of the applicable Disinterested members, whether the transaction, contract, arrangement, policy, program or other matter creating the Conflict of Interest is in OEC's best interest, for its own benefit, and whether it is fair and reasonable to OEC. In conformity with those determinations, the disinterested members of the Committee or MT members, as applicable, shall make its decision as to whether OEC should enter into the transaction, contract or arrangement or approve the policy, program or other matter.

6- Violations of the Conflicts of Interest Policy

- (a) If the members of the Management Committee have reasonable cause to believe a Covered Person has failed to disclose a Potential Conflict, the MT shall inform the Covered Person, and initiate the procedures described in Sections 4.
- (b) If the members of the Management Committee determine that the Executive Director or anyone of MT members intentionally failed to disclose a Potential Conflict, the full MT shall make recommendations to the Board of Directors for corrective action. The Board of Directors shall review the MT's recommendation and shall take such corrective action as they deem appropriate, including, but not limited to, removal of the non-disclosing Director or MT member in accordance with OEC's Bylaws and applicable law.

This reviewed Conflict of Interest Policy is going into force from the signature date of the Chair Person of the Board of Director.

Having read and conformably agreed:
Battambang, 18 September 2012
Executive Director



Elaborated by Management Committee,
and submitted for approbation
on 18 September 2012
The Chairman of MT



Having studied and approved
Battambang, 19 September 2012
Chairperson of
The Board of Director



Vay Po

CC:

- All project managers
- Staff Association
- Permanent Secretariat
for "Information/Execution"
- Admin/archive

Operations Enfants du Cambodge (OEC)

Complaint Resolution Process

Reference:

- By-law of OEC dated 03 November 2008
- Code of Ethical Principles and Conduct dated 12 January 2009
- Conflict of Interest Policy dated 11 February 2009, especially chapter 12
- Child's rights Policy dated 16 February 2009
- Statute of Staff Association entered in consideration on 11 February 2009

Definition

Complainant: A staff member of OEC regardless of position level who makes a comment or complaint.

Grievance: any expression of dissatisfaction with any violation of fundamental or basic rules of OEC, or with any delivered services related to quality or time, or about some communication, which have been announced only for information, but with no specific required action.

Complaint: any grievance where the member is not satisfied with the information given and further action is required by staff. This may include referral to a team leader or hierarchic superior.

Dispute: any complaint where the member is not satisfied with previous information given, and required referral to a Manager or to a hierarchic superior.

Policy

Respecting and implementing democratic governance, OEC recognizes complaint as a feedback for reinforcement of the rule of law, transparency, inclusiveness, responsiveness and accountability in management. All OEC staffs have been supposed to deeply and comprehensively understand all basic rules, and then committed to all fundamental documents of OEC, therefore our comprehensive complaints process will:

- a) Increase the level of satisfaction with member's services.
- b) Recognize the members' right to comment or complain.
- c) Provide a fair, efficient and accessible process for resolving complaint.
- d) Monitor complaint with a view of identifying area for improvement in quality of services or operational behavior.

Complaint Process

A. **Grievance:** All staff members at all level are advised to present verbal or written grievance to his/her proper team leader or to Permanent Secretariat, which, depend on the importance of the information, must discuss the problem in the Executive Management Committee. The outcome of the discussion, adjustment, enhancement, or clarification shall be published openly or verbally explained in a meeting to eliminate all doubt which can cause passivity in operation.

B. **Complaint:** All complaints shall be democratically and hierarchically resolved following the steps below described with strong fairness and faithfulness:

- 1) All problem or personal dissatisfaction happening in their own section or project, individuals shall first, after consultation with staff association, arrange and resolve the problem with their direct supervisor in presence of the president of staff association. Short minutes of positive outcome shall be kept in the section or project with one copy for the information of Executive Management Committee.
- 2) If the direct supervisors, together with the president of staff association, are unable to resolve the issue, or the complainant is not satisfied with the previous information, the issue must be brought to the next higher level which is the executive management committee which must then return to the Permanent Secretariat to conduct serious investigation for fact finding and trusty report before performing a hearing.


- 3) If the direct supervisor or manager is unwilling to resolve or pursue the issue, the complainant may bring the issue to the next higher level, or to the Executive Management Committee, in sending a copy back to the first supervisor or manager for information. The Executive Management Committee must ask the direct supervisor or manager to write explanation, followed by verbal confirmation, if needed, asking permanent secretariat to conduct investigation before taking further decision. (Refer all files to initial supervisor or manager to reconsider the case based on the investigation results, the executive management committee will give final decision after analyzing the decision reviewed).
- 4) The final decision of any dispute, without appeal, will be the decision of the mixed complaint committee, consisted of Executive Management Committee members, five (5) representative of staff association and the Permanent Secretariat Team.
- 5) Any staff of OEC member at any level may deal aberrant act, performed by any leading position, directly with any member of Executive Management Committee, or by presenting concept paper to the permanent secretariat which have to take further act for the interest of OEC.
- 6) Any negligence or irresponsiveness to the above inquiry permits President of Staff Association, after serious discussion with its members, to cause Permanent Secretariat to use its power in paragraph “c” of chapter **B1** of its job description to get the paragraph “4” of the present Complaint Resolution Process solving the problem. Any negative outcome will be decided without appeal by the Board.

Elaborated by Permanent Secretariat Team
 Team Leader:
 Submitted for approval on July 20, 2009

Having read and conformably agreed:
 Battambang, July 20, 2009
 Chairman of Management Committee



Lek Hay



Nhim Men

Having read and Unanimously approved
 Battambang, July 20, 2009
 Executive Director



TITH DAVY

CC:

- Board of Directors of OEC
- All project managers
- Staff Association
- Permanent Secretariat
- Admin/archive

Operations Enfants du Cambodge (OEC)

PROCUREMENT COMMITTEE

Reference: Paragraph 3 of the Code of Ethical Principles and Conduct

A- Introduction

The procurement committee is established in conformity with the above reference to ensure consistent and correct application of procurement practices and to assure transparency in OEC.

B- Composition of the Procurement Committee

The procurement committee's members are:

- A representative of Management Committee, chairman,
- A representative of finance section, member,
- A representative of Staff Association, member.

During the absence of the chairman, the representative of staff association or the representative of finance section will be assigned to chair the procurement committee. A member among the both will be assigned by the committee to be permanent secretary.

The mandate of the Procurement Committee is two years renewable, evaluated by the Management Committee and approved by the Executive Director.

C- Matter for Procurement Committee Consideration

In fact considering the activities of the different projects, not at a great level, the purchase for OEC is practically done by a unique way, direct purchase. All purchases whose price begins from \$200.00 and more require absolute quotations coming originally from three different suppliers sources.

C-1. Purchase Request (PR):

The concerned project must submit a purchase request mentioning clearly the quantity, type, technical requirement, series and capacity, the stage of the product, physical availability with timeframe, supported by three suppliers' written quotations. If there are no written quotations available, it is recommended that any verbal offers be documented.

The evaluation and selection of suppliers will be carried out by the Procurement Committee. This ensures that all aspects of the purchases are considered and that the process is transparent and impartial. The key considerations for the direct purchasing include: 1) fair competition, 2) economic/reasonable prices possible, 3) selections of the best value for the money, 4) proportionality between the procedures applied and the purchase values, and 5) proper documentation. In short, to select the suppliers, the procurement committee takes into account necessary factors, such as price, quality, experience of suppliers, production capacity, etc.

C-2. Single Quote: Single quote means purchases of supplies from a single supplier at the quoted price. This is the least preferred method and shall only be used on exceptional basis and at OEC discretion. The order may be placed on the basis of single quote in the following cases:

- a) There is a need to purchase supplies in response to primary emergency situation.
- b) Under the direct purchasing procedure and despite some sourcing efforts, there is no or only one interested supplier submit quotation. This might be due to physical availability of required supplies and/or logistical hindrance to deliver supplies to a specific area.
- c) Purchase orders or contracts have a value below \$500.00. In addition it is important to have some written note stated in purchase request or order with the reason why single quotation is applicable for a particular purchase endorsed by procurement committee.

C-3. Purchase order (PO):

Once the purchase request authorized, admin will proceed purchase order accordingly. The approved PR should be attached with PO and passed to Finance section for payment, one copy is filed at the admin section that carry out the purchase, and another copy is retained by the requesting project for reference.

C-4. Purchase Contract (PC):

Sometimes Admin should establish the Purchase Contract which is the document that contains all details of a purchase including the terms and conditions agreed by both parties. A purchase contract serves as a legal agreement between OEC and the supplier. A contract is used by OEC for any purchase by the open tender and when a simple PO cannot include sufficient information or documentation required of the purchase agreement. A contract can be used instead of PO for a purchase with high value or with special requirements and conditions.

The purchase contract should state at least the following details: Parties involved; Contract Date; Quality specification; quantity; price; packing; delivery requirements; inspection (*if required*); terms of payment; penalty clauses; other conditions/clarifications such as rules, warranty, special requirements, etc; signatures by contract parties.

D- Delivery & Receipt:

Once supplies are procured, delivery and receipt are the important stages which lead to the completion of the supply chain. It is crucial for the last work of the Procurement Committee to ensure that the delivery and receipt are handled properly and efficiently, and that OEC and the beneficiaries receive the correct quality and quantity of supplies. From the procurement perspective, the completion of supply delivery in the correct quality, quantity, and timing means that a supplier fulfils its contractual agreements with OEC and is therefore justified to receive payment. The effective procurement, delivery, and receipt also mean an effective use of donors' funds.

E- Conflict between the procurement committee and the requesting project:

E.1- Causes:

- Data information in PR is neither complete nor clear
- The decision of the procurement committee is based on the lowest price
- There is no common review made by the both sides

E.2- Resolution:

- Avoid taking decision based on incomplete information.
- Organize common review session based on real condition of the field and availability of the requested supplies and then try to reach a consensus.
- If this solution cannot end the conflict, re-organize a special review meeting chaired by the chairman of management committee. Its decision is by a simple majority and is final

Elaborated by Management Committee
Submitted for Approval on 26 February 2009
Chairman of MC



Lek Hay

- Board of Director of OEC
- All project managers
- Staff Association
- Permanent Secretariat
for "**Information/Execution**"
- Admin/archive

Operations Enfants du Cambodge (OEC)

ASSET COMMITTEE

Reference: - Paragraph 2 and 3 of the Code of Ethical Principles and Conduct
- General measure to prevent conflict of interest from appearing

1. Definition

An asset, in a large meaning, can include anything that provides economic value to an organization. An asset might be obvious - such as cash, stocks and accounts receivable or real estate. An asset could be something harder to measure - such as inventory, or office equipment. An asset might also be the good name and reputation of the organization. An asset such as the daily operation activities of the organization and work in progress might contribute to positive result that heightens value as well. The term asset covers a broad range of both tangible and intangible items. In short, anything that is owned by organization, whether visible or not, which has the possibility to provide honor, popularity and prestige is called an asset.

Recognizing the above definition, in considering the principles in reference and the practical way aiming at saving democratic governance, preventing conflict of interest and succeeding the mission of the organization, the term asset here considered covers only tangible asset, that means cash, accounts receivable, estate, farm animals, office equipment and vehicles.

2. Composition of Asset Committee (AC)

The Asset Committee is comprised of:

- One representative selected by management committee, chairman.
- One representative selected by Staff Association, member.
- One representative selected by finance section, or admin, member.

After selection, decision accepted by the management committee, admin has to write an appointment note signed by executive director with communication to Board of directors, all projects, sections and staff association for information and cooperation.

3. Mandate of the Asset Committee

The mandate of the asset committee is three years renewable, evaluated by the management committee. Every member may request for resignation, based on his/her fundamental reason, and then a replacement will be done.

4. Rights and duties of the Asset Committee

The Asset Committee is created principally to assist the organization in managing properly all tangible assets conformable to the above reference, as way leading to succeed OEC's missions and strengthen continuously OEC's core values. To this end, the tasks of the asset committee are:

1. To assist OEC in system administration accounting and Budget Control to ensure that financial system operations management respond correctly to the purpose set by the donors for achieving the projects. AC, in cooperation with financial section will assures that all bookkeeping, individual and global balance sheet are correctly recorded and stated.
2. To verify that inventory of equipment and furniture is in good form with regard to the condition, reparation, replacement or condemnation and lost etc.
3. To verify that inventory of vehicles is correct with required record including mark, chassis, series, time used and mileage, maintenance and revision or condemnation. Each vehicle must have respectively a logbook for control of mileage, consumption and length of use, that may require revision or replacement.

4. To ensure that purchased asset, land is inventoried with legal paper, historic cost, purchased cost or fair market value at time of acquisition, location, size, and use.
5. To ensure that inventory of farm animals is regularly updated at a determined time, distribution, dead, lost, new birth, balance with guardian(s) and estimation cost at fair market price at the updating time.
6. To determine value of donated asset by using the fair market value at the date of donation, plus all appropriate ancillary cost. If it is not practical to determine the fair market value, use a reasonable estimation cost.
7. Before disposing or removing an asset from the inventory, admin and AC shall first study and decide together the condition of the asset, then present the case to management committee for final decision.

To succeed its mission, the financial manager, the admin manager and all project managers shall closely and openly cooperate with AC to verify the assets following donor source, asset code; conducting search together for missing property that can be followed by loss process; mentioning clearly the primary responsible for the asset or individual's supervisor.

Asset committee shall organize inventory count verification with admin annually to update and adjust the inventory. It has the right to perform other duties necessary to account for and inventory reports.

5. Conflict between the asset committee and the admin or project managers:

a)- Causes:

- Asset located, but unrecorded;
- Asset recorded, but unidentified, lost;
- Asset with historic incomplete;
- Asset unused, in stock, unreported and unrecorded

b)- Resolution:

- Update record regularly;
- Locating asset to an individual responsible, or to a head of section;
- Searching together, admin and asset committee, unidentified asset in following locating flow, then ask the causative to provide explanative report which can be followed later by investigation to be performed by AC and decided by joint meeting between AC, admin and management committee.
- Adjust historic of every asset, as above stated; do immediately correct record when receive a new one;
- Before condemning or removing any asset, the admin and AC shall decide commonly, based on the real condition of the asset, then submitted to management committee for final decision and approved by executive director.

Elaborated by Management Committee
Submitted for Approval on 08 March 2009
Chairman of MC


Lek Hay

Having analyzed and approved
Battambang, 08 March 2009
Executive Director

TITHE DAVY
Board of Director of OEC

- All project managers
- Staff Association
- Permanent Secretariat
- for "Information/Execution"
- Admin/archive

Operations Enfants du Cambodge (OEC)

INTERNAL AUDIT POLICY

I- Purpose:

The Internal audit policy is to accomplish the roles and responsibilities as a unit independent, with objective, assurance and consulting activity designed to add value and improve organization's operations. It helps the organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

II- Major roles and responsibilities of internal audit function are:

- To evaluate and provide reasonable assurance that risk management, control, and governance systems are functioning as intended and will enable the organization's objectives and goals to be met.
- To report risk management issues and internal controls deficiencies identified directly to the Executive Director and management committee and, provide recommendations for improving the organization's operations, in terms of both efficient and effective performance.
- To evaluate information security and associated risk exposures.
- To evaluate regulatory compliance program with consultation from fundamental rules of OEC, public finance and International Standard of Accounting.
- To evaluate the organization's readiness in case of operations interruption.
- To maintain open communication with management committee, other related project managers,
- To team with other internal and external resources as appropriate.
- To engage in continuous education and staff development; and provide support to the organization's anti-fraud programs.

III- General Responsibilities

- To work with trustees and management to ensure a system is in place, which ensures that all major risks of the charity are identified and analyzed, on a quarterly basis.
- To plan, organize and carry out the internal audit function including the preparation of an audit plan, which fulfills the responsibility of the organization, scheduling and assigning work and estimating resource needs.
- To make recommendations on the systems and procedures being reviewed, report on the findings and recommendations to management committee and Executive Director, and monitor management's response and implementation.
- To review and report on the accuracy, timeliness and relevance of the financial and other information that is provided for management with also taking account of all fundamental documents existing.
- To report on the value for money that the charity obtain in all its activities with special regard to economy, efficiency and effectiveness.

- To conduct any reviews or tasks requested by trustees, the audit committee, executive director, management committee, Board of Directors, or Financial manager, provided such review and tasks do not compromise the independence or objectivity of the internal audit function.
- To perform individual audits according to the Standards for the Professional Practice of Internal Auditing, including identification of weakness, review management's plans for addressing those weaknesses, their resolution, and report to the leading committee of the organization.

IV. Authority

The trustees, project managers, financial and admin manager, including head of asset and procurement committee, chief of permanent secretariat in charge of watch-dog and reception of complaint, must cooperate openly and faithfully with the Internal audit team, based on the eight principles of democratic governance for great success of the “Operations Enfants du Cambodge”, and for the dignity of all.

Elaborated by Management Committee,
Submitted for approval on 16 February 2009

Chairman of MT

Lek Hay

Having analyzed and approved
Battambang, 16 February 2009
Executive Director



CC:

- Board of Directors
- All project managers
- Staff Association
- Permanent Secretariat
- Financial manager
- for “Information/Execution”
- Admin/archive

**Operations Enfants du Cambodge
(OEC)**

**PERMANENT SECRETARIAT FOR CODE OBSERVANCE
AND RECEPTION OF COMPLAINT**

Reference: Paragraph 12 of the Code of Ethical Principles and Conduct for OEC

A- Introduction

The Permanent Secretariat for Code Observance and reception of complaints is established in accordance with the above reference to ensure good implementation of professional, moral and individual disciplines in conformity with the fundamental and instructional documents of OEC, mainly the By-law; the Code of Ethical Principles and Conduct; Conflict of Interest Policy and the Child Rights Policy.

B- Composition of the Permanent Secretariat:

The composition of the permanent secretariat's members is:

- A representative selected by Management Committee, team leader,
- A representative selected by leading committee of Staff Association, member.

B1. Right and Duties of the Permanent Secretariat

- a) The permanent secretariat works in team and decides in consensus agreement. Job description and works sharing come out from a logical analysis of the both members.
- b) The permanent secretariat will not receive any complaints concerning purely private and individual affairs related to civil or criminal law of the country, outside of OEC scope.
- c) The permanent secretariat is only in charge of receiving all internal complaints related to violation of the fundamental rules of OEC, human rights including gender abuse and democratic governance. They welcome all complaints related to unethical conduct, breach of professional discipline or maladministration, delay and corruption, including misuse of OEC asset, in order to strengthen democratic governance, and to eliminate all internal conflict.
- d) The permanent secretariat has additionally the obligation to receive any complaints revealing gender inequality, behaving through coercion and threat; intimidation; emotional abuse; male privilege and economical abuse in daily service either in office or in operational fields.
- e) The permanent secretariat has no right to make any decision, but only to receive, register, sort, classify and document all complaints against any organizational bodies, sections, or injustice, or infraction of the OEC fundamental rules, as enumerated in the introduction, and then write a presentation paper for the management committee to act conformably to the instruction 6 of paragraph 11-21, chapter 6 of the OEC By-Law, with recommendation or proposal for an appropriated remedial action, to decide rightfully with regard to the "Conflict of Interest Policy".
- f) The permanent secretariat receives also complaints coming from partners or related agencies against anybody, ill performing mission of OEC in the fields in the view of maintaining honor and prestige of the organization.
- g) The permanent secretariat has the rights to conduct investigation, contact defendant for necessary information, to call the complainant for clarification of what being unclear, or

unjustifiable statement, then based on the methodic resolutions in the Conflict of Interest Policy, propose remedial way to the Management Committee.

- h) By its independent character, the Complaint Committee may be asked by the Management Committee, Executive Director or Board of Directors to perform a secret investigation on some bodies, or on strategic implementation of the organization for further development.
- i) Through experience practiced in their function, as implementation of the fundamental documents, with the idea of strengthening organization development, the permanent secretariat have the right to propose amendment of some basic rules to respond to the new requirement.

C. Mandate of the Permanent Secretariat




The standing of the both members of the permanent secretariat is unlimited, due to the important duties which require seriousness, documentation, in studying fundamental rules and organic instructions with deep analysis, interpretation and impartiality, except required by term to take rotation role set first by OEC rules.

D. Presence of a member of the Complaint Committee in any internal confrontation or remediation session.

All confrontation, remediation, reconciliation or other solution organized by the Management Committee, or by Board of Directors, between the complainant and the defendant, should obligatory have a member of the Complaint Committee for witness and defending his/her report, or fact-finding, and to assure neutrality and rightful decision.

Elaborated by Management Committee
Submitted for Approval on 02 March 2009
Chairman of MC


Lek Hay

Having analyzed and approved
Battambang, 02
Executive Director




CC:

- Board of Director of OEC
- All project managers
- Staff Association
- Permanent Secretariat
for "Information/Execution"
- Admin/archive

Operations Enfants du Cambodge (OEC)

FINANCIAL POLICY

NAME OF APPENDIX

1. Delegation of Authority Framework
2. Procurement Conflict of Interest Statement
3. Purchase Request Form
4. Quotation Summary Form
5. Quotation Request Form
6. Sole Source Justification
7. Competitive Bid Analysis Form
8. Advance Voucher
9. Expense Voucher
10. Travel Request Form
11. Mission Activity Report
12. Per Diem, Travel & Accommodation Policy
13. Income Voucher
14. Pay slip

1. INTRODUCTION

This financial and administrative policies & procedures manual is designed to provide the best practice protocol for Operations Enfants du Cambodge's utilization of donor funding and financial management.

Donors view sound financial management policies as paramount, and Operations Enfants du Cambodge must work to ensure the use of donor funds in the most effective manner possible. To do this, strict but fair internal finance procedures are essential.

Operations Enfants du Cambodge must be diligent in conforming to all specifications or requirements of a donor in order to sustain our credibility as a competent administrator of fund and thus be worthy of continuing financial support. Project Manager (PM) should obtain detailed guidelines as to how we should spend donor money and all staff must familiarize themselves, at project start, with the donor requirements for their project /program.

Operation Enfants du Cambodge must also ensure that it has in place proper accounting procedures and internal controls so that we can assure our managers and our donors that money is spent in the manner for which it was provided.

This manual explains the approved policies and procedures to be administered within Operations Enfants du Cambodge to ensure that we may achieve our goal of showing to donors that we are competent and efficient stewards of their funds.

1.1 General Project Financial Responsibilities

The **Project Manager** is responsible for the overall running of the project. This includes but is not limited to:

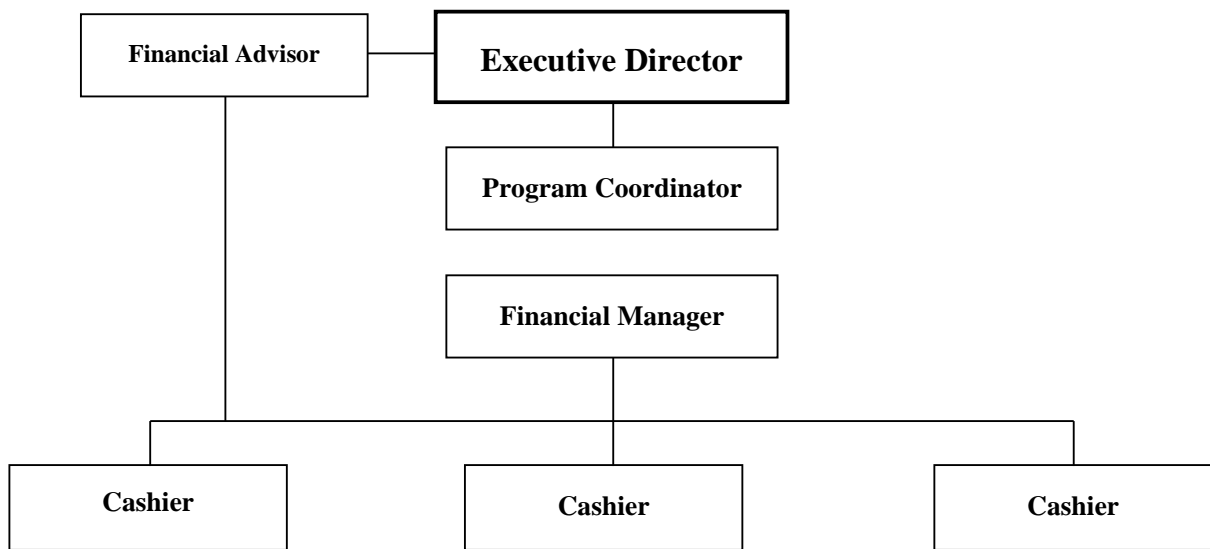
- a. Managing project activities and meeting project goals
- b. Managing project finances so they are spent as contracted
- c. adhering to the finance policy in procurement and payment activities
- d. Maintaining detailed records of project inventory
- e. Maintaining personnel
- f. Complying with donor regulations
- g. Completing required narrative reporting in a timely manner

- h. Safeguarding of project asset
- i. Safeguarding of project information
- j. Obtaining no cost extension from donors where necessary

The **Finance and Administration personnel** are responsible for:

- a. Adhering to the finance policy in procurement and payment activities
- b. Maintaining cash and bank accounts
- c. Maintaining asset/ inventory registers and labeling assets/ inventory
- d. Completing required financial reporting in a timely manner
- e. Preparing payroll information
- f. Managing office support staff
- g. Assisting Project Manager's with project finances by participating in preparation of budgets, quarterly projection, monthly financial reports and project finance re- projections

2. FINANCE ORGANIZATION CHART



3. DELEGATION OF AUTHORITY

Operations Enfants du Cambodge has determined levels of authority for a number of functions within the office. It is essential that all is aware of this delegation, as this determines who is able to perform certain assignments or make certain authorizations within the office. It is possible for staff to further delegate their authorities to staff within their programs, but any further delegation must be in writing and must be sent to the Executive Director. The Executive Director must accept delegation for it to be affective. There should always be a person in the office who is able to approve expenditures.

The delegation of authority is implied in the remaining sections of this manual and where approval of expenditures is referred to this means that it is approval within the delegation framework. All staff should be aware of whether or not they have a delegation and the extent of that delegation. A copy of the delegation framework is in the Annexes 1.

Should there be any dispute amongst authorized personnel on a particular decision; the mediator shall be the Executive Director. If the dispute has still not been resolved, then the Operations Enfants du Cambodge Board of Director may be approached for mediation. Consequences of bypassing the delegation of authority is a serious matter and disciplinary measure may be taken.

4 PAYMENT PROCEDURES

4.1 Short-term Advances

An advance may be issued before receipts have been obtained for purchases. If cash is required this must be requested on a Advance Voucher (Annex 8) which clearly identifies the purchase that is to be made. The advance is to be acquitted in a timely manner. Salary advances are permitted on a case by case basis.

Detailed Advance procedures

1. An Advance Voucher must be fully completed including proper coding and must be approved by a person delegated to approve the eventual purchase.
2. The Advance Voucher must then be validated by an authorized Finance staff (according to the Delegation of authority Framework).
3. The authorized validator of the voucher must check with Cashier if the requester already has any outstanding advances, and check that all details on the voucher are complete and in with Finance Policies, and the appropriate persons have approved the advance.
4. The Advance Voucher is given to the Cashier responsible for cash, who will also check to ensure that all of the appropriate fields have been completed, and then give cash to the person requesting. Cashier is not permitted to issue advance without the authorization and validation signatures.
5. The advance should be recorded the cashbook including date given, payee, purpose, amount, and signature of advance recipient.
6. The items are purchased and proper documentation obtained
7. An Expenditure Voucher (Annex) is prepared with all required documentation
8. The Expenditure Voucher must be approved and validated again by the authorized persons to ensure correct and authentic documentation has been obtained. If supporting documentation is not sufficient the voucher will be rejecting until proper documentation is supporting the Expenditure Voucher.
9. Approved Expenditure Voucher is then passed to Cashier
10. The Advance Voucher must always become part of required Expenditure Voucher documentation. In addition to showing an audit trail of funds, this will be documentation for any refund received or additional funds disbursed.

Staff are only permitted to have **TWO cash advances** outstanding at any one time. A third advance cannot be given until the prior advances are cleared, unless there are exceptional circumstances.

Advances must be cleared:

1. Within 4-5 days of receiving the advance for purchasing of goods OR
2. Within 1 day after returning form of a trip/training/ or workshop

Consequences of Not Clearing:

- If the advance is 5 days late: The Accountant will verbally request for advance to be cleared and make a note on the Advance Voucher of this request.
- If the advance is 7days late: The Accountant will send a written request with a copy of the advance voucher to the person who took the advance and send a copy to the Finance manager. At this time the Finance Manager will either facilitate acquittal of the advance or authorize- in writing on the Advance Voucher-deduction of the amount advanced from the salary of the person who has received this advance.

Due to negative balance sheet implications, as many advances as possible should be cleared before the end of the year. All advances that have been outstanding for long than 7 days that show on the end of the month Balance Sheet must be explained and signed off as approved the Finance Manager on this from.

4.2 Long-term cash advances

Cash may need to be advanced on longer term basis, for example when transferring to an external partner or for projects carried out in location where there is not OEC office.

Advances may only be sent to partners where a contract exists between Operations Enfants du Cambodge and the partner. The contract must clearly state how much the partner shall receive and in what installments. These advances may be for up to 1 or 3 months maximum at a time.

Where advances are issued for Operations Enfants du Cambodge, the staff, who need to work mainly provincially in a non- Operations Enfants du Cambodge office, different procedures apply and will be officially determined case-by-case. Where partner or donor offices are located nearby, efforts will be taken to secure cash advances in those locations. The appropriate Team Leader or Project Manager for the project must first submit a monthly budget for anticipated expenses. The maximum cash advance shall be for \$3,000 at any one time. The maximum period for this cash advance will be for 1 month, and all advances must be cleared before accounts are closed at end of month. The Team Leader shall keep a clear and complete cashbook that shall also be submitted at the end of month. If any expenses were not anticipated, Team Leader must contact Project Manager and obtain verbal approval before spending. Surprise cash counts may be conducted at any time. All major procurement and supplies shall be purchased at the Operations Enfants du Cambodge office and transported to the located project.

4.3 Paying for goods and services by cheque

Payment of transactions, where possible, should be made either by bank transfer or by cheque. Payment by bank transfer or cheque to a company (not personal) account is required for all purchases greater than \$500. In special cases where company's do not have company bank accounts, a letter from the company owner is required stating this, with a copy of their ID card/passport, name, address, telephone number. This is to be attached as supporting document to the Expenditure Voucher. All cheque issued must be photocopied and attached to the voucher.

4.4 Procedures for cash and cheque payments

1. An invoice is received from the supplier and goods/services are delivered/received
2. Goods are checked to ensure that goods received are the same as what was requested and at the correct price. Once we are satisfied that this is the case then the invoice should be stamped with the "Goods Received By" stamp and signed by the person receiving the goods.
3. An Expense Voucher (Annex 9) is prepared with correct coding for goods purchased, and all appropriate documentation is attached with the voucher including:
 - a. Supplier Invoice with Goods Received Stamp and signature
 - b. Payment receipt if supplied
 - c. Approved Purchase Request Form
 - d. Quotations or reference to where they are located, if required
 - e. Summary or Quotations
 - f. Competitive Biddings documents or reference to where they are located, if required
 - g. Sole Source Justification if required
 - h. Travel Request Form (Annex) for travel expenses
 - i. Invitation letters for workshops
 - j. Mission Activity Report for any travel (Annex)
 - k. Emails of correspondence for further verification
4. The Expenditure voucher is approved for payment by an authorized person. The person approving the Expenditure voucher is indicating that all required documents are attached and correct.
5. It is then given to the Cashier responsible for disbursing cash, cheques or bank transfers who will then prepare payment

6. If the payment is by cheque the invoice is stamped as “paid” and the cheque number and date paid is written on the invoice. The signed cheque is copied and attached to the Expenditure voucher.
7. If the payment is made by bank transfer the invoice is stamped as paid and the bank transfer document is attached to the invoice
8. The supplier is contacted to come and receive payment:
9. The supplier will sign and date the Expenditure voucher to indicate that payment has been received whether paid by cash or cheque
10. The cash disbursement voucher is numbered and filed consecutively in box file
11. Expenditure vouchers are entered into QuickBooks with CLEAR descriptions of the expense in English.

Supporting Documentation Overview

Complete, accurate and adequate documentation is essential to effective internal control and provides evidence of the transaction, the amount, nature and terms thereof.

The Test

The test of adequate documentation of an accounting entry is whether someone not involved in the transaction could the documentation many years after the date of the transaction and that it clearly describes the transaction and is in accordance with policy and procedures. If a verbal explanation is required then is not enough documentation.

5. TRAVEL AND PER DIEMS (amended on 01 April 2016)

Generally, in the implementation of the action plan, all employees are required to travel to work, both within and outside its operational area and involved with other institutions, development partners, such as meetings, workshops, training courses.

Policy for the trip was organized in order to provide a framework for all the necessary actions. This policy will be implemented for all staff, OEC, government employees, partners and other stakeholders to be included in the project. Providing this framework is to comply with the principles outlined in the section below. OEC has been complied and is responsible for providing the daily allowance (Per-diem) to employees (according to the policies and interests of its own principals). The operational area refers to the location operated as defined in each employee's contract. The employees who are required to travel will receive an allowance for food, accommodation, travel costs and other expenses associated with this action.

5.1. Travel

In Country Travel

Each month, all employees have to make activity plan for managers and budget holders to be reviewed and approved.

If any employee has the responsibility to go outside working area, they are to have operating certificate, mission order or appointment or obtain prior approval of the supervisor. In case of emergency and necessary personnel request orally or via cell phone to the Manager and require official approval.

PROCEDURES:

In country travel:

- Manager is responsible for direct responsibility and controls over the local travel of staff.
- Budget holder has responsibility liable to make sure that the budget which covers the planned action is contained in the budget of the whole project.
- Employees who have to travel are responsible to fill out a form requesting permission to travel, and other supporting documents (invitation, mission order, etc.) These forms have been approved by the supervisor. After receiving approval, should submit all

documents to the administrative staff to prepare materials, transportation and record. When there are several employees traveling together, a representative is required to be responsible for organizing the travel authorization form, and liable to locate accommodations for your team.

International travel:

The administrator is responsible to authorize international travel by staff in managing the completion of regulations and accommodation.

Travel at Night:

- To maintain a safe travel, OEC staff on official duty should not travel on road after 7:30 p.m. local time and before 5:30 a.m. local time.
- Any employee who does not reach his/her destination before night should stop at the closest safe location and spend the night there and then informs your manager. If however the traveler is less than 1 hour of destination, the travel may continue unless continuing the trip is not safe.
- If night driving is required for extra ordinary situations, e.g. there is more work to be done the next day, etc. In this situation the driver or team must inform the line manager, local authorities or local cops to inquiry clearly. The travel is allowed to proceed, unless the source information indicating a safe and reasonable judgment.
- In the event that foresee that travelers cannot reach the target, the driver, team leader or employees in this group should be to make decisions themselves, have already been reported to the line manager.

Travel on week-end or holidays:

- When any employee who needs to travel official duty on weekends or holidays, OEC has no overtime allowance (the allowance is provided on travel as a normal working day).

Travel by ferry:

- To maintain policy and safe of the employee, all OEC staff traveling for OEC work related by ferry and boat should take a life jacket with them.

5.2 Travel Advances

- Employees on official travel may request and take a travel advance to cover any costs likely to be incurred while traveling as per the current per-diem and accommodation rate.
- An employee who is authorized to travel can also undertake the trip without travel advance. In this case, she/he pays the expenses and claims the reimbursement on his/her return. The same rules described earlier regarding acquittal will apply.
- No travel advances will be approved if there are previous unsettled advances.
- Only OEC staff can request a travel advance; for external persons such as volunteers, interns and secondment; staff member supervising or travelling with the external person will request and acquit travel advance on their behalf.
- Travel advances must be taken and accounted for in the office where the staff is based.
- Within 5 working days of returning to the based working area the advance should be acquitted by submitting a per-diem Claim Form and program advance return form supported by receipts, mission report and documentation for all expenses except per-diem which should be based on the per-diem rates. All travel expenses must be approved by the supervisor of the employee and the budget holder.
- The per-diem Claim Form must be attached an Expense Claim Form approved by a person delegated to do so.

- All unspent amounts must be returned.
- When acquitting an advance for international travel, the exchange rate will be calculated based on the actual exchange rate presented in the receipt.

5.3 Per-diem and Accommodation

- Per-diem and accommodation are travel allowance provided to travelers on official trip to cover costs for meals, other food, drinks and other incidentals based on location. Per-diem is not a benefit or a salary supplement. In most instances, no receipts are required to claim reimbursement, except international travel.
- Per-diem is treated as a travel allowance, the per-diem claim form need to be completed to determine the total amount of per-diem they are entitled. Each employee must inspect for proper timing of the departure and the time of day back to get a daily allowance.
- In case the OEC or any third party fees for seminars or training courses, such as providing food for the participants, the employees who are entitled to participate in activities should not require any more food allowance.

Based on the time of travel conditions to get a daily allowance will be implementing the following statement:

Travel outside normal base working area:

- Breakfast: departure before 7:30 am local time
- Lunch: departure before 12 noon and return after 12:30 p.m. local time
- Dinner: on the day of return from an overnight trip, dinner is not payable. In case of distance (a distance of over 100 km) and return journey dinner later than 19:00 pm, travelers can get a subsidy free dinner.

Travel within normal base working areas requires overnight stay:

- Breakfast: departure before 7:30 am local time
- Lunch: departure before 12 noon and return after 12:30 p.m. local time
- Dinner: On the day of return from an overnight trip, dinner is not payable. In case there are organizing workshops, training courses or meetings of any official and where to arrange this far from home / location work. On the other hand to push the process in preparing the ceremony that fared better and timely, employee may be required to stay the night, if the approval of the line manager. In such situations, or staff member can request a free dinner allowance for the day, accommodation allowance and free breakfast for the next day.

Travel Destination	Per-diem			Other expenses	សរុប	Accommodation
	Breakfast	Lunch	Dinner			
Travel outside normal base working area	\$4	\$5	\$5	\$2	\$14	\$15
Travel within normal base working area (Required overnight stay)	\$2	\$4	\$4		\$10	\$10

Summary of Per-diem, travel, Accommodation and Other Expenses

N°	Description	Per-diem Rate in US						Accommodation	Total	Others
		Overnight				Half Day	Full day (no over night)			
		Breakfast	Lunch	Dinner	Total					
1	Province to Phnom Penh	4	5	5	14	N/A	N/A	15	29	This rate includes meeting,
2	Phnom Penh to	4	5	5	14	N/A	N/A	15	29	

	Province									workshop or training.
3	Province to Province	4	5	5	14	N/A	N/A	15	29	
4	District to Province	2	4	4	10	N/A	N/A	10	20	
5	Province to District, Commune, Village	2	4	4	10	N/A	N/A	10	20	

Notice: For the daily food allowance, travel and accommodation for the staff at the mission depends on the principle, as stated above (without bill).

The overnight stay condition: The overnight stay is based on the following conditions:

A) Normal road condition

- Km (one way) > = 40km
- Participant list (with distance of road)

B) Difficult road condition:

Boat, ferry, slippery, raining and insecure areas

- Time : travel required to destination and event end time
- Season : Raining season
- Insecure areas
- Other justified reasons

5.4 Per-Facilitator and Technical Team Fee

Fee for facilitator, during the training, workshop or other meeting is not considered as Per-Diem. Facilitator fee will be paid based on the number of day that s/he facilitates the workshop or training session to deliver quality program.

N°	Facilitator	Level	Fee Rate
1	Project counterpart or none that not received monthly allowance	Ministry	\$30/day
		Province	\$20/day
		District	15/day
		Commune/Community/ School	\$10/day
		All level	\$10/day
2	Project counterpart that received monthly allowance	All level	\$10/day

Notice: If there any rate requested from facilitator/trainer different from the standard rate of Operations Enfants du Cambodge, the request is required appropriate justification and get approval from line manager before paying off.

* Refreshment and Training Session/Workshop Supplies

- Refreshment for each participant = \$1.50 (full day)
- Materials/Supplies for each participant = \$1,00 (The maximum number and options for lower cost is encouraged).
- Materials/Supplies for training session/workshop: Actual spending needs, good choice for the cost is very low, if possible.
- Accommodations for partners and counterparts: the cost of accommodation is included the package of daily allowance (DSA) and the rate of stay stated in the table above, so no need to have the bill, but, however, the attendance list is required to attach with.

5.5 Travel Insurance

Staffs traveling out of Cambodia are automatically covered by travel insurance provided that the travel information is communicated to the human resources focal point.

5.6 Taxis and Bus travel

- Employees are encouraged to take taxi or bus that has insurance, covered by the reliable company.
- Taxis and buses can be used mainly for work related activities only and also includes the journey from home to the airport and from the airport to the place / meeting.

5.7 Travel Allowance

The rate of travel allowance will be based on the distance and road conditions following

A/ Distance Outside Working Area

N°	From	To	Distance (km)	Cost Rate	Others
1	Battambang	Banteay Meanchey	68	\$12	
2	Battambang	Pailin	80	\$12	
3	Battambang	Pursat	105	\$12	
4	Battambang	Poipet	119	\$12	
5	Battambang	Siem Reap	173	\$12	
6	Battambang	Kampong Chhnang	200	\$16	
7	Battambang	Phnom Penh	291	\$16	
8	Battambang	Kandal	308	\$20	
9	Battambang	Kampong Thom	301	\$20	
10	Battambang	Takeo	368	\$25	
11	Battambang	Prey Veng	381	\$30	
12	Battambang	Svay Rieng	413	\$50	
13	Battambang	Kampong Cham	415	\$30	
14	Battambang	Odor Meanchey	238	\$24	
15	Battambang	Preah Vihea	313	\$30	
16	Battambang	Kampong Speu	413	\$30	
17	Battambang	Kep	455	\$35	
18	Battambang	Kampot	439	\$35	
19	Battambang	Kratie	606	\$40	
20	Battambang	Preah Sihanouk	520	\$40	
21	Battambang	Koh Kong	592	\$40	
22	Battambang	Stoeng Treng	746	\$50	
23	Battambang	Mundulkiri	813	\$60	
24	Battambang	Rattanakiri	879	\$60	

B/ Distance and Condition in Working Area

Rate/Km	Paved Road (Return)	Non-Paved Road (Return)	Most Difficult Road Condition such as through the jungle or to destination where road instruction almost non-exists (Return)
1-2Km	\$1.00	\$2.00	\$3.00
3 –5 Km	\$2.00	\$3.00	\$4
6 –10 Km	\$3.00	\$4.00	\$5
11 –15 Km	\$4.00	\$5.00	\$6
16 –20 Km	\$5	\$6	\$7
21 –30 Km	\$6.00	\$7.00	\$8.00
31 –40 Km	7.00	\$8.00	\$12.00

41 –50 Km	\$8.00	\$9.00	\$14.00
51 –60 Km	\$9.00	\$10.00	\$16.00
61 –70 Km	\$10.00	\$11.00	\$18.00
71 –80 Km	\$11.00	\$12.00	\$20.00
81 –90 Km	\$12.00	\$13.00	\$21.00
91 –100 Km	\$13.00	\$15.00	\$22.00
101–200Km	\$15.00	\$17.00	\$25.00
201-300Km	\$17.00	\$20.00	\$28.00
301-400Km	\$20.00	\$25.00	\$30.00
401-500Km	\$25.00	\$30.00	\$35.00
More 500Km	\$30.00	\$35.00	\$40.00

The above rates will be provided only when partners or stakeholders use their own transportation and are inclusive maintenance costs and this rate will not require receipt for reimbursement, however, the traveler has to sign or print thumb on the list that indicates the amount of transportation allowance received prepared by the administration or organizer. Budget holder/manager is responsible to define road conditions and to make sure that the travel distance is accurate.

Notice: In case travelling across the river/water, travel rate will add up \$1 per return trip.

5.8 Acquittal of Travel Advance

- Staff should acquit their travel advance within 5 working days of arrival at duty station. Travelers on extended work assignments must file expense reports at least once a month. Failure to do so may subject the offender to disciplinary action.
- All spending is not necessarily a receipt or bill, but is attached with other forms and supporting documents (missions order, reports or minute, agenda, attendance list...)
- The acquittal of travel expenses must be in the same currency as the original advance. Other currencies used whilst travelling need to be converted into the currency of the advance. For example, if the advance is in USD and currency paid for expenses is in Riel, it should be converted to USD using the exchange rate e.g. USD\$1.00 = 4000 Riel or USD1.00=38.22 Thai Baht. Receipt of currency exchange should be included as supporting documentation.
- The traveler must personally sign and date the expense report. Signing or initialing another person’s name is not allowed and not officially recognized.
- Travel expense can be reviewed by finance team.
- Before approval by Managers, the review will be to ensure that the following are proper:
 - Approval signature;
 - Goal and work activity clearly described.
 - Correct budget code;
 - Correct total;
 - Supporting documentation and receipts where required;
 - Policy exceptions have been properly documented and approved.

5.9 Partners/Spouse/Children’s travel

- Where there is seat available, a staff of a partner organization, a spouse or child or other close relatives may accompany an employee on a business trip at the employee’s expense, as long as their travel expenses are paid separately, not charged to Save the Children, and do

not cause any Save the Children employee or agency additional work. Priority will and must always be given to staff over relatives.

- However, if there is a clear need for a nursing mother to travel with her child and baby sitter, with the authorization of the employee’s supervisor OEC may bear the cost of travel expenses incurred by the afore-mentioned.

Telephone Usage:

Communication is improving rapidly and mobile phones have become essential working tools for all professional entities. In line with this development, based on the need in the particular field office, each OEC staff is encouraged to use mobile phone to perform their jobs of the project or/and of the whole organization.

Employees’ mobile phone:

OEC also recognizes that in moving towards an organization that serves more partners, more of its staff are traveling between different locations and need to be reachable wherever they are and be able to contact their partners outside their offices. In order to enhance work, OEC provides mobile phone subscription for work situations that they cannot be reached on landlines or cannot use landlines to reach all partners for business communications most of the time.

Table sponsorship amount for the monthly phone subscription card

Category of Staff	Type of Subscription	Monthly Credit Amount
All Program Managers and all specialists	Cell Card	\$30 - \$50
All Field Based Officers/Assistants	Cell Card	\$20 - \$30
All support staff managers, Accounts and Cashiers	Cell Card	\$10 - \$20
Vehicle Driver	Cell Card	\$5 - \$10
Night Guard/Cleaner	Cell Card	\$5 - \$10

Desk phone:

An office telephone system is provided for all staff to use to enable them to make telephone calls as part of their work for Operations Enfants du Cambodge. Desk telephones are provided in all rooms across the office. Telephones are also provided in all broken out meeting rooms. External phone calls are allowed to use communicating with OEC’s work.

When staffs make or receive calls, it is important:

- To speak at a medium volume and avoid shouting or loud exclamations, this will disturb colleagues.
- When the call quality is poor and the user has to speak more loudly, they should transfer the call to a phone in a nearby break out room, or if using a mobile phone they should move to sit inside the break out room.
- Where staffs receive frequent phone calls on their mobile phone, this can be very disturbing for colleagues. All staff should set the ring volume on their mobile phones to a low level, or to vibrate when sitting in the office. OEC office phones are provided to enable our work to be carried out effectively. Staff should not use the office phone for personal calls.

6. Receiving money

It is necessary to ensure that we have procedures in place to ensure that there are controls when cash is received .All cash received must be receipted and income voucher (Annex 13) must be

created. The receipts should be pre-numbered and in triplicate and the original will be signed by the Cashier and given to the person paying money.

The following procedures apply when funds are received:

- 1) The Cashier shall keep a pre-numbered receipt book which is in triplicate;
- 2) On receiving money a receipt is to be prepared ensuring that all donor and purpose of donation details are provided for. The receipt should be signed by both the person receiving the money and the Cashier and then approved by a person with delegated authority.
- 3) The original will be issued to the person paying the money.
- 4) The second copy is attached to the Income Voucher (Annex 13). The income Voucher is completed with name of payer, (Email) address, date, method of payment, amount, fund category etc which is then checked and signed by Finance Manager or Finance Coordinator;
- 5) The third copy of the receipt is retained in the receipt book.
- 6) At the end of each month, Finance Manager should page through the receipt vouchers and make sure that all receipt sure numerically accounted.

The Income Voucher must also have attached, any credit advice from the bank, if payment was made by bank transfer, or a copy of the cheque, if payment made by cheque, and any related communications, e.g. emails from donors saying that funds have been transferred etc.

7. PAYROLL

Salaries must be processed latest by the last working day of the month. All national employees are entitled to a 13 month bonus in line with the Operations Enfants du Cambodge Regulations. The bonus is based on the fiscal year (January-December). The 13 month bonus is payable to staff in 2 installments; 50% on 31 March for Khmer New Year and 50% on September for Pchum Benh. Employees that have not worked a full year prior to the bonus payment will receive pro rata bonuses, calculated by number of days worked in the year.

All employee contractual salaries stated gross (before salary tax deduction CONTENTS calculates tax on salary monthly and deducts from staff salaries. Operations Enfants du Cambodge pays tax on salary to the Tax Department monthly before 15th of every month).

The promotion of the welfare of employees: OEC staff everyone gets health care allowance of ten dollars (\$ 10) a month according to the consent of donor.

The payroll procedures are follows:

1. Finance Manger prepares the payroll spreadsheet showing staff name, positions , base salary the tax on salary, any overtime and salary adjustments . The pay slips (Annex 14) must detail clearly the base salary and any additions or deductions, and finally allocation to donors with budget lines.
2. All pay slips must send to finance manager checking at least 3 days before payroll is due to be processed.
3. After finance manager has checked all payroll records, Cashier will process payroll.
4. Program Director or Program Coordinator must approve all pay slips. Pay slips for Program Director or Program Coordinator are approved by Executive Director.
5. Salaries are paid by bank transfers, cheque and in special circumstance by cash. All are processed after approvals.
6. Accountant the raised and Expenditure Voucher for the total payroll, to which all signed pay slips are attached. This must be approved by Finance Coordinator.
7. Employees must sign their pay slips one by in privacy for confidentiality purposes. A listing of salaries on which all employees sign for their pay is NOT acceptable.

All payroll data is confidential. Any staff privy to payroll data must be able abide by confidentiality policy. Breach of this policy will be taken very seriously.

8. JOURNAL VOUCHERS

The Journal vouchers are for Finance staff usage only. The voucher can be found in the Annexes. The journal vouchers are used for all non-income and non-expense transactions such as:

- Withdrawal of cash from the bank account (Supported by cheque copy).
- Deposit of cash to bank account (deposit slip receipt attached).
- Adjustment to erroneous allocation of expense or income (with reference of original income or expense voucher)
- Advance clearance where no expense occurred, e.g. Employee takes a \$20 advance, and returns the full \$20 with no transaction occurring. (Attach Advance Voucher as supporting document)

All Journal Vouchers must have as much supporting document as is possible. The Journal Voucher ensures the all recorded transactions in QuickBooks are supported by a voucher for reference.

9. CASH MANAGEMENT POLICY

Operates predominantly in a cash economy and must therefore maintain strict control over all cash which should be managing cash are called " Cash custodians" and their position are titled " Cashiers ".

9.1 Petty Cash Balance

OEC has in place an Impress Petty Cash System. This means that there is a minimum and maximum amount of petty cash on hand. The Cashier is responsible for ensuring that there are sufficient funds on hand to meet the needs of the office on a day to day basis, as well as any emergencies.

An impress system is one which constantly maintains approximately the same maximum level of cash. When the balance of funds reaches the minimum balance permitted or we have knowledge that a large amount of payments are to be made then we will replenish the balance to the maximum balance by making a withdrawal of funds, supported by the appropriate documents.

In all instances cash withdrawals will be made to bring the cash balance bank to the amount expected to be required to implement activities. The following table shows the minimum and maximum petty cash for the OEC Head Office deemed sufficient.

Office	Minimum Balance	Maximum Balance
Head Office, Battambang	US \$500	US \$1000

9.2 Cash books

Every petty cash box must be supported by a physical cashbook. The cashbook is a prime book of entry, in which transaction related to cash only are recorded in detail. This cashbook is maintained by the cash custodian. The cashbook columns:

DATE	REF	DESCRIPTION	DR	CR	BALANCE
Date of the transaction	Voucher reference of expense/advance/ Income	Explanation of the transaction	Amount of incoming cash	Amount of outgoing cash	Running balance of the petty cash after each transaction

Every column must be completed in full with no delays. This means the cashbook entry is completed at the precise moment the cash changes hands. All staff that receive or give cash to the cashier must write their name and sign on the cashbook if they agree with the amount, date and explanation. This requires that each staff waits while the cashier completes each column.

It is not acceptable to leave the name and signature column blank, or to write something generic such as "Supplier". Where more than one currency is used, there shall be 1 cashbook for both currencies. The columns for amounts will therefore appear as:

DR US \$	DR KHR	CR US\$	CR KHR	BALANCE US\$	BALANCH KHR
		3	3,000	xxx	xxx

Where one transaction is conducted in 2 currencies, the whole transaction should only appear on 1 line. The above shows an example of the amount of \$3.75. All cashbook must be bound and taken care of. When not in use, they must be locked in the cashier's desk drawer.

If the petty cashbox changes hand a recorded cash count must be conducted both the giver and the recipient of the petty cash box, so that both parties are in agreement of the balance of the cash at the time of handover. Such instances occur, when the regular cash custodian will be on annual leave, or when they depart the organization, or even if they are out of the office on an errand.

All cash transactions must be accompanied by an approved supporting document. These documents will include:

- An Advance Voucher
- An Expense Voucher
- An Income Voucher
- A Journal Voucher

No transaction is permitted without the accompanying, appropriately approved voucher. The cash Custodian will be held responsible is such an event occurs.

9.3 Cash Counts

A "cash count" is when the physical petty cash is counted using the cash count form, to verify the balance on hand. The cash count balance is compared against the balance stated in the cashbook, which is why it is imperative that the cashbook is completed immediately upon every movement of cash. There are serious consequences if; the cashbook is not maintained as such; or of the cash count does not match the cashbook.

Under no circumstances, must a transaction 3 record if there is no movement in cash, e.g. for cash kept "aside" for an expected payment. If the cash has not left the cash custodian, the transaction must not be recorded. This would results in a discrepancy between the cash balance and the cashbook balance.

The cash custodian is expected to conduct a recorded cash count at minimum 3 times per working week. Upon these counts, only 1 signature will appear in the cash count form. A second counter is required to conduct a recorded cash count at minimum once per week. The second counter may be; Finance Manager, Assistant Accountant, Administrator. In these instances, 2 signatures must appear in the count form.

From time to time a “Surprise” cash count must be conducted. These are cash counts where the cash custodian is not expecting a cash count. Once a declaration has been made to the cash Custodian of the intention to conduct a surprise cash count, the process shall be as follows:

1. The cash count must take place immediately (not e.g. after lunch).
2. The surprise cash counter must remain present and observe the cash custodian retrieving the cashbox (from the safe or their desk drawer).
3. The cashbook and cash count book must be given to the surprise cash counter.
4. The surprise cash counter must write “Surprise Cash Count” on the cash count sheet and the date.
5. The Cash Custodian must observe the cash count being conducted.
6. The surprise cash counter should match the cash balance against the cashbook.

It is therefore imperative that the surprise cash counter decides on an appropriate time for both then to count the cash and for the cashier to be available. If any discrepancies are found, these must be reported to the Finance, Project manager, Technical Advisor and Executive Director.

Any senior management member, Project Manager, or Technical Advisor is authorized to conduct a surprise cash counter at any time.

9.4 Petty Cash Office Hours

Cash custodians are often have other responsibilities in their daily work, aside from managing the cash. For this reason, all program offices have “Cash Office Hours”. Only during these hours, the cashier is available to give/receive cash. In exceptional emergency circumstances, e.g. emergency hospital costs for a beneficiary, which may be out of cash office hours, the cashier will provide assistance and issue cash as needed.

9.5 Security of Petty Cash

Out of cash hours, all petty office will be kept in a lock safe. All safes have 2 required entry keys, which include a numeric combination and a steel key. Arrangements may be made in the office, whereby 1 authorized employee has the key to the safe, and another staff has combination code, resulting in requiring 2 person to open the safe at all times. This may not always be feasible and therefore it is not a compulsory requirement.

During cash office hours, the cash will be secured in locked desk drawer. Under no circumstance must cash be left unattended. If cashier leaves their desk, the cash must be locked in drawer and keys shall remain with the cashier. It is unacceptable for staff to take home the cash box contents, for any reason.

9.6 Discrepancies in Cash Counts

Cash custodians are expected to work with precision and accuracy at all times, as they hold a major and vulnerable asset of organization. As such, unreported discrepancies and major unexplained discrepancies will be taken very seriously.

Should the Cash custodian find a discrepancy between the physical cash balance and the cashbook balance, they must report this immediately to their Manager and Finance

Manager, before attempting to resolve the difference. They must never attempt to rectify any difference by contributing their own cash or taking out cash.

Senior Finance staff may decide to rectify small differences by allowing adjustments, with the support of the Journal Voucher, however such adjustments must be infrequent and of significantly low value (e.g. US\$1 equivalent).

Cash reconciliations are conducted by a finance staff member separate from the cash custodian. The cash reconciliations will compare the updated QuickBooks petty cash balance, against the cashbook and the cash count record. All reconciliations must be document and signed.

10. ACCOUNTING SYSTEM

A/ Accounting Procedures

10.1 The prime entry record to the QuickBooks system is the cashbook. As the prime entry record it is imperative that recording be correct and description listed be clear and easily interpreted by someone outside the project. The cashbooks should detail and reflect all transactions made.

10.2 It is necessary that the vouchers are correctly codes as these are entered on to the cashbook (see below).

10.3 After the cashbook, the vouchers are entered into the QuickBooks system in voucher order. This must be done daily to ensure month and reporting is not delayed.

10.4 Vouchers to be entered into QuickBooks (“Make General Journal Entries”) include expenditure vouchers; advance vouchers, income vouchers and journal vouchers.

B/ Voucher Coding

All vouchers must be numbered/ coded. The code in voucher identified what type of voucher it is, the month and year, and an assigned number to that voucher. Every expenditure voucher/transaction in the cashbook is identified separately by the voucher number, e.g.

2 digit code:	Number of the transaction
PV= Payment Voucher	which is consecutively
RV= Receive fund (Donor) Voucher	numbered, starting at 001

C/ Chart of Accounts

Operations Enfants du Cambodge uses a global Chart of Accounts for all transaction. All accounts have a numerical code that must be written on each expense/income voucher. When expense vouchers are entered into QuickBooks, each transaction is allocate to an account code. Monthly and annual Statement of Receipts and Disbursements are completed using the Chart of Accounts. For internal reporting purposes.

12. MONTHLY FINANCIAL REPORTING PROCEDURES

Monthly reporting must include:

1. Statement of Receipts and Disbursements
2. Statement of Financial Position (Balance Sheet)
3. Statement of Changes in Equity

The financial statements must show 2 balances that equal:

1. Surplus/deficit of fund receipts
2. Net assets/Working capital

If the 2 balances are not matching this indicates lack of double-entry use or error, and must be corrected.

All reports must be distributed by the 10th of the month to finance Manager, Project manager, Executive Director and relevant Project Management staff.

The QuickBooks files must be backed-up in the online Drop Box at minimum monthly.

12. EXTERNAL AUDITS

It is imperative that all Operations Enfants du Cambodge has an external audit conducted by internationally recognized audit company. Annual audit reports must be completed by 31 March. This may require planning in advance and scheduling audit filed work months in advance. It is advised the auditors are contacte4d in Quarter 2 or 3 of the prior year to schedule the timely field work.

Project audits also must be required by donor for specific project being funded in accordance with donor contacts. These audits a separate audit requirement from the global audit mentioned above.

All audit reports are available for viewing to Board of Directors, donors or potential donors, employees and the general public.

Management letter issued by auditors must be shared with international Financial Manager for assistance improving on internal control weakness.

Battambang, 02 May 2016
Chairperson of MC



02 May 2016
Seen and approved

Chhem Vannara.

Vay Po

CC:

- All Project Managers
- Staff Association
- Permanent Secretariat
- For "Information/Execution"
- Admin/Archive

Operations Enfants du Cambodge (OEC)

ADMINISTRATION POLICY

To maintain good order in daily work, in the office as well as in operational field, OEC's staffs shall respect the following administrative policies:

1- Internal Regulations

1.1- Working Discipline:

- a- Working days: 5 days a week from Monday to Friday
- b- Office Work: Morning work: from 7:30 to 11:30
Afternoon work: from 13:30 to 17:30
- c- Field Operation: Staffs in mission must first join office before going to the field, and return back to office before going home.
- d- Field Work: Social workers shall establish activities plan and have their own daily schedule.
- e- Capability building: All OEC staffs may start learning English language from 17:00, and may leave office before 17:00 for joining lesson.

1.2- Holiday:

- a- OEC adopts important National/Public Holidays, designated on a yearly basis by the Royal Government of Cambodia, for government officials and employees, plus annual leave to provide employees with a period of rest time and relaxation. Annual Leave entitlements are based on length of continuous service as outlined in the table below:

No	Category of Staff	Entitled Annual Leave
1	Up to 3 years service	15 days
2	4 to 6 years service	16 days
3	7 to 9 years service	17 days
4	Over 9 years service	18 days

This length of time excludes Saturday and Sunday. The concerned may ask for Annual leave in 2 or 3 or in the whole period under the condition of discussing and arranging suitably with their supervisor, and to fill the scheduled time in annual year table, required by admin.

Any unexpected leave or permission for personal affairs with reasonable cause or proof will be deducted from annual leave, which exclude only sick leave or leave caused by sickness of husband, wife, or children

- b- Sick leave: Every staff member is entitled to a total of twelve (12) sick leave days per year. All sick leaves from 2 days and up must be certified by competent medical institution. No more than six (6) uncertified sick leave days can be taken for consideration per sick leave year.
- c- All leaves taken in personal and absolute necessary reason require permission:

- A morning/afternoon half-day leave: Direct verbal request or by phone to direct supervisor:
- A one-day leave: Written request to direct supervisor.
- A two-day leave: Written request to admin through direct supervisor.
- A three-day leave: Written request to executive director through direct supervisor and admin.
- A Maternity leave of one month as prenatal and two months as postnatal.
- A Fatherhood of one week.
- At the beginning of fiscal year, admin asks all sections and project to establish their own preferable timetable for annual leave in paying attention to not disrupting their proper activities and fruitful results, then later admin makes a synthesis of all in a common timetable to be discussed and analyzed again by the meeting of management committee to avoid harming general working flow and to guard responsible people available for strong management of OEC. Readjustment or re-arrangement may be finalized.
- Once leave schedule is well done, staff member must submit his/her application for leave, at least one week in advance through his/her own direct supervisor for approval by executive director.
- All members of management committee must submit their annual leave through the chairman of management committee for approbation by executive director.
- In term of member of executive committee, the executive director shall submit his/her application for annual leave through the chairman of management committee for approbation by the chairperson of Board of Director.

Note:

The annual leave-day does not comprise Saturday and Sunday. The staff who have to travel to his/her native village, or join his/her relative outside the province, will beneficiate one day for departure and one day for returning back, time added to the initial 5 days. The trip tickets must be presented by attaching to trip report.

Note (amended on 07 April 2015):

In case of a serious illness that needs long-term holiday treat, all employees have the right to get salary conditions as stated below:

1. Get paid one hundred percent (for patient treated within three months).
2. Get paid fifty hundred percent (for patient treated from the month 4, 5 to 6)
3. Cannot get paid in case that any illness is severe or chronic and cannot afford to work for the organization up to 6 months.
4. In cases where patients are comforted under 6 months, the employees have the right to join in a paid position and its recovery.

2. Use of organization's property:

- a. All staffs have to take care of the organization's property.
- b. All keys of motorbikes must be kept in the administration office.
- c. All motorbikes must be cleaned in every Friday afternoon.
- d. All motorbikes must fill benzene at contracted station in Battambang province, by making record registration number of motorbike, name and signature of the user.

- e. After accomplishing the mission, the motorbike must be kept in the office.
- f. Reparation of motorbike shall be checked and decided by management committee.
- g. All trickery falsifying benzene supply, funds and other materials will first receive a verbal or written warning. In the event of a second offense, the management committee will organize a meeting and expel the guilty from the position.

3. Contract of using OEC's vehicle:



**Operations Enfants du Cambodge
(OEC)**

**Kingdom of Cambodia
Nation Religion King
* * * * ***

Contract of using OEC's vehicle

Name & surname:..... Sex:..... Position:.....

Project:work for OEC.

Respect to:

Executive Director of OEC

Subject: Contract of using OEC's motorbike

As mentioned above, I would like to contract to Operations Enfants du Cambodge that Motorbike, Branch with number plate..... that OEC allows me to use for working in the project. of OEC.

I would like to promise to OEC that:

- 1- Responsible for losing.
- 2- Provide back motorbike when getting a new job with any other organization.
- 3- During postpone of work, I provide motorbike back to OEC.
- 4- When stopping working with OEC, I provide motorbike back to OEC.
- 5- Use a motorbike for organization work, and keep it in office, not at home.
- 6- Overnight motorbike is kept in OEC office.

* **Gasoline usage:** OEC provides 50 liters of gasoline for each motorbike per month. Or on the other hand, the gasoline usage is based on the actual expense.

If I don't respect this contract I will be responsible for Cambodia law. For the proof, I would like to put my thumbprint.

Battambang, date:.....
User's thumbprint

Seen and Approved
Executive Director

4. Other needs:

- 4-1. The need of materials or money shall be agreed by the direct supervisor and approved by executive director.
- 4-2. All staffs may not ask for something not inscribed in the project or not agreed by the donors.

5. Conservation of documents:

- Documents and minutes must be conserved properly by categories, under responsibility of every project manager. The financial manager is responsible for all financial documents; the administrative manager is responsible for administrative document, everyone depending on its duties and function.
- All documents must be guarded safely, in order that other people can access to them easily.
- All important documents must have a copy kept by the administrative manager following chronological system.

6. Communication:

- 6-1. All sections must have directory of contacted people.
- 6-2. All correspondence arrived at OEC, must urgently be given to the concerned person.
- 6-3. All distribution of correspondence must have receiving signature in distribution book.
- 6-4. All communication with outside institutions must be always communicated to executive director for information.

7. Office installation:

- Repartition of office installation is the task of management committee.
- Each section must take care of its own arrangement.

8. Banking:

The administrative manager keeps registration code of keeping book.

9. Ethics:

- 8.1- OEC staff must respect and comply with the Statute, the Code of Ethical principles and Conduct, and the Child Rights Policy.
- 8.2- All OEC staff shall respect Cambodian morale and custom by avoiding telling a lie in the intention to alleviate one's own wrongness.
- 8.3- Creation of partisans, breaking in groups "separatism" and playing politics are prohibited.
- 8.4- Fraternity, tolerance, mutual awareness, mutual fulfillment, helping each other, are harmonious relation, and desirable of OEC for durable unit.
- 8.5- Use of drunken product during working time is prohibited.
- 8.6- Practicing gambling is prohibited to avoid unfortunately bad consequence.

10. Staff Recruitment:

The process of recruiting staff shall be done following the organizational principles:

- 10.1- Applicants must answer to all questions listed in the application form. The recruitment committee will not consider any unfulfilled application.
- 10.2- Publication of conditional recruitment:
 - a) Position
 - b) Education level and knowledge of Child's Rights
 - c) Deadline of reception
- 10.3. Screening of applications
 - a) Short-list 5 applicants for further selection
 - b) Setting appointment date for interview

- c) Interview committee is composed of: Executive director, the concerned project manager, administrative manager and financial manager.
- d) Subjects included in testing: writing, factual practice and knowledgeable questions.

11. Recruitment Procedure:

11.1- Determining position, tasks and responsibilities

- Responding to each program, as stated in proper job description.
- Proposed by head of section or project manager, or projects coordinator.
- Approved by management committee of OEC.

11.2- Recruitment criteria

- Mentioning age, sex, domicile, education level, specialty, experience, that are conformable to the required position, tasks and responsibilities.
- CV, curriculum vitae (affirmed by the concerned or local authority)

11.3- Announcement of recruitment

- In public by publication through diverse institutions, e-mail to related Organizations and through mass-media.
- Fixing date and place to receive applications
- Fixing date announcing candidates short listed.
- Fixing date for interview.

11.4- Selection of Candidates

a). Screenings

A special committee established by the management committee is responsible for:

- Eliminate candidates whose capacity is not responding to published position and responsibilities.
- Form criteria for short-list.
- Select and decide the eligible candidates to be declared short listed.
- Inform the eligible candidates about date and time to come for an interview (names published at the lieu receiving application or call by phone if possible).

b). Interview

- Composition of the committee: at least three persons selected by the management committee.
- Subject for interview: In conformity with the objectives of every Program/project, from three to five subjects.
- Interview questions: two to three questions for each subject, formulated by the committee, just 30 minutes before interview. To reconsider important questions in the application form again.
- Questioners: a member creates questions for one subject.
- Scoring: committee members score according to the marking-scheme set in advance. For numerous candidates, written answers can be used.

c). Final evaluation

- Do addition of the interview scores, and then calculate the average in function of the scoring members.
- Do the total of the interview result.
- Final decision from analysis on the priority order responding to tasks and responsibilities required by announcement.

11.5- Proclamation of the result

- Proclamation of the result will be posted at the lieu where receiving application, or information by phone.

- Setting date and time allowing selected candidate to come signing his/her contract to work with the organization.
- The selected candidate will be briefed on salary, workload, and the agreement to start his/her probation.
- If the briefing is not acceptable by the selected, a next candidate will be asked for the same way of briefing.
- When no agreement can be reached, and no choice meets, a new announcement can be proceeded.

11.6- Probation period

- Selected candidate will sign a probation contract of three months.
- In probation period, the concerned will support an improvement instruction for working process, capability building, and be observed and then evaluated by the organization to admit him/her as regular staff or to stop his/her work.

11-7: Lateral move of staffs (Amended on 21.03.2011):

- a)- Internally OEC, by common agreement with the Management Committee, can move a competent staff, with his/her consent, from one project to another one of the similar importance or level, or from the main office to sub-branch of equal position.
- b)- In these cases, if the salary of the previous position is inferior to the new position, in an interval between 10\$ to 50\$, the moved person can obtain the new salary accepted by the donor agency, because he/she has been moved by service obligation.
- c)- In the case that his/her project faces any phase out or reaches an end, his/her move to any new position becomes sympathetic and depends then on existing salary.

11-8: All internal staffs have the right to jump up to higher grade or position through competition test with external candidate(s) when a vacancy has been pronounced.

12- Nomination of staff:

- 12.1- Staff in position of project manager or project coordinator receives advices directly from the executive director and from the owner of fund:
 - a. The project assistant receives advices from direct project manager/coordinator, while social workers receive advices from project assistant and project manager. All OEC staff shall respect Cambodian morale and custom by avoiding telling a lie in the intention to alleviate one's own wrongness.
 - b. Creation of partisans, breaking in groups "separatism" and playing politics are prohibited.
 - c. Fraternity, tolerance, mutual awareness, mutual fulfillment and helping each other, are harmonious relation, and desirable of OEC for durable unit.
 - d. Use of drunken product during working time is prohibited.
 - e. Practicing gambling is prohibited to avoid unfortunately bad consequence.

13. Delegation of power:

In her absence inferior to 1 month, the Executive Director shall delegate her power to one staff managing affairs in her behalf. In case an absence is superior to 1 month, the Executive Director shall appoint an Interim Director, after consulting the Management committee with accord supported by the Board of Directors.

14. Human resource development:

- 14-1. In project proposal, it should be necessary to include fund for capability building of staff in accordance with the project need.

- 14-2. Project manager, project coordinator and administrative manager shall have minutes expressing clear cause of sending staff to be trained.
- 14-3. Staff member going to be trained shall sign an agreement of not leaving OEC within a limit of time, commonly accepted, in function of expense for training fee (inside and outside of the country).

15. Salary scale planned:

a- Staff salary is planned in three categories: High, Middle and Low

N0	Position	From:	to:	Remarks
1	Executive Director	\$ 2000	\$ 2500	
2	Program Coordinator	\$ 1500	\$ 2000	
3	Financial Advisor	\$ 1500	\$ 2000	
4	Program Manager	\$ 1000	\$ 1500	
5	Project Manager	\$ 800	\$ 1000	
6	Admin Manager	\$ 800	\$ 1000	
7	Finance Manager	\$ 800	\$ 1000	
8	Assistant Project Manager	\$ 550	\$ 700	
9	Assistant Admin Manager	\$ 550	\$ 700	
10	Assistant Financial Manager	\$ 550	\$ 700	
11	Field Officer	\$ 400	\$ 570	
12	Cashier	\$ 400	\$ 550	
13	Social Worker	\$ 400	\$ 550	
14	Driver	\$ 300	\$ 500	
15	Night guard	\$ 150	\$ 250	
16	Cleaner	\$ 150	\$ 250	

b- Increase of salary

The increase of salary may be applied based on annual individual performance evaluated and on actual economical situation, determined by management committee of OEC (usually 10%).

New staff, in probation period, gets 80% of scale salary provided by the funding organization; she/he will get full salary (100%) after passing probation period of three months.

c- Thirteenth month Salary or bonus for staff members:

All OEC staff working in conformity with OEC by-law, Code of Ethical Principles and Conduct, and with firm commitment to core value of OEC will be awarded of a bonus equal to their proper monthly salary.

16- Tasks for guard and cleaner:

Guard and cleaner are full time workers:

- Guard: From 17:30 to 6:00
- Cleaner: From 6:00 to 17:00

17. Encouragement and penalty:

Depending on individual performance appraisal or offense gravity, staff member, based on the fundamental rules of OEC, might have:

a- Encouragement:

- Verbal compliment in public/general meeting
- Written Felicitation by executive director, proposed by management committee, or by the Board of Directors, proposed by executive director.
- Staff member can accept any congratulation by official institution of operational fields.
- Nomination to new high position

b- Penalty:

- Secret verbal warning.
- Writing blaming.
- Put in rest without salary for a limited time not exceeding two months.
- Expelled from the position

Battambang, 16 February 2009
Chairman of
the Management Committee



Lek Hay

Having analyzed and approved:
Battambang, 16 February 2009
Executive Director



- Board of Director of OEC
- All project managers
 - Staff Association
 - Permanent Secretariat
- for "**Information/Execution**"
- Admin/archive

Operations Enfants du Cambodge (OEC)

HUMAN RESOURCES POLICY

REFERENCE:

- 1- OEC By-law;
- 2- Code of Ethical Principles and Conduct;
- 3- Human Rights Policy;
- 4- Child Protection Policy;
- 5- Gender Equality Policy;
- 6- Minority Policy;
- 7- Drug Policy;
- 8- Statute of Staff Association;
- 9- Conflict of Interest Policy;
- 10- Procurement Committee;
- 11- Asset Committee;
- 12- Internal Control;
- 13- The Permanent Secretariat for Code Observance;
- 14- Financial Policy;
- 15- Admin Policy and;
- 16- Delegation of Authority Framework.
- 17- Cambodian Labour Law.

OVERVIEW:

Operations Enfants du Cambodge makes a long march from 1996 and continues constantly with successive development in strong spirit of non-profit; non-commercial; non-government; non-adherent to any political party; legally registered; and subscribing to universal humanitarian values and practices. OEC has the responsibility to be transparent, honest, accountable, and ethical, to give out accurate information and social services, and to not manipulate situations for the personal benefit of its boards and staff, but to accept learning new requirement and keeping as principle that the right personnel for the right position is a sure bet for organizational effectiveness and efficiency. The files in reference, treated internally and published through www.oecbtb.org, are materials guiding OEC staff to realize good governance, the core values of OEC. For constant good practice and continuous development a Human Resources Policy is elaborated in the following order:

1- RECRUITMENT PROCESS:

Introduction

Recruitment is done by formal procedures, starting from identifying the need to fill a post or project to reaching the stage of official appointment. A recruitment committee is formed, subdivided in writing committee, correction committee; interview committee, total scoring committee and finally deliberated by the body of recruitment committee, which will be approved by the executive director. **The admin manager is responsible for arrangement and facilitation of the process.**

Phase	Maximum duration	By
Vacancy identification		Suggested by admin manager or executive director (ED) and decided by Management Committee (MT).
Preparation job description	1 week	Program coordinator or Admin manager.
Internal lateral move of staff (depending on necessary need)		Implementation of article 11-7 of Administration policy, to be decided by MT.
Application form (available in Admin and in www.oecbtb.org)		Admin manager
Vacancy announcement		Admin Manager
Application period	3 weeks	Admin Manager

Selection for interviews		Recruitment committee
Interviews	Favourable time	Interview committee
Second round interviews (if applicable)	Within 1 week	Recruitment committee
Selection of successful candidate(s)	Immediately	Deliberation of Recruitment committee, approved by ED
Appointment procedure and signing of contract	Depends on planning	Presented by Admin Manager and signed by ED.

1-2. **Vacancy identification**

A vacancy can be identified after an employee has left/or will leave the job or new tasks for the organization arise which require a new post. The need for filling such vacancies can be discussed in the monthly or extra-management meetings (attended by all Management Committee members). In such a meeting (of which minutes need to be taken) issues need to be discussed like expectations of the post, recruitment planning, internal lateral move of staff if applicable, mode of vacancy announcement, type of contract etc. If the planned recruitment procedure differs notably from the above described procedure this has to be approved by the board of directors of the organization before recruitment starts.

All internal staff have the rights to jump up to higher grade or position through competitive test with external candidates when a vacancy has been pronounced.

1-3. **Preparation job description**

All employees to be recruited by the organization will have explicit job descriptions that form part of the employment contract whether permanent or temporary contract. Job descriptions should make clear the tasks to be performed, the level of responsibility of the job, the knowledge and the skill level required to do the job productively. For most cases job descriptions are standard. In some cases job descriptions may be custom made, for instance if new functions are created for which no standard job description exists. Custom made job descriptions will need to be based as much as possible on the existing standard job descriptions presented by admin manager. For all jobs under project level the job descriptions will be prepared by the involved project manager together with the Admin Manager and will be approved by the ED. For all jobs at management level the job descriptions will be made by the Program Coordinator together with the Admin manager and will be approved by the Board of Directors.

1-4. **Internal Lateral Move of Staff**

a)- Internally OEC, by common agreement with the Management Committee, can move a competent staff, with his/her consent, from one project to another one of the similar importance or level, or from the main office to sub-branch of equal position.

b)- In these cases, if the salary of the previous position is inferior to the new position, in an interval between 10\$ to 50\$, the moved person can obtain the new salary accepted by the donor agency, because he/she has been moved by service obligation.

c)- In the case that his/her project faces any phase out or reaches an end, his/her move to any new position becomes sympathetic and depends then on existing salary.

1-5. **Preparation Application Form**

The application forms have already been prepared by the Admin Manager and can be got from admin office or from OEC web site, www.oecbtb.org.

1-6. External vacancy announcement

An external vacancy announcement should be done by cost-effective advertising, for instance by using local radio, by OEC web site and additionally by popular web site company. Every announcement should clearly indicate the application procedure and closing date. The application can be submitted directly to OEC main office or sent by email.

1-7. Appointment procedure and signing of contract

After final selection of a candidate, the Admin Manger, with permission from the executive director will write and send to the candidate's email address a job offer letter. The job offer letter will clarify the requirements for accepting the job offer and reporting on duty. The candidate will have to react to the job offer letter within one week. If the candidate shows interest in the job offer, an appointment will be made by the Admin Manager to (further) discuss the terms and conditions of employment and if he/she accepts, to sign the employment contract, child rights policy, gender equality policy, drug policy and job description. In some cases it may be required to have a second meeting to further discuss the terms and conditions of employment before signing these documents.

2- STARTING ON THE JOB

2-1. First working day

On the first working day the targets for the probation period are discussed with the probationer by the Admin Manager. This includes a clear explanation about what is expected of the employee. The probationer is introduced to the organization. He/she will receive from the Admin Manager the Fundamental Rules of OEC.

The probationer can get a 25% advance of his/her first month salary on the first working day, if requested for.

The project manager or the assistant project manager, or head of section is capable to supervise the probationer and train him/her into the relevant tasks he/she will have to fulfill. In most cases the supervisor will be the person placed one place above the probationer's position in the organization hierarchy, but this is not necessarily so.

After the introduction and administrative procedures on the first working day, the probationer is handed over to his/her supervisor who will from guide the probationer during his/her probation period

2-2. Tasks of the Admin Manager

- Organize the payment to the probationer and, if requested for by the probationer, a 25% advance of the first month salary.
- Ensure that the probationer is taken up in the liability. Contact the involved insurance companies if needed and fulfill all required procedures.
- Ensure proper handing over of the probationer to his/her supervisor.

2-3. Probation period

The goal of a probation period is:

- a) To test the ability of the probationer to perform well on the job.
- b) To test the suitability of the probationer's character to fit into the organization.

Beside training and supporting the probationer, the probationer's supervisor also monitors the probationer during the probation period and fills in the Probation Monitoring Form on a monthly basis. This information written in this Form is not accessible to the probationer.

The first month of probation is meant to familiarize the probationer with the organization and also to help him/her to settle down and understand the organization's operations. Usually the supervisor has a training program in mind and also instructs relevant colleagues who will help in conducting this training.

After one month the supervisor and the probationer assess together whether the work progresses well and where improvements are needed. The supervisor reports about the outcome of this assessment in the Probation Monitoring Form of the probationer and discusses the results with the Admin Manager, the relevant Section Head. If the first month was unsuccessful and there are no positive prospects for performance to be improved, at this stage the probationer can be dismissed after approval by the MT and the Executive Director.

In case it concerns a position at management level always a member of the Board of Directors should be part of the evaluation panel. In such case any recommendation of the panel should be approved by the Board of Directors to become a decision of the organization.

2-4. Notice of termination of contract or resignation

Written notice to terminate employment, by the organization to the employee or by employee to the organization must be done as follows:

- 1- During probation : 7 days in advance
- 2- Employees up to one year employed : 30 days in advance.
- 3- Employees longer than 1 year employed : 60 days in advance.

The organization may revoke these conditions on the basis of:

1. Provisions within disciplinary procedures. Immediate dismissal can be given in case of insubordination, absenteeism, lack of performance, lack of co-operation and theft. **The procedures to be followed in any such case should follow the labor laws of the country!**
2. The employee has been certified permanently unable to work by a medical practitioner (consult the Labor Law of the country to know and follow the exact rules on this!).
3. The employee has been imprisoned or convicted of an offense.

2-5. Tasks of the Admin Manager

- In case the contract of an employee or probationer is terminated or an employee or probationer resigns, make sure that all required procedures are carried out according to the labor laws of the country.
- In such case also stop the insurances the organization is paying for this person from the date the person has stopped working.

2-6. Re-employment

Former employees who have left the organization (whether being under casual/temporary or permanent employment) by resignation (of their own accord) or who have had their employment terminated for any reason connected with their performance or conduct will in principle not be re-employed. However, the ED, with consultation of MT, may use his/her discretion to modify this policy where he/she considers if that it may be of mutual benefit to the individual and the organization. The general exception to this rule will be where an employee has left the organization as a result of redundancy in which case the ED's approval will not need to be sought for re-employment. However, for this case of re-employment, the person would have to apply through the formal application procedures (during recruitment round).

3- PAYMENT POLICIES AND PROCEDURES

3-1. Salary and wages

Salary means payment for work, made to an employee with an employment contract, usually done in the form of a monthly cash or account book. Wages means remuneration or earnings, capable of being expressed in terms of money, which are payable to an employee under a contract of service and includes cost of living allowance paid to an employee. The salary/wage system of the organization is bound to centrally agreed hard currency amounts (between Connect International and its partner organizations) and to be followed by the organization. The salary/wage system is evaluated once a year by Connect International and its partner organizations. A salary scale is planned in article 15 of administration policy, page 74.

3-2. Salary and wages payment

The amount of salary is paid according to the employment contract of the employee. This may be cash or by account book. If the month-end falls on a Saturday or Sunday then payment shall be made on a Friday before the weekend.

All obligatory tax and insurance payments by the staff shall follow exactly the rules of payment as set by the involved authorities in the country! So make sure the staffs are well informed about these rules.

Employees will be expected to pay their government graduated tax to the concerned Provincial Authorities or any other tax they are obliged to pay, according to the law of the country. It is not the responsibility of the employer to pay this tax or to remind the employee to pay.

Each employee on the payroll (on permanent contract) signs a pay slip (in duplicate) at the end of the month stating the above. One signed pay slip will remain with the employee and the other with the organization. The salaries depend on:

1. The position of the employee,
2. The time an employee has worked in the organization,
3. The performance of the employee.

3.3- Salary increase (performance related)

The increase of salary may be applied based on annual individual performance evaluated and on actual economic situation, determined by management committee of OEC (usually 10%).

Employees with unsatisfactory performance will attract no promotion or step increase

New staff, in probation period, gets 80% of scale salary provided by the funding organization; she/he will get full salary (100%) after passing probation period of three months.

3.4- A Thirteenth month Salary for staff members

All staff members are entitled to receive a thirteen month salary offered by funding organization.

3.5- Change to another position

If an employee takes up another position in the organization his/her salary will be according to the grading level of the new position, starting as if the employee was newly employed (thus starting for the grading system at year 1, unless the position is at the same or a lower grading level).

3.6- Acting allowance

Acting allowance is an additional allowance on top of the salary of an employee who acts on behalf of a higher grading position. Acting allowance may apply:

- If the employee for which one is acting is temporary absent (for instance for a training

course or due to illness),

- in anticipation of the employee being promoted into the position he/she is acting for, or
- if the position is vacant and to be filled in the future by another person still to be recruited.

The granting of an acting allowance to an employee shall be decided on by the Executive Director and Management team. The amount will be based on the grade the position the employee will act on behalf of. Acting allowance is not regarded as a merit increase. After acting is finalized and if the employee takes the full position, he/she will receive the payment suiting the post (entering the first step).

3.7- Medical care

As motivation and to maintain good working train by good health, the funding organization is invited to provide organizational staff with a monthly medical care of ten dollars (\$100 each).

3.8- Insurances

The organization will have for each employee and probationer a liability and an accident insurance.

4- STAFF DEVELOPMENT POLICIES

4.1- Introduction

The organization has a system of staff development in place for employees at all levels. This consists of performance appraisals of the employees and the possibility for employees to follow internal and external trainings when they are invited to do so. Employees are also free to apply for training courses that they would like to follow.

4.2- Employee performance appraisal

Performance appraisal is a continuous process of reviewing or discussing one's job and aims at improvement of performance in the current job.

4.2.1- Objectives of performance appraisal

- To satisfy the individual's needs for feedback on performance and to assist him/her in improving the performance in the current job.
- To strengthen supervisor - employee relationships.
- To get feedback on the level of employee motivation.
- To help the employee to perform better in order to strengthen the organization as a whole to perform better.

4.2.2- Performance appraisal process

After completion of the probation period and annually, each member of staff will undergo an appraisal exercise to review his/her performance and to agree on new targets, as well as identifying training and employee development needs. Each employee is evaluated based on targets set, and then other new targets are set for the next year. The employee should be appraised over the whole period since it was last appraised. It is the responsibility of employee and immediate supervisor to ensure that individually set targets are monitored on regular basis as specified in the completed performance appraisal report. Failure to comply with this will have an adverse implication on the part of the immediate supervisor and concerned employee.

The report (a filled in performance appraisal form) is prepared in duplicate and should be endorsed by the employee, the direct supervisor, the chairman of MT and the Executive Director. One copy of the appraisal form is given to the employee in duplicate and the original copy of the form is filed in the employee's personal file. If the employee does not agree with the outcome of the appraisal, he/she can appeal with the Executive Director.

4.3- Training

The organization supports a policy of progressive development of employees. Training needs of employees at all levels will be assessed regularly and where required for the job, internal or external training will be organized at the organization's expense. Training wanted and initiated by the employee but not suiting the organization's budget or priorities should be paid by the employee and be done outside working hours.

Employees who pursue courses sponsored by the organization, and whose total cost exceed 200 USD(including allowances), are obliged to serve the organization for a minimum of 1 or 2 years (depending on the amount) after training before they can resign/retire from the organization. They will have to sign an agreement under this arrangement.

4.4- Transfers

The organization appoints the employee to a specific project location (other province or District Office) and this may be subject to transfer at any time. An employee may be given the opportunity to transfer because of:

1. The organization may initiate the transfer. In this case the employee needs to be consulted on the possibilities for him/her to transfer.
2. Transfer may be affected as a result of personal interest/request and this may take place after request by the employee to be transferred to another office. An employee wishing to transfer from one Main office to another usually has to apply for an existing vacancy. If the post is advertised externally, he/she would have to equally compete with external applicants.

Transfers need the approval of the ED after consultation with MT. Employees who are transferred may apply for coverage of incurred costs involved in the transfer. This will be looked into per each case.

4.5- Use of notice board

All important communication regarding vacant positions, the change in positions of employees (whether being promoted, acting on behalf of, transfers, new appointments, resignations, etc), training courses and other important issues regarding staff development should be announced on the notice board in the office for every employee's information.

5-LEAVE POLICY

5.1- Introduction

Employees serving under the organization's Terms and Conditions of Service will be entitled to an annual leave totaling in accordance with the below **5.1.1** criterion for each year of service. Employees may opt to take their leave in one single block or sets of blocks. Leaves have to be agreed by the Direct supervisor, Admin Officer and finally ED.

5.1.1

No	Category of Staff	Entitled Annual Leave
1	Up to 3 years service	15 days
2	4 to 6 years service	16 days
3	7 to 9 years service	17 days
4	Over 9 years service	18 days

Note: This length of time excludes Saturday and Sunday.

5.1.2- Planning of leave

A leave calendar should be drawn at the beginning of the year and agreed upon by each Section Head or Project Manager, which is then forwarded to the Admin Manager. Each Section Head

or Project Manager is responsible for inquiring with his/her section about the leave plans of employees working in the Section or in the Project.

5.1.2 Requests and authorization procedures

Amendment to the schedule will be at the discretion of the immediate supervisor in consultation with the Admin Manager and Financial Manager. For each scheduled leave period, the employee will submit a leave form to the Admin and Financial Manager after agreement by the immediate supervisor (who signs the form for approval). This will be done at least two weeks in advance (except for sick leave and compassionate leave). Depending on the circumstances, the immediate supervisor may reschedule the leave (in consultation with the concerned employee). The Admin Manager will verify the leave record and sign the leave form for approval. Final leave approval is done by the ED who may sometimes reverse the leave schedule if certain circumstances may warrant this to happen. The Admin Manager informs the employee about (non-) approval.

Employees taking leave are required to return according to the dates agreed in the leave forms. Otherwise the normal disciplinary penalties will apply: a formal written warning and loss of pay for the days the employee was not present at work. An employee serving on probation will not be allowed to take leave, only on the discretion of the ED.

5.2. Paid leave

Employees who have successfully completed their probation are eligible for paid leave under the following conditions:

- 1 Employee is not on temporary terms of service or on induction/probation.
- 2 Paid leave will accrue from the date of full-time engagement (at a monthly rate of 25 working days). The employee can never take more than the criterion in 5.1.1. Employee must apply for leave at least two weeks in advance.

Leave not taken within the contractual year shall automatically expire and cannot be transferred to the next contractual year.

5.3- Compassionate leave

In the event of death of real mother/father, first degree sister/brother, father/mother in-law, spouse and children, compassionate leave of a maximum of three (3) days will be granted. This section applies to employees on permanent terms of employment but under discretion of the ED will employee on probation or temporary terms be granted this leave.

If the employee wishes a leave longer than two days, he/she shall propose the use of his/her annual leave entitlement or opt for reduction in payment (if there are no paid leave days (left). This needs to be agreed in advance following the procedures mentioned in the former paragraph.

5.4- Maternity and paternity leave

A female employee shall be entitled a maximum of three (3) months, one mas prenatal and two months as postnatal, maternity leave on full pay. During probation and under temporary terms of service, there are no provisions for maternity and paternity leave. During the maternity leave period, the normal benefits and entitlements of the employee including her contractual rights and accumulation of seniority, shall continue uninterrupted and her period of employment shall not be considered to have been interrupted, reduced or broken. In the event of illness, certified by a registered practitioner, arising out of pregnancy or confinement, affecting the employee or her child, the organization shall grant the employee additional leave as required according to the situation.

A maximum of five (5) days, if applied for, will be given to the male employee for paternity leave. This leave will be taken within a period of five (5) days after the spouse has delivered.

Employee is encouraged to announce her pregnancy to her immediate supervisor as early as possible, and on such grounds, she will be allowed time off for her antenatal visits. Similarly same way, the nursing mother will be allowed time off during working hours for breast-feeding. The duration of absence should be determined on case-by-case basis, but should not exceed a period of two hours per day for a maximum of six months after giving birth.

In circumstances whereby an expectant employee may be working under dangerous conditions, which could result, into serious health hazards, management may re-design her duties. This will have to be certified by the referral medical doctor and approved by the ED.

5.5- Sick leave

Sick leave will be authorized when the employee is unable to work because of sickness or injury, or when the employee needs medical examination or treatment, which can be obtained only during the time when employee would normally be on duty. Sick leave is not used for care of family members or treatment for a family member. Absences of such nature are subjected to the normally applying disciplinary procedures. Application for sick leave should be evidenced by a doctor's certificate delivered on the second day of sickness latest, with a written request from the employee, also delivered on the second day latest. Always a sick leave should be filled in. The immediate supervisor will make approval of sick leave then forward it to the Admin Manager who seeks approval of the ED. The sick leave will start from the first day of absence. The management has the right to visit the employee or send a representative to visit the employee for the purpose of cross checking.

Employees are entitled to a maximum of 12 days sick leave days in year. No more than six (6) uncertified sick leave days can be taken for consideration per sick leave year. This paid sickness benefit may be extended under the below conditions:

1. Get paid one hundred percent (100%) for patient treated within three (3) months;
2. Get paid fifty hundred percent (50%) for the patient treated from the month 4,5 to 6;
3. Cannot get paid in case that any thickness is reverse or chronic and cannot afford to work for the organization up to six (6) months;
4. In case where patients are comforted under six (6) months, the employees have the right to join a paid position and its recovery.

5.6- Public holidays

The organization respects the public holidays as defined by annual calendar decided by a Sub Degree, signed by the Cambodian Prime Minister. In the event of obligating employees to work on such holidays and other declared holidays, the organization will compensate these days in time or money. The Admin Manager, Financial Manager and ED in consultation with immediate supervisor will be expected to amend the leave schedules of the involved employees in such cases. Public holidays falling within an employee's leave are not counted as leave days and as such are not deducted from the employee's leave record.

5.7- Leave without pay

Leave without pay will only be granted in exceptional cases to permanent employees who have been employed with the organization for a minimum of 18 months. The leave should fit into the planning of the organization and it should be able to (partially) replace the employee. The leave should be requested for three months in advance.

3- DISCIPLINARY PROCEDURES

6.1- Introduction

The organization has developed a Code of Conduct, called “Code of Ethical Principles and Conduct” for the employees (see Fundamental Rules of OEC, page 14). Every employee upon acceptance of a position with the organization signs the Code of Conduct at the same day the employment contract is signed. The Code of Conduct comprises the rules to which all employees should comply. Additionally OEC has set up a Permanent Secretariat for Code Observance and reception of complaints (page 52-53 of fundamental rules) including a text of Complaint Resolution Process (page 46).

Disciplinary procedures apply to all employees at all levels (on permanent and temporary employment) who do not function within the rules of the Code of Conduct. This is to ensure that the organization's policies, standard of performance and behavior are maintained at an appropriate high level. The organization’s policy is to ensure that always a positive approach is used to motivate the employee. Disciplinary procedures only come in if the encountered situation is of willful nature and (potentially) damaging to the organization and/or colleagues.

Further on in this chapter the main offences are mentioned. It is at the discretion of the Section Head (for offences by employees below management level) to judge whether an offence is minor or major. Depending on this judgment several procedures can be followed as explained further on. A disciplinary committee will be instituted by Management Committees to deal with severe disciplinary cases.

Important:

Ensure that disciplinary actions comply fully with **Kram** dated March 13, 1997 on the Labor laws of the country and with the procedures and protocols of the Labor Office in the area, especially Labor Law Compliance Review for NGOs, April 2010. Especially for the more serious disciplinary actions (suspension and dismissal) it is important that these follow exactly the Labor Laws and are fully coordinated with the Labor Office in the area before imposing them on the involved employee(s).

If this is not done correctly the organization takes a risk of large claims by staff on whom disciplinary actions were imposed for not abiding to the Labor laws, rules or protocols, and this may involve large sums of money plus a lot of work to get everything sorted out (including the danger for court cases etc)! It is therefore advised strongly to first contact the Labor Office and develops the disciplinary procedures in detail with them and keeps regular contact with the people in the Labor Office. Then, for each case it is important to verify with the Labor Office what should best be done.

Important:

When discussing disciplinary actions with the Labor Office, it is important to verify whether the Labor Office’s advice on the disciplinary actions and especially the financial side of it complies with the Labor Laws of the country. If there is a discrepancy between the Labor Laws and the advice of the Labor Office it is important to discuss this matter and find a solution together.

Then, be sure that the Labor Office signs a protocol about the disciplinary actions with the organization so that the organization can always proof that they have officially agreed with the Procedures to be followed.

The Section Heads and supervisors are primarily responsible for identifying offenses disciplinary actions used in the organization (The Permanent Secretariat for Code Observance and reception of complaints and Complaint Resolution Process).

6.2- Procedures to be followed

The Section Heads or Project Manager and supervisors are primarily responsible for identifying offenses. They communicate each offense to the Permanent Secretariat for Code Observance which will discuss the offense with ED and MT. In reaction to an offense the ED

provides a verbal warning to the involved employee in case of small offenses. In case of larger offenses it is advised that the ED and the MT coordinate the disciplinary action first with the Labor Office. After the approval of the Labor Office the agreed disciplinary action can then be imposed on the involved employee.

- **Verbal warning** (not recorded in personal file of the employee).
- **Warning letters:** Each warning letter is recorded in the personal file of the employee. Each warning letter has a particular level, depending on the offense and decision of MT. As long as the sum of the issued warning letter levels to an employee is less than 4 no further disciplinary actions will be undertaken against the employee. If the sum of the issued warning letter levels to an employee is 4 or more during the whole time of service of the employee, the ED by decision of MT meeting can decide to start the procedures for dismissal, endorsed by the Board of Director conformable to 12.3 of the By Law, or suspension of the employee whenever he thinks this is necessary.
- **Suspension:** Suspension means that an employee is sent off the job for a limited time of 2 weeks maximum without payment of salary. The decision to suspend someone is taken by the Management Committee and endorsed by the Board of Directors.
- **Dismissal.** Dismissal can be with or without pay, depending on the offense and the Labor Laws of March 13, 1997. The decision to dismiss someone is taken by Management Committee and endorsed by the Board of Directors in accordance with the labor laws of the country.

6.3- Appeals

At any stage in the above proceeding, the employee may appeal through the Admin Manager for suspension or change of the disciplinary action that will cause a mixed complaint meeting. Following the point 4 of Complaint Resolution Process, the final decision of any dispute, without appeal, will be the decision of the mixed complaint committee, consisted of Executive Management Committee members, five (5) representative of staff association and the Permanent Secretariat Team.

6.4- Grievance handling procedures

Respecting and implementing democratic governance, OEC recognizes complaint as a feedback for reinforcement of the rule of law, transparency, inclusiveness, responsiveness and accountability in management. All OEC staffs have been supposed to deeply and comprehensively understand all basic rules, and then committed to all fundamental documents of OEC, therefore our comprehensive complaints process will:

- a)- Increase the level of satisfaction with member's services.
- b)- Recognize the members' right to comment or complain.
- c)- Provide a fair, efficient and accessible process for resolving complaint.
- d)- Monitor complaint with a view of identifying area for improvement in quality of services or operational behavior.

Grievance:

All staff members at all level are advised to present verbal or written grievance to his/her proper team leader or to Permanent Secretariat, which, depend on the importance of the information, must discuss the problem in the Executive Management Committee. The outcome of the discussion, adjustment, enhancement, or clarification shall be published openly or verbally explained in a meeting to eliminate all doubt which can cause passivity in operation.

6.4.1- Grievances against employees

The employee will approach the Admin Manager. In case the grievance is against the Admin Manager the employee approaches the ED. Admin Manager (or the ED) investigates the matter and if possible solves the issue to the employee's satisfaction. Grievance complaints are always taken very seriously and should be given full attention immediately! A good way to try and resolve the grievance is to invite the person against whom the grievance is held and the

employee who expressed the grievance to come to terms with each other in a personal conversation in which the Admin Manager (or the ED) acts as a facilitator. Important is to lay down agreements made in such a conversation in writing and have both persons sign it for approval. The agreement is made up in three-fold: one copy for each of the two involved employees and one copy for the filing system.

In case in this way no solution is achieved the Admin Manager (and/or the ED) will convoke Management Committee meeting for decision. In case the grievance is against any employee of the management team (including grievances against the ED) members of the Board of the organization are invited to join the conversations with participation of representative of Staff Association and the final decision on the required action (especially if no agreement has mutually been achieved between the involved employees) is then taken by the Board.

7- EMPLOYEE WELFARE

7.1- Leisure

The senior management shall arrange a staff party together with other employees once a calendar year (usually as New Year party). Venue and date will be decided upon by vote or discussion.

7.2- Allowances/per-diem

The Organization shall meet the following maximum expenses while staff is sent on official duty outside the place where the organization is working. These allowances are only paid against actual costs made.

- Transport: at public rate
- Breakfast : USD 3 (three USD)
- Lunch : USD 5 (five USD)
- Dinner : USD 5 (five USD)

If an employee is sent on a training course the organization will determine the allowances needed. If for instance lunch is provided during the training course, the employee will not be given the lunch part of the allowance; when a training course takes place within the town where the employee lives and the employee can eat and sleep at home no allowance will be given at all. If third parties pay allowances (e.g. organizers of the training course) the employee is allowed to accept these but the organization will in such case not give an allowance to the employee.

7.3- Work facilitation

Depending on the position and tasks of the employee the organization will do as much as possible to facilitate the employee in his/her work. This means that the employee can use the organization's computers, transport (if stated in the job description), stationary, calculators, field equipment and crash helmets all while on duty. Usually these items are not taken home, but left in office.

Protective wear provided for all employees in the field section are crash helmets, which remain the property of the organization. Stationary can be used in normal quantities as required by the work. Employees can request for equipment or items needed to be able to perform duties. These can be granted at the discretion of the management.

7.4- Insurances

All employees (except piece workers) are insured for bodily or material damage they cause to a third party while being on duty. This means they can't be sued by a third party on personal level provided the damage was not caused willfully or by negligence.

All employees are also insured for medical treatment as a result of an accident being on duty and the employee always has to wear a helmet while driving or co-driving a motor cycle while being on duty.

8- GENERAL POLICY GUIDELINES

8.1- Identity cards

All employees are provided with identity cards, except piece workers. Those on temporary appointment get temporary documents, while those on permanent appointment will acquire sealed identity cards. These remain the property of the organization and must be returned on termination of appointment before terminal benefits are paid.

8.2- Personal files

For each employee (temporary or permanent) a personal file is prepared. The Admin Manager is responsible for maintenance of the personal files. He/she will ensure that the employee files are kept up to date with maximum safety and confidentiality in controlling the files on a regular basis, remaining finally responsible person for the accuracy of these files. The following persons can access the personal files:

- Executive Director (without permission)
- Assistant Admin Manager (without permission)
- Other members of the management team (with permission of the ED).

The employee will access his/her personal file if seeking for some specific document. This is done in the presence of the Admin Manager after permission of the ED. If necessary parts of the file can be kept secret for the employee.

8.3- Politics and religion

The organization is a local non-governmental organization which exists to facilitate the empowerment of the socially and economically disadvantaged (regardless of tribe, or political color), in order that they may access opportunities for sustained improvement in their lives. Therefore, the organization has no political affiliation. The properties and facilities of the organization shall not be used for any political purpose. Employees should express their personal political/religious beliefs without in any way involving the organization directly or indirectly. If the organization feels that religious or political involvement is conflicting the interests of the organization, the employee can be disciplined.

8.4- Loss or damage of organization property

Employee on permanent or temporary terms and conditions of service will be personally responsible for the organization's property, which is within his/her control either at work or home. Loss of such property, which cannot be adequately accounted for or explained shall be treated as theft and if such case occurs it could lead to summary dismissal. If the employee loses organization's tools or equipment which is in the employee's possession he/she will have to pay the costs for replacement.

8.5- Working hours or days

The employee will be expected to work a 40-hour week (unless stated otherwise in the contract). All employees will be expected to report on duty as follows:

- Monday-Friday
- Morning hours: 7:30 to 11:30 a.m.
- Afternoon hours: 1:30 to 5:30 p.m.

There is no overtime allowance for additional hours worked unless if employee is requested by the management to work on a weekend or after normal working hours. The rates used for overtime allowance will comply with the labor laws of the country. No field allowances are given for normal duty assigned or any travel expenses are reimbursed or paid other than approved of.

9.6- Expense claim policy and procedure

Expenses incurred by employees in the course of duties on the behalf of the organization will be reimbursed only if the ED has given prior approval. Expenses are not part of salary but direct reimbursement of expenditure.

Claims for reimbursement must be made on the appropriate form, signed by individual and authorized by Section Head with approval of ED prior to submission to the Admin Manager. As a general rule all claims must be supported by receipts, if possible VAT receipts. However, it is recognized that certain items of expenditure e.g. some public transport fares cannot be supported by documentary evidence. In such cases the claim form must include details of the reason of expenditure.

Receipts or invoices that are not agreed on by the organization cannot be sent directly to the organization for payments and cannot be claimed afterwards.

cc:

- Board of Directors
- MT members
- All OEC staff

“For comprehensive implementation”



APPENDIX 1

Delegation of Authority Framework in OEC

I- Objectives:

The primary objective of this Organizational Directive is to establish a Framework for Delegations of Authority that will allow management practices to identify, formalize, delegate and track the exercise of authority in OEC in a uniform and coherent manner. The Framework for Delegations of Authority will allow all OEC personnel access to current information on authority within OEC, and will improve the understanding of authority, the transparency of OEC operational process and will result in improved accountability. The secondary objective of this Organizational Directive is to support the practice approach by ensuring that the Framework for Delegations of Authority functions as a decentralization but self-sustaining mechanism within each practice.

II- Sources of authority in OEC:

1. For the purposes of this Organizational Directive, the highest source of authority in OEC is the OEC By law, updated,
2. The Code of Ethical Principles and Conduct,
3. The Financial Policy, updated and
4. The present Organizational Directory

III- Effective date

The Delegation of Authority, based on the stated objectives, is established in the following framework with instructions and condition respecting the obligations set in the sources of authority II above. The delegates are made to positions at the most appropriate level and practical operations in OEC, tabled in function of reality and necessary or urgent needs. This Organizational Directive shall enter into force on **12 June 2013**.

Delegation of authority framework

Delegate	Delegated Authority	Consultative Committee: Management Committee (MT)	Delegating Official
Permanent Delegation			
Chairman of Management Committee	Authorized to sign communication papers with all donors and institutions supporting the organization in the view of strengthening good practice for the interest of children and people with disabilities; sign invitation and inquiry papers for fact-finding to maintain the rule of law, transparency and responsiveness; sign invitation for special or extra meeting to prevent risk and ensure “Good Governance”.		Executive Director
Project Managers	Authorized to sign any expenditure worth from \$50.00 downward. Authorized to do internal and external communication, as well as with donors in quality of exchanging or clarifying information without affecting or deviating from the agreement, with always CC to admin and Executive Director.	No	Executive Director
Admin Manager	Authorized to do internal and external general correspondence as provision and exchange of information, but not in quality of policy maker or of decision maker, with always CC to Executive Director or the chargé of current affairs.		


Financial Manager	Authorized to do internal and external general financial correspondence for justness and correctness of financial management in the limit of budget and project agreement with no policy and no decision making.	No	Executive Director
The Permanent Secretariat for Code Observance and reception of complaints	Authorized to sign invitation for inquiry, paper asking for written clarification, assignment note for his/her team member(s) to accomplish investigation or to have fact-finding in problematic field. before making synthesis for MT or making recommendation, or proposal for an appropriated remedial action.	No	Executive Director
During absence of Executive Director in short and long mission, or sick leave, or in annual leave			
Program Coordinator	Authorized to sign any routine affairs, any expenditure for the purpose set out in the budget and in the budgeting plan approved by donors, or in the agreement between OEC and Donors, assignment of staff for special mission related to OEC policy.	No	Executive Director
	Authorized to sign recruitment and dismissal of OEC's staff, new proposal and fundraising for operational development conformably with vision and mission of OEC.	Yes, common decision with MT	
Chairman of Management Committee	Authorized to sign proposal for any amendment, submitted to approbation of the Board of directors		Executive Director

Note:

By always keeping in mind that OEC is a participative management with firm belief and implementation in strict line of democratic governance, therefore any doubt and hesitation require meeting of MT for common analysis and decision making.

This delegation of authority framework can be reviewed at any possible time to respond to new requirement.

Battambang, 14 June 2013
“Fully Agreed”
 Chairman of Management Committee,


 Din Peng An

Battambang, 14 June 2013
 Proposed by Executive Director,



Battambang, 28 June 2013
“Having Analyzed and Approved”
 Chairperson of
 the Board of Directors



Vay Po

CCL All Delegates **“For Execution”**
 Financial and Admin manager
“For implementation and publication”