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I. Introduction

I.1. Background

The Asia Indigenous Peoples Pact (AIPP) is a regional organization founded in 1992 by Indigenous Peoples’ movements in Asia. AIPP is committed to the cause of promoting and defending Indigenous Peoples’ rights and human rights and articulating issues of relevance to indigenous peoples. At present, AIPP has 47 members from 14 countries in Asia with 18 indigenous peoples’ national alliances/networks (national formations), 30 local and sub-national organizations. Of this number, 16 are ethnic based organizations, six (6) indigenous women and four (4) are indigenous youth organizations and one (1) organization of indigenous persons with disabilities.

In recent years, AIPP has considerably expanded its scope in terms of membership, project partners financial resources, staff, programme areas including partnership with donors.

In order to meet the demands of AIPP’s expanding programmes and scope of work, the Secretariat has grown dramatically. Hence, there was a need and high demand of developing necessary guidelines and systems for human resource development to ensure more professional and dynamic teamwork and management of the secretariat.

In 2015, AIPP developed an organizational manual to streamline and systemize the functioning of the Secretariat and human resource manual was one of the key documents required to be developed. Then, AIPP with an assistance of the Human Resource Management expert drafted the Human Resource Manual in consultation with a Thai lawyer.

◆ (Reference: Annex 1: Legal Rights and Duties of Employers and Employees in Thailand.)
I.2. Introduction

This Human Resources Manual is a compilation of policies, procedures and guidelines related to human resource management at AIPP.

The Secretary General is accountable for leading an effective team and is thereby accountable for the development and implementation of the policies outlined in this manual. Programme Coordinators/Managers are responsible for human resource management within their own team and need to refer this manual to ensure organizational consistency and compliance of the policy.

The Executive Secretary is responsible for maintaining the procedures and systems which support human resource management for the organization and is available to answer any questions or provide clarification on any content of this manual.

The AIPP’s benefits related to insurances and health is coordinated through the Administrative staff. Questions regarding the benefits package may be directed to the Administrative Manager and Executive Secretary.

The Human Resources Manual shall be updated periodically and reviewed as and when the need arises.
II. Recruitment Process and Policy

II.1. Recruitment Objective

AIPP will seek to recruit committed and capable individuals who will effectively perform their tasks, duties and responsibilities and contribute towards achieving the goals of the organization. AIPP in general will be guided by the following criteria and terms in the recruitment of staff:

- Preference would be given to applicants with experience of having worked or working with indigenous Peoples’ organizations, networks, institutions and are familiar with indigenous issues.
- All staff recruited have to be an indigenous person who meets the minimum qualifications required for the specific position with a preference to member organizations of AIPP.
- Call for application will be circulated to members and networks except for certain positions which require closed consultation for recruitment.
- Staff employment will be based on balance of gender, ethnic, regional balance in the composition of the staff to the extent possible.
- The core competencies of staff should be in line with core values of AIPP and have the necessary set of skills to work efficiency and effectively in the Secretariat.

II.2. Reasons of Recruitment

Recruiting individuals to fill positions is the most critical human resources management function undertaken whether the person is being recruited from within or outside the organization. Committed, motivated, and qualified employees will help an organization achieve its purpose and goals. There are basically two main reasons for recruitment: first, for replacing staff who have resigned or left; and second, to fill in new positions created by growth or start of a new programme or project. The replacement recruitment can start with the approval of the Secretary General as soon as the previous position holder resigns. New positions need to be approved by the Executive Council with proper justification for the need.

The recruitment process begins by defining the job (existing job description may be used in case of existing positions), seeking a pool of qualified individuals, selecting the best individual for the position, and finally orienting the individual to the position and the organization (if the individual is hired from outside the organization). All recruitment should be open to both internal and external candidates – giving the existing employees a fair and transparent method of gaining higher positions or in some cases, changing the programmes/units they are recruited for.

When an organization hires, promotes or transfers an employee it is making a commitment to that person. As such, an organization is obligated to ensure that the individual has all reasonable opportunities to perform the job satisfactorily; the goal is to recruit, select and orient the most suitable individuals to the organization. As such, AIPP is committed to ensuring a fair and consistent recruitment and hiring process in all units and at all occupational levels.
II.3. Priority for Employment

As an organization which is committed to promote and support Indigenous Peoples in Asia, AIPP places priority on ethnicity of the individuals and their geographic origin when it comes to employment. AIPP also gives priority to the candidates who come from the member’s organisations.

◆ II.3.1 Ethnicity
All employees of AIPP must be of ethnic indigenous background. AIPP will use background reference checks to ensure the ethnicity claims of the shortlisted candidates. This can be done through reference requested from the candidates, but also cross checked by the member organizations in the respective countries.

◆ II.3.2 Geographic Target
AIPP also has a geographic target to make sure that people from all sub-regions are recruited. As such, priority is placed on employing individuals from those regions from where there has been a smaller number of recruits. This ensures a wider geographic reach for future operational programs.

II.4. Non-discrimination

AIPP is committed to equal employment opportunity in policy and practice. This is reflected within the management practices of the organization, which aims to provide fair and equitable treatment for all staff, potential staff and job applicants. Consistent treatment irrespective of gender, ethnicity, political, religious or philosophical beliefs, disability, age, family status or other characteristics (AIPP reserves the right to add to this list) is ensured, as far as it is practical to do so. This is to ensure the promotion of the spirit of non-discrimination principles, which enable staff to achieve their full capacity, potential and to deliver their maximum contribution to the achievement of organizational and project goals.

◆ II.4.1 Geographic Balance
There should be no discrimination in recruitment in order to ensure geographic balance. Recruitment shall be directed to securing for the organization the services of officials of the highest standard of ability, efficiency and integrity as well as balance diversity amongst staff of AIPP, so that no region is over or underrepresented. Geographical representation of individuals should not play any part while making final recruitment decisions. It shall ensure that recruitment takes place based on their capacity and competency only.

◆ II.4.2 Gender Orientation
Gender and/or sexual orientation of individuals should not play any part while making final recruitment decisions. It should be remembered that recruitment is taking place based on their capacity and competency only.

◆ II.4.3 Age
The age factor should not be an issue during recruitment. Importance should be placed not on how old the individual is, but rather what he/she brings to the organization.

◆ II.4.4 Ethnicity Balance
There should not be any biasness to match ethnicity balance in the organization through recruitment. All potential recruits should be treated and assessed equally before making hiring decisions.
II. Recruitment Process and Policy

◆ II.4.5 Religious Balance
Favouring certain religion over others in times of recruitment should be ruled out. It is entirely an individual’s own personal belief and should not create any influence over the organization.

◆ II.4.6 Disability Condition
Everyone gets a fair and equal chance to contribute their services towards AIPP. This includes those with disability conditions as well.

◆ II.4.7 HIV-Positive/AIDS and Other Health Ailments
Individuals suffering from HIV-Positive/AIDS or any other health ailments such as cancer, diabetes, heart disease, etc. will get equal opportunity to be part of AIPP. No discrimination should influence this. Confidentiality for the individual health condition would also be maintained.

II.5. Conflict of Interest
Conflict of Interest is a circumstance arising from an individual or organization having two separate and competing interests and is unclear or unsure which interest is most important. This creates a “duality of interests” which may lead to one’s interest taking precedence over other’s. It is important for the welfare of AIPP that anyone joining the organization discloses any outside relationship they may have with an individual or organization, which may conflict with AIPP’s core values or interests.

Conflict of Interests does not necessarily prevent an offer of employment, nor a staff members termination, but they should be transparent and declare any such interest that may conflict with AIPP’s core values or interests at the outset. AIPP as an organization must be open to public scrutiny at any time, including the Secretary General and all staff. Examples of conflict of interests may include, but are not limited to:

- The staff agrees not to assume any other job or position which might, in the judgment of the Secretary General or the Executive Council, interfere with his/her duties with AIPP, or come into conflict with AIPP’s core values or interests. It is the responsibility of the staff to disclose any other outside work or position held, prior to assuming such jobs/positions, and to receive written acknowledgment and approval from the Secretary General. It is expressly recognized by the staff that this is necessary for the continued effectiveness, transparency and accountability of AIPP.

- Use of AIPP’s name, work or contacts in any form for personal gains or benefits is considered a conflict of interest. No staff should be involved in accepting, negotiating or requesting payments or gifts in exchange for information or use of AIPP’s property or name.

- Any staff member seeking election or becoming a member of a political party must notify the Secretary General immediately, and s/he will in turn inform the Executive Council. In such cases, the staff may be required to resign from their position with AIPP. AIPP as a non-party (political) based organization does not encourage any activity that may be deemed as engaging in a politically partisan role through the direct involvement of individual staff in a political party.

- The Conflict of Interest Declaration and Disclosure Form shall be signed by all staff members, Executive Council members, Board members, consultants and volunteers.
II.6. Recruitment Process

AIPP will use a comprehensive recruitment strategy and process to ensure that the organization gets the right expert and competent people for the achievement of its goals and objectives.

◆ **II.6.1 Pipeline of Interns for Future Projects**

The number of interns would depend on the strategic human resources plan as well as the turnover rate in AIPP. The overall responsibility for the coordination of internship and fellowship programme at AIPP will be the Regional Capacity Building (RCB) Coordinator. The internship programme will be based on the Strategic Plan of AIPP. Through such internship programmes, AIPP can find potential candidates, train them and recruit promising and dedicated young interns/fellow for future recruitments.

◆ **II.6.2 Staff Requisition and Approval**

Before the whole recruitment process begins, a requisition request must be submitted to the Management Team properly justifying the need to hire new staff through written communication. After it has been approved, the recruitment process will begin. The recruitment requisition will be approved by the Secretary General in case of replacement recruitment. But in case of new positions created for AIPP, the recruitment requisition along with the justification of recruitment will be approved by the Executive Council.

◆ **II.6.3 Procedures**

The following procedures would be used for the recruitment process.

- **II.6.3.1. Develop Recruitment Plan**

There should be a strategic recruitment plan developed which must also be in alignment with the organizational strategic goals. This is to ensure that AIPP hires exactly the right and optimal number of people. If it is a new position in the secretariat then it should be first approved by the Executive Council.

- **II.6.3.2. Develop Job Description**

The task, duties, responsibilities, and nature of the position will be developed. If it is a new position, then the requisition should include a new job description for the position. If the position is old but there are no changes to the tasks and duties and responsibilities then the old job description can be used. Even if the position is old and it is replacement recruitment, the Management Team of AIPP should consider the review of the job description if they think that the functions of this role have changed. Recruitment should be done on the basis of the revised or new job description.
II.6.3.3. Call for Application

In general, AIPP will issue the call for application for all positions, both internally and externally, in order to attract a wide range of qualified, competent and suitable applicants. The internal notification of the vacancy will be circulated within the organisation one month prior to the open call for a wider application. Current staff that meet the criteria are encouraged to apply by submitting a letter of interest and updated CV along with the permission of their supervisor. Unsuccessful internal applicants will receive feedback on their application and interview.

The call for application will include the following information:

- Posting (location) of the job
- Duration of the project
- Main task and responsibilities of the position
- Criteria and qualification
- Minimum remuneration
- Closing date for receipt of the application
- To whom applications should be directed to and their contact details

The following statements should also be included as appropriate:

- Interested candidates are invited to submit a letter of interest and CV along with two letters of recommendation.
- AIPP gives equal opportunities to all candidates with indigenous backgrounds but only shortlisted candidates will be contacted.
- Women and indigenous persons with disabilities are encouraged to apply.

All applications must be submitted in writing and will be kept on file for at least six months. Candidates will be encouraged to submit soft copies of their applications and CVs so that preservation can be done in computers or external hard drives.

All prospective candidates must submit the necessary documents as requested. Required documents may include, but are not limited to, letter of interest, up-to-date CV, letters of reference and recommendation, certificates of employment and any applicable academic degrees and certificates.

The goal of the selection process is to assess the capacity of the applicant based on the information provided by the candidate so that AIPP may choose the most suitable person for the position.

The call for application will be advertised in electronic media such as job sites, social media, etc. along with all the necessary information. Along with AIPP’s official website and social media sites. Popular online job sites can be used as platforms for the call for application. AIPP can also use the job placement feature of LinkedIn to target their potential candidates.

This call for application will be widely circulated using AIPP’s contacts listserv (internal and external) along with their partners’ networks. Print media is very expensive and reaches very small number of people so it will only be used if it is relevant to a certain geographical location.
**II.6.4 Screening of Applicants**

Applications received will be reviewed against the main task, duties and responsibilities for the vacant position and the general selection criteria of AIPP.

Applications will be screened by a selection panel comprising the Executive Secretary and other Management Team members as needed and concerned Programme/Unit members following the decision-making procedures of AIPP. In short listing the candidates for interview, consideration to internal applicants with the required skills, qualifications and experience for the position will be given before considering the external applications.

**II.6.4.1. Screening and Scoring Template**

A specific scoring template derived from the jobs and responsibilities of the position along with the skill set and experience required will be used to screen and score applications.

**II.6.4.2. Third View Checking**

After the applications have been screened, a third view checking will take place to ensure that the right applications have been forwarded.

- **II.6.4.2.1 From Other Section of AIPP**
  
  Forwarded applications will be verified by employees of other sections of AIPP to check the integrity and authenticity of the applications.

- **II.6.4.2.2. Member Organizations**
  
  AIPP’s member organizations and partners will also be third view checkers if required.

- **II.6.4.2.3 From Executive Council Member of AIPP**
  
  The Executive Council of AIPP will be the third option as third view checker.

  - **II.6.4.2.3.1 Selection for Written Test & Interview Call**
    
    After the applications have been screened and short-listed, candidates will be called for interviews.

  - **II.6.4.2.3.2 Notification to Candidate(s)**
    
    Notice sent to the shortlisted applicants for scheduling the written test & interview should include the following information:
    - Preferably one week’s prior notice for interview date and time.
    - Clear address details of the interview location (if conducted face-to-face) or as required.
    - Request confirmation of attending the interview.
    - Request for names and contact details for at least two references.
    - Job description.
    - Specific verbal and/or written skills tests (i.e. English language, knowledge and skills in accordance with the job description, computer skills, accounting, translation, etc.) as appropriate.
II.6.5 Selection Process

The goal of the selection process is to assess the capacity of the applicant based on the information provided by the candidate so that AIPP may choose the most suitable person for the position.

II.6.5.1 Interviewer Team

The interview(s) of the shortlisted participants will be conducted by a panel of at least two members comprising the Executive Secretary and Programme Coordinator. However, the Secretary General, a member of the Executive Council (preferably the Chairperson if available), Deputy Secretary General, and other representatives from concerned project as appropriate will join the interview.

II.6.5.2 Regret Letter

Upon confirmation of the selected candidate, a regret letter will be sent to the unsuccessful candidates highlighting and explaining the reasons.

II.6.5.2.3 Viva-Voce

All oral or viva interviews should follow a similar pattern of:

- Welcoming the candidate and introduction of panel members.
- Explanation of interview process.
- Prepare interview questions including:
  ✓ Descriptions of the current job, experience and level of relevant knowledge and skills for the job.
  ✓ Specific examples of previous situations or tasks demonstrating candidate’s actions, approaches and results of work.
  ✓ Personal and professional motivation for applying for the position at AIPP.
  ✓ General interests and activities, including plans.
- Invite and allow candidates to ask questions or seek clarification on the position and/or AIPP.
- Concluding by providing information on next steps (if the process includes a second interview, this must be specified clearly) and time frame.

II.6.5.2.4 Written Test

Written tests will be taken, usually involving writing an essay, email, letter or report on a given topic, though sometimes the candidate may be asked to proofread, review or summarize a document. Written tasks will be designed to test and assess common sense, comprehension and written communication.

II.6.5.2.5 Practical exam-hands on experience testing

Hands-on exam will be taken to assess candidates’ performance on actual job scenarios. This will be done for positions needing practical demonstrations of work such as cooking, proposal writing, and journal entries in software for accountants, etc.

II.6.5.2.6 Scoring and Final Result Template

There will be a final result template where scores will be assigned to individual candidates to create a ranking amongst them.

II.6.5.2.7 Approval of Notification

Before notifying the successful candidates, an approval of notification will be needed. This will be given by the Secretary General.
II.6.5.2.7.1 Consultation and Approval from Executive Council Members

Discussion and consultation will take place with Programme Coordinators and Management Team on final selection. Once the successful candidate has been agreed upon, a briefing should be prepared on the interview and the results with recommendations to be provided to the Executive Council for final approval.

II.6.5.2.7.2 Reference check

All references of the successful candidates will be checked and verified. The selection panel should agree on the preferred candidate(s) and who will be responsible for contacting the referee(s) of the preferred candidate(s), and when and how (e.g. through emails or in another meeting of the panel members) will the comments from the referee(s) be discussed.

Giving false, inaccurate or misleading information in the application form and its accompanying documents or during the interview process will result in the removal of the candidate from the recruitment process or the immediate dismissal of the staff.

II.6.5.2.7.3 Final selection

Final selection is made after the references have been checked.

II.6.5.2.8 Final Selection, Notification, and Next Procedures

After the final selection has been made, notifications will be sent to the successful candidate. Regret letter will be sent to the unsuccessful candidates and they will be informed that their CVs will be preserved for six months for other potential recruitments. All unsuccessful candidates should be informed of the results by letter/email within one week of the interview.

II.6.5.2.8.1 Offer and Appointment

The successful candidate should then be notified by phone, email/letter or in person and agree on the official date of joining the office.

II.6.5.2.8.1.2 Human Resource Section Roles

It will be up to the human resource section of AIPP to ensure the initial joining procedures of the new recruits.

II.6.5.2.8.1.2 Joining Procedures

A joining letter template will be used to write a letter by the candidate, acknowledging his/her newly joined position in the organization, along with date for joining, salary and benefit calculation. Furthermore, a one-year contract with three months’ probation clause will be issued for the newly recruited staff along with salary and other compensation details.

The declaration of conflict of interest will be sent for new staff to sign according to the note II.5 The signed declaration will be kept in the staff’s personal file.
II.6.5.2.8.1.2 Administrative staff Role

Administrative staff of AIPP starts supporting the successful candidate to ensure that all visa and travel related procedures are followed properly for international candidates and other local laws are followed in terms of local candidates. The team also supports new employee to find accommodation and other logistics for relocation to Chiang Mai. The Administrative staff will extend all support and assistance in organising first time airport pickup and help with the work permit process for new staff upon her/his arrival.

II.6.5.2.8.1.2.1 International staff

a. Office Desk, Settlement, and Housing

Administrative staff will arrange the workstation desk for the staff at the office including required equipment and stationery. They will also provide help in the settlement procedures. This includes assisting in securing accommodation.

Administration staff will also follow the checklist to ensure that all the necessary formalities in related to the new staff are timely fulfilled upon which the signed (by Administrative staff and the new staff) checklist will be submitted to the Management Team.

b. Visa and Work Permit Requirement

- Under the rule of Kingdom of Thailand, all foreign staff are required to have a non-immigrant ‘O’ visa and work permit. In case wrong category of visa was applied more than twice, office will cover only 50% of the expenses.
- The Administrative staff are responsible for preparing all supporting documents needed for the visa and work permit application for international staff.
- International staff are required to prepare the reports needed for the work permit application one week in advance.
- International staff shall keep their passport and work permit and make photocopies of the same.
- In case of loss of passport or work permit, the office shall cover all renewal costs unless loss is due to negligence of the concerned staff.
- Concerned staff shall inform the Administrative staff for any loss of passport and report it to the police.
- Cancellation of visa and work permit shall be done one month after separation of staff. In case of a ready replacement in the position vacated, sufficient time will be allowed for the Administrative staff to assist departing staff in processing the cancellation of work permit and visa. Staff can negotiate for an extension with the management if there is still no replacement for the position.
c. **Assessment of School for Children of international staff**
   Administrative staff will support in the assessment of schools for the children of the international staff, by accompanying them to various schools.

d. **Medical Check-up**
   Administrative staff will ensure that international staff goes through appropriate medical check-up from time to time to ensure their health and safety. The Administrative staff may also accompany the staff during visit to medical centres or doctors only if the staff cannot manage to go by themselves.

e. **Social Security and Work Permit**
   It will be the responsibility of the Administrative staff of AIPP to ensure valid social security and work permit for all the foreign staff recruited.

f. **Group Life Insurance**
   Administrative staff will help the international staff in getting all necessary insurance coverage as per AIPP policy.

g. **Driving license**
   Administrative staff will guide and help in the procedures of obtaining a Thai driving license for the international staff.
   - Staff are required to obtain a valid driving license if driving in Thailand. To obtain a license, observe the following procedure:
   - Administrative staff shall assist international staff in applying for the driving license for both personal car and motorcycle.
   - Staff shall pay the fee for the driving license.
   - Staff are allowed two official working days to apply for the driving license. This includes in case of the staff fail the test or renewal of the license.

h. **Shipping**
   All kinds of procedures for the shipping process for the international staff to their home country will be supported by the Administrative staff.

II.6.5.2.8.1.2.1 Local staff

a. **Medical check-up**
   Administrative staff will ensure that local staff go through appropriate medical check-ups from time to time to ensure their health and safety.

b. **Social Security**
   Administrative staff will be responsible to ensure valid social security for all local staff recruited.

c. **Group Life Insurance**
   Administrative staff will help the local staff in getting all necessary insurance coverage as per AIPP policy.

Response to Sickness and Security Administrative staff will take care of sickness and security needs of the Thai and international staff. If any staff is absent from office without prior notice, administrative staff will follow-up to make sure that the staff are in good health. If not, then they will take immediate action to ensure the health and safety of the staff.
II. Recruitment Process and Policy

II.6.6. Non-advertisement and Headhunting/Outsourcing
Sometimes due to shortage of time and project related urgency, AIPP will not search for recruits through the conventional recruitment channels but rather through other means such as headhunting and outsourcing. However, the recruitment process would be the same for all candidates regardless of how their CV was sourced.

In case any different recruitment process is followed, the same has to be approved by the Executive Council and initiated by the Secretary General itself.

II.6.7. Internal Candidate Applying for Job
When there is a vacancy, existing staff members of AIPP will also be able to apply for the position with a letter of interest and updated CV. Before applying, staff should discuss this with their supervisor. The supervisor cannot stop any staff from applying for a position as this is their right, but they should be aware of their staff’s career ambitions and the process for internal application should be open and transparent. The organisation will initially circulate the job vacancy announcement among the AIPP staff and give them fifteen days’ time to apply. In case there are no internal candidates, then the position will be advertised.

II.6.8 Personal File and Human Resource Information System (HRIS)
Every staff recruited in AIPP should have a personal file in the organization’s HRIS. This file is a collection of the employee’s record and information related to their work.

All personal information provided to AIPP will be kept in the staff personnel file. These information will be kept confidential. Any member of staff can look at their own personnel file at any time. Access to other staff files is limited to the Management Team or the direct supervisor/Programme Coordinator. Permission must be given by the Management Team to view other staff’s personnel file with the consent of the concerned staff.

II.6.9 Human Resource Information System (HRIS)
There will be a HRIS to collect and manage information of all the employees working for AIPP.

II.7. Probation Period and Confirmation as Regular Staff

II.7.1 Guiding Principles
At any time during the period of probation, either AIPP or the staff may terminate the employment contract, with a written notice of thirty days and/or without assigning cause. A formal meeting must take place between the new staff and the Secretary General and the Deputy Secretary General before the end of the three months probationary period to review his/her performance and decide on the continuation of employment based on the staff performance appraisal result.
II.7.2 Probation Period
Each new staff will serve a probationary period of three months from the official date of joining as specified in the contract. The expectation of the probation period is to assist the familiarization of the staff to the organization’s core values, vision, mission and goals including understanding the job description. This period will enable both the AIPP management and the staff to determine the staff’s suitability for the position for which s/he is employed. In case of poor performance, the Management Team of AIPP may extend the probation period for another three months, with specific feedback to the new staff about performance improvement areas. The maximum probation period is six months.

In case of any staff shifting to new programme or unit than he/she is appointed, the he/she will have to go through the same probationary period.

II.7.3 No Probation Period for Re-employment of Staff for the Same Position
There will be no probation period for re-employment of staff and expats for the same position in the organization.

II.7.4 Confirmation as Regular Staff
The Secretary General will provide a signed letter to the staff confirming the staff in the position at the conclusion of a satisfactory probationary period based on the staff’s performance appraisal.

II.7.5 Benefits Provision during Probation
During the probationary period, staff are entitled to public holidays, compensatory leave, sick leave, unpaid leave, health and travel insurance as outlined in the AIPP policy. Paid Leave will only apply to staff who have completed three months working with AIPP regardless of the status. All other benefits will apply on successful completion of the probationary period as stated in the AIPP policies and guidelines relating to benefits.

II.8. Recruitment for Consultancies
AIPP will recruit consultants and other services from time to time and these recruitments will match with the procurement guidelines and will also follow transparency in all regards. Consultants are hired to provide their knowledge and expertise to meet the specific needs of the organization. This may include conducting research, trainings, external evaluation, audit, assessment including mentoring AIPP staff etc.

II.9 Regular contract
This type of contract involves regular consultancy and services with experts on issues that occur regularly during the operations of AIPP. This can be from one month to a year.

II.10 Short term contract
This type of contract involves consultancy and services for a very limited amount of time, usually to develop or oversee policies and implementation.
Prior to taking over new roles and responsibilities, new staff should complete the Staff Orientation Programme of AIPP within a span of one month. The schedule for staff orientation will be prepared by the Executive Secretary in consultation with concerned Program Coordinators, Managers and DSG.

### III.1. Objectives

The objective of the staff orientation is to ensure that new staff are able to adapt to the office environment and working conditions and fully understand the tasks, duties and responsibilities, including the terms of reference (ToR). Furthermore, it is to ensure that proper time is given for handing over from the current staff, and new staff has a clear understanding of AIPP including its policies and guidelines, organizational documents, general programmes, and conduct of work.

### III.2. General Orientation about AIPP

All new staff will be provided with a copy of the Operational Manual of AIPP and a reading list along with other relevant documents. The new AIPP staff members are required to read all the publications of AIPP and a must-read list of document/publications during the period of orientation, including:

- Annual reports of the last two years
- External Evaluation reports of AIPP
- Some important documents related to Indigenous Peoples (first publication of AIPP on IPs in Asia towards self-determination, manual on the UN Declaration on the Rights of Indigenous Peoples (UNDRIP), Resource book on the concept of Indigenous Peoples in Asia etc)

The new staff shall fill the form “Acknowledgement of Receipt of Organizational Documents” to acknowledge the orientation process and the receipt of the document and to confirm that staff has read and understood the document. The completed form shall be filed in staff personal file.
III.3. Responsibility

The Executive Secretary will be responsible for the overall supervision of the orientation of new staff. S/He shall be in charge of facilitating and coordinating the content and schedule of the orientation with concerned Programme Coordinators, and Administrative and Finance staff as appropriate. The Management Team will also provide assistance, if needed. The general orientation will include (as per relevance to the programme) the following:

- History and nature of the organisation, including vision, mission, goals and core values
- Organogram, roles and functions of the Chairperson, Secretary General, Executive Council and the Secretariat, including the Programme Committees and Management Team.
- Roles and functions of the staff including the Programme Coordinator, Project Coordinator, Administrative and Finance staff, etc.
- Inter-programme requirements and thematic teams
- AIPP meetings and reporting requirements
- The Operational Manual of AIPP Secretariat:
  ✓ Constitution and Bylaws
  ✓ Organizational Manual
  ✓ Gender policy
  ✓ Financial Manual
  ✓ Human Resource Manual
  ✓ Anti-corruption Policy
  ✓ Ethical Fund-Raising policy
- AIPP Strategic Plan and Annual Operational Plans
- Position description and terms and conditions of employment
- Information on security and management
- AIPP websites and database management
- Awareness on working in a multi-cultural setting and general information on the culture of Thailand.
- General guidelines for foreign staff
- Basic Thai culture
- Brief tour of AIPP office building
III. Induction and Orientation of New Staff

III.4. Time frame

The duration of the total staff orientation programme is minimum one month.

III.5. Induction Programme

- **III.5.1 Formal Introductory Programme**
  A formal, introductory programme will be held for the new staff along with an induction ceremony. Detailed information about AIPP policies and procedures along with human resources policies and procedures will be briefed to the new staff for their better understanding.

  New staff will be provided office and gate keys. New staff will also be required to fill in the capacity building needs template as well as complete the Personal Data Sheet with their personal details as well as details regarding next of kin and dependents to be kept in their personnel file. This personnel file will be part of the Human Resource Information System of AIPP.

- **III.5.2 Responsibility of Program Coordinator**
  At the programme level, the programme/project staff or the person in-charge should ensure the following:
  - Proper handover of all project/programme documents.
  - Clear understanding of the overall goals and objectives and project activities, including the project partners.
  - Information on management of the programme/project
  - Monitoring & Evaluation and reporting requirements of AIPP, partners and donors.
  - Proper orientation on the use of templates and forms such as Travel Mission Report, Contracts, Annual, Quarterly, Monthly Work Plans and annual reporting format.
  - Inter-programme requirements such as production of multi-media and publications, web posting, regional activities, advocacy, networking, campaigns and capacity building activities.

- **III.5.3 Evaluation of Induction Process**
  Towards the end of the staff orientation period, the Executive Secretary and concerned programme coordinator will assess the progress made by the new staff to ensure that s/he has received proper orientation from the concerned staff. The full content of the staff orientation shall be provided within one month after the first day of work.
IV. Terms of Services

IV.1. Calendar Year
AIPP follows January-December as its fiscal year. However, the duration of the contract of the staff will vary based on the joining date of the new staff. For example, if staff joins AIPP in March 2017, the staff will have the contract of one year starting from March 2017 until February 2018 with a probation period from March 2017 to May 2017.

IV.2. Working Hours
AIPP employees will observe the following office hours.

- **IV.2.1 General Working Hours**
  All staff shall observe the 9:00 a.m. to 5:00 p.m. office with one hour lunch break.

- **IV.2.2 Flexible Working Hours**
  Flexi-time is allowed in coming to the office between 8:00 a.m. to 10:00 a.m. If staff come at 8:00 a.m., they can leave at 4:00 p.m.; if they come at 10:00 a.m., they have to leave at 6:00 p.m. The last person to leave the office needs to ensure that the office is properly secured.

- **IV.2.3 General Guidelines**
  - Flexi-time should be based on an eight hour work per day and forty hours a week.
  - Any staff on flexi-time shall be approved by the direct supervisor and inform the Administrative Manager ahead of time.
  - Administrative staff shall observe the 9:00 a.m. to 5:00 p.m. as core office time to ensure presence of staff at the office during office hours. It is also recommended to hold any staff meeting during the core office time.

IV.3. Leave during Office Hours
Leave during office hours is allowed but staff should seek the approval of his/her immediate supervisor and notify the Administrative Manager prior to leaving the office premises. Temporary absence from the office should not be more than three hours. If the absence is more than three hours, then staff should apply for half-day leave.

IV.4. Flexible Working Arrangements
In addition to flexi-time, flexible working arrangements are allowed according to staff’s needs. But this must be cleared with the immediate supervisor and the Administrative Manager needs to be informed.
IV.5. Overtime Work

Staff working during holidays or weekends shall inform their immediate supervisor and are entitled for compensatory leave. They should get the approval from the supervisor in writing and give a copy to Admin Manager. The compensatory leave should be taken within 30 working days.

IV.6. Action regarding Regular Unpunctuality

Punctuality and regular attendance must be maintained by all AIPP staff. To ensure adequate staffing, positive staff morale, and to meet expected productivity standards throughout the organization, staff will be held accountable for adhering to their workplace schedule. In the event, a member of the staff is unable to meet this expectation, he/she must obtain approval from their supervisor in advance. This approval includes requests to use appropriate accruals, as well as late arrivals to or early departures from work. The Management Team/supervisors have discretion to evaluate extraordinary circumstances of tardiness and habitual/unexplained absence and determine whether or not to count the incident as an occurrence.

IV.7. Absent without Leave

If staff is absent without taking leave, they should inform the supervisor and administrative staff as soon as possible via any communication channels. If it is not informed, then this would be the responsibility of the supervisor and administrative staff to make sure the person is safe or on leave. If a staff member is unable to inform the office due to an emergency or inability, then the case can be considered. However, if this is due to irresponsible behaviour and becomes a regular practice, then this will be considered major misconduct.
V. Compensation and Benefits

V.1. Compensation Policy

At the outset, working with the AIPP Secretariat shall be based partly on the spirit of voluntarism and sincere commitment to contribute to advancing the struggle of Indigenous Peoples in Asia. Thus, AIPP should not be regarded as an employment opportunity to pursue personal economic interests and or build one’s career advancement for personal gains.

In the context of the above, AIPP shall provide an adequate level of salary and benefits at par with regional level organizations or institutions in Asia, given the requirement of certain skills, level of knowledge and experience for regional work. However, AIPP’s salary and benefits should not be too far from that of its member organizations and taking into consideration the living cost in Thailand. The remuneration for each staff member shall depend on their job description and load, qualifications, experiences, based on the salary scale approved by the Executive Council and subject to availability of funds.

Staff shall not get additional remuneration for doing other tasks in any AIPP activities (e.g. documentation, interpretation, videography, photography) during working days.

V.2. Salary Scale Guidelines

The salary scale for both regular staff and staff in probation period in AIPP is listed below:¹

<table>
<thead>
<tr>
<th>Level</th>
<th>Grade 1</th>
<th>Grade 2</th>
<th>Grade 3</th>
<th>Grade 4</th>
<th>Grade 5</th>
<th>Grade 6</th>
<th>Grade 7</th>
<th>Grade 8</th>
<th>Grade 9</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level 1</td>
<td>12,216</td>
<td>12,725</td>
<td>13,234</td>
<td>13,743</td>
<td>14,252</td>
<td>14,761</td>
<td>15,270</td>
<td>15,779</td>
<td>16,288</td>
</tr>
<tr>
<td>Level 2</td>
<td>18,833</td>
<td>19,444</td>
<td>20,055</td>
<td>20,665</td>
<td>21,276</td>
<td>21,887</td>
<td>22,498</td>
<td>23,109</td>
<td>23,719</td>
</tr>
<tr>
<td>Level 3</td>
<td>26,468</td>
<td>27,282</td>
<td>28,097</td>
<td>28,911</td>
<td>29,726</td>
<td>30,540</td>
<td>31,354</td>
<td>32,169</td>
<td>32,983</td>
</tr>
<tr>
<td>Level 4</td>
<td>29,929</td>
<td>30,845</td>
<td>31,711</td>
<td>32,576</td>
<td>33,441</td>
<td>34,307</td>
<td>35,172</td>
<td>36,037</td>
<td>36,903</td>
</tr>
<tr>
<td>Level 5</td>
<td>33,594</td>
<td>34,612</td>
<td>35,630</td>
<td>36,648</td>
<td>37,666</td>
<td>38,684</td>
<td>39,702</td>
<td>40,720</td>
<td>41,738</td>
</tr>
<tr>
<td>Level 6</td>
<td>39,295</td>
<td>40,313</td>
<td>41,331</td>
<td>42,349</td>
<td>43,367</td>
<td>44,385</td>
<td>45,403</td>
<td>46,421</td>
<td>47,439</td>
</tr>
<tr>
<td>SG</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>56,250</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

¹ Approved by Executive Council in March 2019 and made effective form January 2019 on a retroactive basis.
V.2.1. Moving between Grades

This is only possible if the role itself changes so significantly that on re-evaluation it is found to be a different grade, or where an individual move from one role to another (for instance, in the case of promotion or progression to a higher level role).

V.3. The Salary of Secretary General

The salary of Secretary General will be considered and approved by the Executive Council for each tenure.

V.4. Payment of Salaries

Salary of staff will be paid in Thai Bath and payment of salary will be made in the last week of every month. Payment of salary will normally be through bank transfer to the staff’s account in line with the AIPP Financial Policy.

Salary payments will only be made to the staff directly. No other person will be allowed to collect any staff’s pay. In special circumstances, and only with the authorization from the concerned staff, another staff may be allowed to collect his/her salary with signature of receipt.

V.5. Salary Deduction

Necessary adjustments and deductions to salary amount will be made before net salary is defined. These include but not limited to Social Security Service, provident fund contribution, unpaid leave, etc.

V.6. Working during Holidays

Staff are entitled to compensatory leave on account of having worked on weekends or on national/public holidays (observed by AIPP) such as while on duty for outstation work or attending workshops/seminars/conferences, among others, in Chiang Mai from their defined work place.

V.7. Salary Review and Moving up the Scale within a Grade

The salary scale will be reviewed using Key Performance Indicators (KPIs) method for each staff. The expectation is that staff will move up to the next service increment grade every two years (subject to satisfactory performance shown by the review using KPIs as laid out in staff review template), unit they reach the top service increment of their salary grade. Those who reach to the top service increment grade will be provided a lumpsum amount ranging between 3,000 – 8,000 THB in every two years. The Management Team will decide the payable amount to each staff depending on their performance and number of years of service.
V.8. Cost of Living Arrangements (COLA)

In a situation of high inflation in Thailand on basic commodities, AIPP will consider general salary increase of all staff to cope with inflation. The SG will provide the recommended rate for the increase of the salary to the EC in consultation with the staff. The recommendation will be based on availability of funds and will be effective upon approval by the EC. The review of inflation rate shall be done every two years.²

V.9. Staff Promotion and Demotion

Staff promotion and demotion will be based on performance appraisal and experience. A staff may be promoted to a new position with the approval of the EC if the SG in consultation with the Management Team members is in agreement that the person being considered or qualifies for the position and is clearly one of the best candidates.

Based on performance appraisal, if any staff in the position is found not performing satisfactorily as per his/her responsibilities may be face demotion. The staff will be given 3-6 months for improvement in his/her performance.

V.10. Thirteenth (13⁰)-month Salary

All regular staff, on completion of their probation period will be entitled to a 13⁰-month salary (excluding benefits), subject to availability of funds. This is a payment of an additional one-month salary, calculated on a pro rata basis, and paid in the month of December every year. Staff who completed their probation period within the calendar year, will be paid this benefit in the same year along with the number of months served that calendar year. But, In case if staff joins AIPP in the month of November, he or she will receive a 13⁰ month salary in December 2019 along with additional two months’ salary calculated by dividing one month’s salary into 12 months to derive the amount.

V.11. Communication Allowance

An amount of THB 1,500 per month will be provided to all international staff and THB 500 for Thai staff as communication allowance.

The communication related to the administration shall be reimbursed as needed. The Administrative staff may reimburse on the monthly communication based on actual cost but not over THB 300/month. The monthly telephone package shall be provided to Secretary General as agreed package including Skype call top-up based on actual needs.

V.12. Provident Fund

The Provident Fund (PF) aims to provide additional financial benefit to AIPP staff members to be used in times of utter need such as, during sickness, loss of job, resignation or otherwise. It shall also serve as long term savings and longevity benefit for AIPP staff.

² Latest review was in 2017 (reviewed in May but the payment retroactive from January 2017).
V.12.1 Eligibility
- All regular staff are eligible for the PF and this will be obligatory.
- Staff are entitled to withdraw the fund at the time of retirement or resignation.
- Partial withdrawal of funds will be permitted on a case-to-case basis during emergencies such as sickness, accidents, calamities, etc. with the approval of the Deputy Secretary General. The minimum remaining balance of the PF should not be lower than THB 5,000.
- In case staff need to withdraw their Provident Fund, staff shall use the Provident Fund Withdrawal Request form and it shall be approved by Deputy Secretary General.

- Upon staff’s resignation/exit, the remaining contribution from AIPP will be withheld and released only after completion of the staff’s clearance.

V.12.2 Nominee
All Provident Fund account holder will nominate one nominee. The nominee will be entitled to withdraw the accrued Provident Fund in the event of death of the account holder.

V.12.3 Management
- The PF will be self-managed by the Secretariat of AIPP through a saving account.
- The deposit will be made on a monthly basis.
- The Finance personnel will manage the account. There will be four signatories (President, one Board Member, SG & Finance Manager) to the account and withdrawal will require at least two signatures.
- The staff will be updated on the savings accrued annually. However, the information can be provided upon request during the year.

V.12.4 Interest
All interest accrued from the saving deposit will share to all staff annually based on their fund remaining in the bank. Staff who leave the organization during the fiscal year will not receive the bank interest.

V.12.5 Contribution
Provident Fund Account will be established with a trusted Bank in Chiang Mai under a time deposit account of which AIPP and eligible staff members will make their contributions.

V.12.5.1 From AIPP
AIPP will contribute 8% of staff basic monthly salary to the Provident Fund.

V.12.5.2 From Staff
Each eligible staff member will contribute 8% of his/her monthly basic salary as automatic deduction to the Provident Fund.3

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3 In July 2017, the Executive Council approved that contribution of the Provident Fund to increase to 8%. However, this was not implemented because of funding capacity of the organization. It has been implemented w.e.f. 1/1/2019 onwards.
V.13. Housing allowance

All full-time staff of AIPP are entitled to a housing allowance of THB 10,000 per month. The housing allowance will be transferred to the bank account of staff along with their monthly salary at the end of every month. In the case of couples working with AIPP, each will be entitled to a housing allowance of THB 5000 per month (50%).

V.14. Longevity pay (annual)

Longevity Pay is a benefit given to all staff based on the number of years that staff has worked with AIPP in addition to their basic salary. The benefit applies upon the completion of one-year service of the staff. The rate is THB 500 per month and the longevity pay increases every year by THB 500 until the 12th year. By the 12th year, the staff will be receiving maximum monthly longevity pay equivalent to THB 6,000 per month and no further increase is expected unless this is amended. For returning staff, the same policy applies.

V.15. Settlement Allowance

New and returning international staff will get financial support of THB 5,000 and THB 2,500 for Thai staff outside Chiang Mai province as a contribution for their settlement in Chiang Mai, Thailand.

V.16. Health Benefits

- V.16.1 Medical Fund & Annual Health Check-up
  
The annual health check-up and medical fund is clubbed together amounting to 17,000 THB (12,000 THB towards medical fund and 5000 THB towards annual health check-up) per person per year. The annual medical fund is an additional benefit provided to the staff to cover the medical expenses not covered by Social Security Fund (SSF) and Group Insurance (GLI). The fund can be reimbursed based on actual expenses. Staff during probation will be entitled to avail only the medical fund (which included doctor’s consultation fees and medicine expenses) and on completion of the probation period, will be entitled to the annual health check-up. On completion of probation and the contract is regularised, a staff can avail the medical fund on the basis of the number of months they have served within the calendar year.

  Staff shall provide a copy of the annual health check up to the Administrative staff for filing. Staff will be reimbursed or the advance will be adjusted only after submission of the actual bills to finance staff. These benefits are only applicable to staff of AIPP and not extended to staff’s dependents (parents, spouse and children).

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The following medical needs and sickness shall be covered by this fund:

- Dental treatment (extracting, filling, removing dental plaque). Any dental treatment cost shall be reimbursed from SSF first and the remaining amount shall be reimbursed from AIPP.
- Maintenance medicine (traditional and modern) for chronic illness. The staff may reimburse for maintenance medicine (high blood pressure, migraine, diabetes, etc.). Both modern and traditional medicines are allowed but the staff can be reimbursed both costs.
- Follow-up check/executive check-up advised by doctor.
- Other sicknesses not covered by SS.
- Transportation cost related to the medical related visit shall be covered by Administrative budget under transportation
- Eyeglasses cost maximum of THB 5,000/year. The eye glass cost is reimbursable upon submission of the original receipts with clear medical prescriptions from the eye doctor specialist or as per the medical need.
- Any expenses related to mental health recovery services such as assessment, diagnosis, treatment or counseling in a professional relationship to assist an individual or group in alleviating mental or emotional illness, symptoms and conditions

All staff shall follow the guidelines given below for the annual health check-up:

- Staff may request for cash advance for the health check-up by seeking approval from the Administrative Manager.
- Staff may avail medical assistance from in any hospital in Thailand and/or in their country of origin, as needed. The staff may go through a basic annual check-up based on age and health condition. If international staff prefer medical check-up in their own country, travel related cost will not be covered by this fund. Only transport cost from residence to hospital in Chiang Mai (maximum transportation THB 500 per time (USD 20) shall be covered.
- Staff may advance or reimburse the cost of health check-up by filling up the advance liquidation or reimbursement form as applicable, to be approved by the Administrative Manager.
- Staff who want to undertake the annual check-up shall request for sick leave and get the approval from their direct supervisor.

◆ **V.16.2 Group Life Insurance (GLI) for Staff**

Application to the group life insurance (GLI) starts in July of each year so new staff coming during the rest of the year shall wait until the renewal of the GLI. However, the monthly payment will start as soon as the staff joins AIPP.

The GLI covers injury and loss of sight, body parts and loss of life. It is mandatory for all staff to be part of the insurance package. The package information will be shared by the Administrative staff. AIPP will bear the entire cost of the GLI.
V.16.3 Social Security Fund (SSF)
As soon as new staff are issued a valid work permit, the application for social security service will be filed by the Administrative staff. The monthly payment towards the Social Security Fund for staff (THB 1,500 per month or THB 18,000 per year) will start as soon as they join AIPP. The medical treatment benefits can be found in the website: https://www.sso.go.th/wpr/.
Staff need to avail the SSF towards any medical treatment either hospitalisation, doctor’s consultation fees and medical tests in the designated hospitals.

V.16.4 Annual Medical Fund/Insurance for Family Members
The Annual Medical Fund/Insurance is a medical benefit to cover the cost of medical expenses and insurance of staff’s dependents amounting to a total of THB 36,000 per/staff. The benefits shall be provided to staff dependents which should not exceeding THB 18,000/person/year. On completion of probation and the contract is regularised, a staff can avail this benefit on the basis of the number of months they have served within the calendar year.

V.16.5 Hospital Visit
- Staff are requested to visit the hospital and/or clinic covered by SSF for any sickness and injuries.
- Staff shall carry their SSF cards at all times when they visit the hospital and/or clinic.
- The information on hospitals and clinics covered by the SSF shall be provided by the Administrative Staff.

V.16.6 Claiming the Hospital Cost
- For emergency cases where staff are unable to go to the assigned hospital, the staff shall reimburse the expenses from SSF.
- Hospital costs not covered by SSF shall be covered by AIPP under the Medical Fund.
- If needed, staff may also visit other hospitals than assigned under SSF and can reimburse the expenses under the Medical Fund. For eg: any specialised treatment is required and SSF doesn’t cover.
- Any medical treatment expenses that are not cover by SSF can be reimbursed under Medical Fund.

V.17. Other Entitlements

V.17.1 Staff Travel Insurance
International Travel Insurance package for staff will be procured based on their travel requirements. Staff who travel on regular basis as part of their work may apply for annual multiple trip travel insurance. Staff who travel occasionally as part of their work may apply for single trip travel insurance (per travel) upon the approval of their travel request.

V.17.2 Income Tax
AIPP is responsible for the payment of the withholding tax of the staff and payment to the appropriate authorities according to the laws and regulations of the Thai government.
V.17.3 Work-related Expenses
AIPP will cover all work-related expenses including (but not limited to):

- Processing of work permit and visas including translation of related documents.
- Passport renewal.
- International Travel Insurance package for staff will be procured based on their travel requirements. Staff who travel on regular basis as part of their work may apply for annual multiple trip travel insurance. Staff who travel occasionally as part of their work may apply for single trip travel insurance (per travel) upon the approval of their travel mission plans.
- Transportation, food and lodging incurred during visa process.
- Thai visa fees for staff’s dependents for short-term visiting/living with the staff in Thailand.

V.17.4 Annual Home Visit

- Travel related expenses for economic and direct route ticket, local transportation and accommodation during transit will be provided to all international staff for traveling back to their home countries. Staff is eligible to avail a return home ticket only after completion of three months’ probation period.
- In case a staff has availed the return home ticket after completion of probation period and decided to leave the organisation before the completion of one year, he/she will have to refund the entire travel cost back to AIPP.
- This annual home visit can be availed on a different period within the fiscal year of the organization.
- The arrangement of the international travel will be done by the Administrative Staff but the staff shall do their domestic travel arrangement in their country.
- The annual transportation cost for Thai staff will be based on actual cost or on the mileage rate guidelines.
- For staff who don’t want to go to home country and want to travel another country or want to travel within Thailand, staff can reimburse travel related expenses within the budget ceiling for annual home visit.

V.17.5 One-time travel settlement on joining AIPP

One way travel expenses (economy flight only) who reside out of Chiang Mai and international staff will be refunded by AIPP after signing of the contract agreement, however, AIPP will not be responsible to support the return air ticket in case a staff desires to leave before completion of the probation period of three months.

V.17.6 Shipping Cost Allowance

Staff will also be provided with financial support for shipping and moving their properties/household items back to their home countries or to their new job location based on the period of service. Any staff who avails of this benefit is required to submit receipts of the expenses. The shipping cost shall be utilized within three months after end of contract.
The financial support for shipping and moving back to their home countries will be provided according to the criteria given in the table below:

<table>
<thead>
<tr>
<th>Service Period</th>
<th>Allowance Amount Ceiling</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff who worked for 3 years and above.</td>
<td>Maximum of THB 30,000 (International staff) Maximum of THB 7,500 (Thai staff)5</td>
</tr>
<tr>
<td>Staff who worked more than 1 year to 2 years and above BUT less than 3 years (living with their family).</td>
<td>Maximum of THB 15,000 (International staff) Maximum of THB 3,750 (Thai staff)6</td>
</tr>
<tr>
<td>Staff who worked more than 1 year to 2 years and above BUT less than 3 years (single/not living with his/her family).</td>
<td>Maximum of THB 10,000 (International staff) Maximum of THB 2,500 (Thai staff)7</td>
</tr>
<tr>
<td>Staff who worked at least one year (living with their dependents/family).</td>
<td>Maximum of THB 10,000 (International staff) Maximum of THB 2,500 (Thai staff)8</td>
</tr>
<tr>
<td>Staff who completed at least one year (single/not living with his/her family).</td>
<td>Maximum of THB 5,000 (International staff) Maximum of THB 1,250 (Thai staff)9</td>
</tr>
</tbody>
</table>

For Thai staff the shipping cost allowance shall be reimbursed based on actual cost but not over 25% of shipping cost allowance ceiling of international staff. For example, for foreign staff who completed at least one year (single/not living with his/her family) is entitled for THB 5,000 as a shipping cost. In the same way, Thai staff who completed at least one year (single/not living with his/her family) shall entitle for the shipping cost allowance of THB 1,250. This policy is not applicable for Thai staff based in Chiang Mai province.

**V.18 Death in Service**

In the event of death of a serving staff, the staff’s surviving family, as per the Personal Information Sheet, is entitled to receive the payment due from the organization, repatriation expense and contribution from organization. The amount for the contribution towards the bereaved family will be decided by the Management and will be subject to availability of funds.

Arrangement with the Administrative and Finance staff shall be made immediately for payment to be given to the designated family member. Any money owed to AIPP will be deducted from the final payment. The amount of contribution to the family, if needed, shall be recommended by the Management Team subject to approval by the Executive Council.

**V.19 Visa and Work Permit Renewal and Extension**

The Administrative staffs are responsible for preparing all supporting documents needed for the visa and work permit application for international staff.

5 Calculate at 25% of the allowance given to foreign staff.
6 Calculate at 25% of the allowance given to foreign staff.
7 Calculate at 25% of the allowance given to foreign staff.
8 Calculate at 25% of the allowance given to foreign staff.
9 Calculate at 25% of the allowance given to foreign staff.
V. Compensation and Benefits

V.19.1 Passport
- International staff shall keep their passport and a copy of it.
- In case of loss of passport, the office shall cover all renewal costs unless loss is due to negligence of the concerned staff.
- Concerned staff shall inform the Administrative staff for any loss of passport and the same will be reported to the police.

V.19.2 Visa, Work Permit, Passport & Other Relevant Documents

Under the Kingdom of Thailand, all international staff are required to have a non-immigrant ‘O’ category visa to be eligible to work as volunteer and all staff shall attain work permit upon joining AIPP. AIPP will bear the following cost:

V.19.2.1 Staff:
- Cost of visa (Non-immigrant O category) application fee for new staff and in case an existing staff needs to apply afresh from home country (including travel, accommodation & food allowance (not exceeding 4 – two days travel days and two days are for submission and pick up passport) as per AIPP rule). In case there are delays in issuing a visa, existing staff will use the waiting days as working days from outside the office and will be entitled only to accommodation.
- Travel and accommodation for visa application
- Renewal of passport (including travel, accommodation & food allowance (not exceeding 4 days– two days travel days and two days are for submission and pick up passport). Staff may renew their passports from their home country and the same may be done during their annual home visit. They are entitled to claim only local travel and passport renewal fee. However, staff who wish to get their passports renewed from Bangkok or Chiang Mai are entitled to claim air travel, local travel and one day food allowance if they opt to apply from Bangkok.
- Photograph for applying for visa and work permit
- Cost towards medical tests and certificate
- Cost towards availing relation certificate for international staff family members (including travel, accommodation & food allowance as per AIPP rule)
- In the case of any unavoidable circumstances, accommodation and food allowance may be entertained only after approval from Administration.

V.19.2.1 Staff Family Dependents (For International Staff & National Staff whose spouse are foreign nationals)

This support is extended only for the staff dependants who decide to settle in Thailand along with the staff. Children above the age of twenty years will not be eligible towards this support. (Dependents means staff spouse, children by blood or legally adopted & dependant parents).

- Cost of visa application fee
- Renewal of passport (including travel & accommodation as per AIPP rule)
- Photograph for applying for visa
- Cost towards availing relation certificate for international staff family members (including travel, accommodation & food allowance as per AIPP rule).
In case a staff applies for a wrong category visa more than once, office will cover only 50% of the expenses and in the case of loss of passport due to carelessness/negligence, the office will cover only 50% of the cost for applying for a new passport and visa.

Cancellation of visa shall be done within one month from the time a staff exits the organisation. In case of a ready replacement in the position vacated, sufficient time will be allowed for the Administrative Staff to assist departing staff in processing the cancellation of permit and visa. However, staff can negotiate for an extension with the management if there is still no replacement for the position but not more than one month.

**V.20 Staff Benefit**

AIPP staff are provided with two benefit options. Staff with children may opt for either the child education allowance that supports the education/tuition fees towards one child or the cafeteria compensation policy. However, staff with no children can opt only for the cafeteria compensation policy. The following explains in detail on the benefits provided:

◆ **V.20.1 Children Education Allowance**

Staff with children will be entitled to Children’s Education Allowance limiting to only one child who is registered in the organization’s record. The reimbursement can be done according to the guidelines below:

- The allowance covers only one child of the staff.
- International staff whose children study in Thailand can get reimbursement towards tuition fees and school books based on actual cost but not over THB 50,000/year on submission of original receipts.
- International staff whose children study in their own country of origin can reimburse the tuition fee and schoolbooks based on actual cost but not over THB 25,000/year on submission of original receipts.
- Thai staff can reimburse the tuition fee and schoolbooks based on actual cost but not over THB 25,000/year.
- These allowances apply to staff’s children from the Pre-School Class starting at the age of two years old to the maximum age of twenty years old.
- The staff are allowed to claim the allowance in advance for a single or full term. However, the entitlement will cease on the last day of your employment and any allowance paid by the organization in advance for any part of the period subsequent to your last day of employment will be deducted from staff’s final pay.
- On completion of probation and the contract is regularised, a staff can avail the children education allowance on the basis of the number of months they have served within the calendar year.

◆ **V.20.2 Cafeteria Compensation Policy**

A cafeteria style compensation plan is basically to provide staff with benefit options that allows staff to choose from a variety of options to create a personalized benefit package that best meets their needs and those of their family. Since the amount to be spent for the benefits remains the same for personnel – it ensures an equality of the benefits as well
The implementation of the Cafeteria Compensation

- The staff is entitled to receive maximum of THB 20,000/person/year. The staff will only become eligible to spend from the cafeteria compensation amount after their confirmation as a full-time staff and can only avail the cafeteria package plan on the basis of the number of months they have served within the calendar year.
- Staff are allowed to claim the allowance in advance. However, the entitlement will cease on the last day of employment and any allowance paid by the organization in advance for any part of the period subsequent to the last day of employment will be deducted from staff final pay. The staff can choose from the package presented below and the option of the staff can change from year to year.
- After the staff are eligible to avail the cafeteria benefit, they have to apply through an application form which will be maintained by the finance department. The staff will apply for the use of their deferred benefit fund from the optional benefits offered and the management will approve according to the policy guidelines. Thereby the finance department will allow the staff to charge this amount.
- The cafeteria offers to staff the following:

<table>
<thead>
<tr>
<th>Cafeteria Package</th>
<th>Package Amount</th>
<th>Documentation</th>
</tr>
</thead>
<tbody>
<tr>
<td>2nd annual home visit</td>
<td>THB 20,000</td>
<td>Receipt on expenses of air ticket (international and domestic), local transportation and accommodation during transit</td>
</tr>
</tbody>
</table>
| Support to parents       | THB 20,000     | - Acknowledgement form and ID card of the parents  
|                           |                | - If transferred by bank account, need to provide bank receipt                                                                             |
| Paid vacation            | THB 20,000     | Receipt on expenses of air ticket (international and domestic), local transportation and accommodation                                         |

**V.21 Leave Processing Procedures and Policy**

**V.21.1 Guiding Principles**

Each paid leave request should not be more than twelve consecutive working days including travel days except for emergency cases. However, staff can go on leave beyond twelve days that is combined with public holidays. The time of leave shall be subject to approval by the direct supervisor.

In case of emergency, paid leave requests will be considered on a case to case basis. The paid leave requests beyond the policy will be approved by the Secretary General based on the endorsement of the immediate supervisor. Any kind of leave shall be requested by using the Leave Application Form.
◆ **V.21.2 Procedures**

All leave requests should first be verified by the Administrative Manager on the leave balance. Any leave not exceeding more than 12 days shall be approved as follows:
- Programme Coordinator/Manager will approve leave for the staff working under them.
- DSG will approve the leave of the ES/Programme Coordinators/Managers
- SG will approve the leave of the DSG
- DSG will sign the leave of the SG.
- In the absence of the DSG, leave will be approved by the SG or ES for all Programme Coordinators/Managers.

◆ **V.21.3 Leave during Probation Period**

During the probationary period, staff are entitled to public holidays, compensatory leave, sick leave and unpaid leave, as outlined below.

◆ **V.21.4 Government/Public Holiday**

Current Thai Labour Law provides for all full-time staff to receive national/public holidays. These public holidays are designated on a yearly basis by the Royal Government of Thailand for government officials and staff.

As a regional organization, AIPP will observe eight national/public holidays of Thailand including the Year-End (31 December) and New Year (1 January). Beside the Year-End and New Year, the remaining six public holidays for the year will be collectively agreed upon at the beginning of the year by the staff and approved by the Secretary General. The list of public holidays will then be posted at the office and made available to all the staff. These public holidays are considered paid holidays (as a regular working day).

The total number of paid leave per year - as per annual management notification of the following year - for regular staff is 22 days excluding the eight Thai public holidays. The staff shall use the paid leave as per the annual management notification of the following year. Holidays are non-transferrable to the following year.

◆ **V.21.5 Weekly Holiday**

AIPP will observe weekly holiday on Saturday and Sunday.

◆ **V.21.6 Category of Leave**

<table>
<thead>
<tr>
<th>No.</th>
<th>Category of Leave</th>
<th>Number of Days Allowed</th>
<th>Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Paid Leave</td>
<td>22 days</td>
<td>V.21.6.1</td>
</tr>
<tr>
<td>2</td>
<td>Medical Leave</td>
<td>12 days</td>
<td>V.21.6.2</td>
</tr>
<tr>
<td>3</td>
<td>Prolonged Illness Leave</td>
<td>1-3 months</td>
<td>V.21.6.3</td>
</tr>
<tr>
<td>4</td>
<td>Maternity Leave</td>
<td>3-6 months</td>
<td>V.21.6.4</td>
</tr>
<tr>
<td>5</td>
<td>Paternity Leave</td>
<td>1-2 months</td>
<td>V.21.6.5</td>
</tr>
<tr>
<td>6</td>
<td>Incidental leave</td>
<td>5 days</td>
<td>V.21.6.6</td>
</tr>
<tr>
<td>7</td>
<td>Compensatory Leave</td>
<td>Actual</td>
<td>V.21.6.7</td>
</tr>
<tr>
<td>8</td>
<td>Unpaid Leave</td>
<td>10 days</td>
<td>V.21.6.8</td>
</tr>
</tbody>
</table>
V.21.6.1 Paid Leave

The purpose of paid leave is to provide staff with a period of time away from regular duties and responsibilities, normally for recuperation or relaxation. Staff are eligible to paid leave after three months of service and the number of days will depend on the duration of the service length in a fiscal year i.e. paid leaves are entitled on pro-rate basis based on the service period. Any excess paid leave taken by the staff beyond the number of days accumulated during her/his service period shall be deducted from the final payment.

Similarly, any accumulated leave not taken by staff during the year until her/his separation from AIPP will be paid on pro rata basis. The total number of annual leave entitled to full-time staff is 22 days. Approval of leave will be considered depending on pending works, deadlines and workload of programmes for the period, for which leave is sought, particularly for leave request that exceeds five working days. Staff must submit the leave request form in a timely manner (well in advance, may refer to leave reporting and recording) to the Secretary General for leave that are beyond the policy. The table below is the entitlement of number of days for paid leave as per the annual management notification of the following year.

<table>
<thead>
<tr>
<th>Completed three months service</th>
<th>5 days</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completed four months service</td>
<td>7 days</td>
</tr>
<tr>
<td>Completed five months service</td>
<td>9 days</td>
</tr>
<tr>
<td>Completed six months service</td>
<td>11 days</td>
</tr>
<tr>
<td>Completed seven months service</td>
<td>13 days</td>
</tr>
<tr>
<td>Completed eight months service</td>
<td>15 days</td>
</tr>
<tr>
<td>Completed nine months service</td>
<td>17 days</td>
</tr>
<tr>
<td>Completed ten months service</td>
<td>19 days</td>
</tr>
<tr>
<td>Completed eleven months service</td>
<td>21 days</td>
</tr>
<tr>
<td>Completed twelve months service</td>
<td>22 days</td>
</tr>
</tbody>
</table>

Note the calculation = 22 days/12 months

Staff are encouraged to take all accrued paid leave each year so that they may be sufficiently rested and recuperated. In case if the annual leave could not be used, then a maximum of 10 days will be compensated in cash at the end of the year. The calculation of the compensation will be based on the basic salary divided by twenty-two days. The unused leave of maximum 5 days can also be carried over for next calendar year.

In case of request for leave exceeding more than twelve working days because of extraordinary circumstances will require Secretary General’s approval and will considered on a case-to-case basis.

V.21.6.2 Medical Leave

Sick leave (medical leave) is granted to staff when s/he is unable to perform her/his duties because of illness or injury. Sick leave may also be requested for medical, dental or optical appointments, examination or treatment at a clinic or hospital.
AIPP categorizes sick leave as either certified sick leave or uncertified sick leave. Certified sick leave is a requested sick leave when accompanied with a medical certificate. Uncertified sick leave is a requested for sick leave without a medical certificate.

Staff are entitled to a total of 12 (twelve) working days of sick leave per year. The staff must notify their direct supervisor and the Administrative Manager as soon as possible while taking sick leave. Sick leave beyond two days requires staff to obtain medical certificate from qualified medical practitioner. If staff are not able to obtain the medical certificate, all the leave will be considered as paid leave or unpaid leave. Staff must submit a sick leave request form along with relevant documents if required within three working days after returning to office. The staff are not allowed to carry-over unused sick leave days from one year to the next.

V.21.6.3 Prolonged Illness Leave
In cases of prolonged sickness where a staff has used all the entitlements for paid sick leave but is still not well enough to return to work, the Secretary General has the authority to approve further sick leave with pay for maximum 30 days and without pay for maximum of 90 days accompanied with relevant documents.

V.21.6.4 Maternity Leave

V.21.6.4.1 Staff under probation period
- Staff are entitled to take unpaid maternity leave if needed.
- The maximum for unpaid maternity leave is 90 days.

V.21.6.4.2 Regular Staff
- Regular staff are entitled to paid maternity leave.
- Paid maternity leave shall be granted for 90 days. The extension with no pay will be considered with a maximum of additional 90 days.
- Payment for the maternity leave includes the basic salary and other relevant benefits such as housing allowance, communication allowance, medical allowance and longevity payment.

V.21.6.5 Paternity Leave

V.21.6.5.1 Staff under Probation Period
- Staff are entitled to take unpaid paternity leave if needed.
- The maximum for unpaid paternity leave is 30 days.

V.21.6.5.2 Regular Staff
- Regular staff are entitled to paid paternity leaves.
- Paid paternity leave shall be granted for 30 days. The extension with no pay will be considered with maximum of 30 days.
- Payment for the paternity leave includes the basic salary and other relevant benefits such as housing allowance, communication allowance, medical allowance, longevity payment.
V.21.6.6 Incidental leave
Incidental leave is additional five days paid leave to cover unforeseen contingencies such as, but not limited to sickness, funeral, marriage, important occasions of family, relatives, friends or otherwise. The incidental leave becomes applicable only when all the paid leave has been exhausted. Incidental leave is a paid leave applicable to all the staff. It can be requested through the direct supervisor and is under the discretion the Management Team for approval.

V.21.6.7 Compensatory Leave
Staff are entitled to compensatory leave on account of having worked on weekends or on national/public holidays (observed by AIPP) such as while on duty for outstation work or attending workshops/seminars/conferences etc. in Chiang Mai from their defined worked place.

Compensatory leave for staff can also be granted with prior approval by the supervisor to staff working on weekends attending to urgent matters such as meetings or reporting deadlines, etc.

However, compensatory leave is non-transferable and must be utilized within thirty working days. Compensatory leave is also not permitted during staff meeting days or if other urgent meetings are scheduled except on emergency basis (to be granted on a case-by-case basis). Request must be submitted only after due consultation is made with their programme team members for attending to urgent matters or to avoid all the team members taking leave at the same time to the extent possible.

Staff are entitled to a compensatory leave for official work done during weekends and public holidays such as attending meetings, workshops, conferences and trainings or traveling on duty including attending to the urgent matter such as meeting the reporting deadline, etc.

Requests for compensatory leave has to be included and specified in the Travel Mission Plan and the Leave Application Form to be completed and approved by the immediate supervisor.

Compensatory leave is applicable only for full day work or mission.

V.21.6.8 Unpaid Leave
Staff are entitled to apply for unpaid leave for a period of up to ten days. Unpaid leave can only be requested after all other available leave has been used, and will only be considered on special circumstances (only) such as a chronic and/or critical illness, serious and/or prolonged illness or death of a family member (as described above) or any inevitable urgent family matters. Unpaid leave requests will be at the discretion of the Secretary General in consultation with the direct supervisor.

In case of illness or emergency, when a staff member is unable to be at work, she/he or a relative should notify the Secretary General in no later than a day of the absence. Unauthorized or uncertified leave will be considered as leave without pay and can be a justifiable ground for verbal warning to the concerned staff. If repeated after verbal warning, then it will be a written warning and considered minor misconduct.
- Official unpaid leave of ten working days shall be granted to staff once they join AIPP.
- The unpaid leaves will be considered in emergency and special circumstances only such as a chronic and/or critical illness, serious and/or prolonged illness or death of a family member.
- For the regular staff, unpaid leave can only be requested after all other available leaves have been used.
- Unpaid leave requests will be approved by the Programme Coordinator/Manager/DSG as applicable.
- Unauthorized or uncertified leave will be considered as leave without pay. Consecutive or repeated unauthorized or uncertified leave can be a justifiable ground for verbal warning to the concerned staff. If repeated after verbal warning, then it will be a written warning and considered minor misconduct.
- The Administrative staff shall submit a copy of the approved unpaid leave form to the Finance team for salary deduction. The calculation of unpaid leave is basic salary divided by twenty days.

V.22. Leave Recording and Reporting system

◆ V.22.1 Approval
For any type of leave, staff shall discuss with their immediate supervisor and fill out the leave application form. Any type of leave shall be considered on the basis of the work urgency and after considerations of the programme team members. Request for leave may also be considered in relation to accomplishment of urgent tasks/reports prior to approval.

◆ V.22.2 Submission
The approved leave form shall be submitted to the Administrative staff for their counter check of the leave information and for maintaining the record. It is thereafter forwarded to the direct supervisor/Deputy Secretary General as applicable. Direct supervisor/Deputy Secretary General shall review the record of the leave status of staff under their unit.

◆ V.22.3 Recording and Reporting
Leave records of individual staff shall be filed by the Administrative staff and uploaded regularly on the AIPP cloud. Staff before applying for any category of leave needs to refer to their leave balance from the AIPP cloud. The notice of leave shall be submitted to the Administrative staff according to the following time frame:

<table>
<thead>
<tr>
<th>Leave Category</th>
<th>Notice Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leave for one to five days</td>
<td>Three working days in advance</td>
</tr>
<tr>
<td>Leave for six days or more</td>
<td>Ten working days in advance</td>
</tr>
<tr>
<td>Leave requests beyond the policy</td>
<td>Ten working days in advance and to be approved by the Secretary General,</td>
</tr>
</tbody>
</table>
V.23 Staff travels

All invitations by other organizations shall be shared to the Programme Coordinator, Deputy Secretary General, and Secretary General as appropriate, for appropriate action.

Travels will be approved based on the nature of the mission and those related to project activities and staff development shall be approved by the immediate supervisor/Deputy Secretary General. Travels related to advocacy will be approved by the Secretary General with endorsement from the Programme Coordinator.

◆ V.23.1 Approval Procedures

- V.23.1.1 All travel

To formalize any travel requests, staff shall complete the Travel Mission Plan and have it signed by the authorized person.

All kinds of travel require approval form the authorised person which includes travel for visa application, passport renewal, trainings, etc. Once the travel is approved, the staff shall follow the procedure as listed below:

- The staff shall submit the completed Travel Mission Plan through email to the Administrative Manager for further processing.
- Based on the information provided in the form, ticket reservation, accommodation and visa arrangements shall be done including the record of compensatory leave and the staff’s compliance with the policy. No travel arrangements shall be made by the Programme or Administrative staff unless the Travel Mission Plan has been approved.
- Staff needing any cash advance for the travel must attach the approved Travel Mission Plan together with the Advance Request form and budget plan duly signed by all concerned persons as a supporting document. Budget plan is required for advance request beyond 1,000 USD.
- The Travel Mission Plan and timeframe shall be submitted to the Administrative staff as per the table listed below:

<table>
<thead>
<tr>
<th>Travel Destination</th>
<th>Submission of travel mission plan to Administrative staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>No visa requirement</td>
<td>Two weeks prior to the travel day</td>
</tr>
<tr>
<td>Schengen visa, USA and Canada</td>
<td>Minimum of one month prior to the travel day</td>
</tr>
<tr>
<td>Asian countries</td>
<td>Two weeks prior to the travel day</td>
</tr>
</tbody>
</table>

- Travel mission plans submitted after the designated timeframe will be dealt with on case to case basis and pending approval of the Program Coordinator/Deputy Secretary General/Secretary General. The written memo explaining the reason/justification shall be included for the record.
- In case any staff, participant attending trainings and Executive Council members are not able to submit their travel requests (i.e. booking of air tickets and accommodation only) within three working days to Administration, the particular person will have to manage her/his requirements on their own.
- After completion of travel, staff are required to submit a Travel Mission Report to the Programme Coordinator/Management Team within 10 working days after travel and matters for follow up must be coordinated accordingly.
- The Travel Mission Report must be attached as a supporting document for reimbursement of expenses or advance settlement of related to the trip. The staff are also required to do the following:
  - Submit photos of the event with appropriate captions to the Communication Programme Coordinator for filing including a brief news article as appropriate.
  - Send list of participants and/or new contacts to Administrative staff to add to AIPP contacts database and to the Communication Programme for inclusion in the AIPP information sharing listserv.

**V.24 Allowance for Foundation/Advisory Board and Executive Council Members**

**V.24.1 Allowance/Benefits for Foundation/Advisory Board:**

- President of the Foundation/Advisory Board will be provided an allowance support of THB 30,000/year as approved by the Executive Council. The allowance may be reviewed periodically as needed.
- The Board Members will be provided 3,000 THB (1,500 Baht per meeting) which, includes meeting allowance and local transportation costs to attend Board meetings each year. For members who are based out of Chiang Mai, AIPP will cover the travel, accommodation (if needed) and food allowance as per AIPP policy.
- AIPP shall provide 15,000 THB as benevolence support in case of death of an Advisory Board Member to his/her immediate family and also in the case of a death of his/her any immediate family member.
- AIPP will contribute 15,000 THB towards medical expenses to the Advisory Board Members and their immediate family members.

**V2.24.2 Remuneration and benefits for Executive Council members:**

- Chairperson of Executive Council of AIPP is provided USD 500/per month (THB 15,000) and communication allowance USD 150/month (THB 4,500) for his additional engagement and support to the secretariat and advocacy work. The allowance may be reviewed periodically as needed.
- USD 200/month (THB 6,000) as communication allowance is provided to all Executive Council members excluding the Chairperson and Secretary General. The allowance may be reviewed periodically as needed.
- Support towards travel and related costs for their advocacy, networking and meetings are reimbursed as per the AIPP policy.
- AIPP shall provide 15,000 THB as benevolence support in case of death of an Executive Council member to his/her immediate family and also in the case of a death of any his/her immediate family member.
- AIPP will contribute 15,000 THB towards medical expenses to the Executive Council members and their immediate family members.
VI. Staff’s Performance Management and Monitoring

VI.1. Objective
The purpose of a Staff Performance Appraisal is to assess and assist staff in their professional development and to improve the overall work efficiency of AIPP.

VI.2. Guiding Principles
The principles of a performance review are to promote and have a better understanding on the link between individual jobs/programme to achieve organizational goals and objectives.

For the regular monitoring on the progress of work, it will be carried out through the program meetings on a monthly/quarterly basis where the Secretary General/Deputy Secretary General/Executive Secretary can participate. Any concern related to staff compliance on the organization policies will be discussed and raised for further discussion with the Management Team. In addition, the programme coordination meeting will also be carried out regularly to discuss inter-programme coordination including any concerns related to program implementation. Also, each program is required to submit the reports to the Deputy Secretary General such as monthly work plans, progress update, quarterly reports, mid-term progress reports and annual reports.

VI.3. Procedures and Guidelines
This process will include a review of the job description and achievements, performance and an assessment of staff’s strengths and areas of improvements required. This is done in order to provide constructive guidance for the growth of the staff and future plans, and to assist the management in determining any additional training needs or requirements of the staff. The feedback of the staff compliance on the Administrative and Finance policy including staff/team members working under him/her (for supervisor position) is required.

VI.4. Type of Review

◆ VI.4.1 Probation Review
For the new recruited staff and “returnees” (re-hired) of higher position including staff who return to another program in the organization, the probation period review will take place after the completion of three months of service. The review in this state will focus on the familiarization of the staff on the organizations core value, vision, mission and goal including the understanding of the job description. It is also to evaluate if the staff exhibits the quality based on the qualifications, work experiences, education claimed in their CVs. In this review, the assessment team will also assess if the probation period needs to be extended. The maximum probation period is six months. The salary of the staff maybe reviewed during the probation review based on the discretion of the management in consultation with the direct supervisor.

---

10 Secretary General (SG) is a political position so the Staff Performance Appraisal is not applicable.
Guidelines Probation Review will be based on the criteria set below:

<table>
<thead>
<tr>
<th>No.</th>
<th>Criteria</th>
<th>Deputy Secretary General, Executive Secretary, Chief Administration, Programme/Project Coordinators, Project/Programme Officer</th>
<th>Finance and Admin/Finance and Admin Coordinator</th>
<th>House keeper</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Familiarity of the staff to the organization core value, vision, mission and goal; policies and guidelines; team members and office environment.</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>2</td>
<td>Ability to understand and perform the tasks as stipulated in the job description.</td>
<td>21%</td>
<td>28%</td>
<td>35%</td>
</tr>
<tr>
<td>3</td>
<td>Ability to adapt and work with the team and the Secretariat members and take initiatives.</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>4</td>
<td>Knowledge and understanding of IP rights, Issues and movements.</td>
<td>10%</td>
<td>6%</td>
<td>NA</td>
</tr>
<tr>
<td>5</td>
<td>Experience working with indigenous organizations/institutions.</td>
<td>10%</td>
<td>6%</td>
<td>NA</td>
</tr>
<tr>
<td>6</td>
<td>Academic qualification.</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>7</td>
<td>Years of relevant work experience in relation to the tasks and responsibilities.</td>
<td>12%</td>
<td>15%</td>
<td>20%</td>
</tr>
<tr>
<td>8</td>
<td>Skill and knowledge in English.</td>
<td>12%</td>
<td>10%</td>
<td>NA</td>
</tr>
<tr>
<td>9</td>
<td>Ensure verbal communication in both Thai and English languages.</td>
<td>NA</td>
<td>NA</td>
<td>10%</td>
</tr>
<tr>
<td>10</td>
<td>Commitment to working with AIPP.</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
</tr>
</tbody>
</table>

**Total** | 100% | 100% | 100% |

*VI.4.1.1 Criteria Details*

a. Familiarity of the staff to the organization core value, vision, mission and goal/policies and guidelines/team members and office environment: 10%
VI. Staff’s Performance Management and Monitoring

<table>
<thead>
<tr>
<th>All staff</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff performance is outstanding and have shown excellent compliance to the Code of Conduct of AIPP; staff has provided an excellent and meaningful relation of his works and AIPP’s VMGO</td>
<td>7 - 10%</td>
</tr>
<tr>
<td>Staff performance falls under high quality performance in key fields of works and have shown excellent compliance to the Code of Conduct of AIPP; staff has shown a satisfactory reflection of his works and AIPP’s VMGO</td>
<td>4 - 6%</td>
</tr>
<tr>
<td>Staff performance meets expectation and have satisfactorily compliance to the Code of Conduct of AIPP; staff needs substantial demonstration of his commitment to work and AIPP’s VMGO</td>
<td>1 - 3%</td>
</tr>
</tbody>
</table>

b. **Ability to understand and perform the tasks as stipulated in the job description:**

   To assess the ability to perform the tasks, the separate scoring sheet according to the job description is provided. The scoring shall be based on the guidelines below:

<table>
<thead>
<tr>
<th>Description</th>
<th>Deputy Secretary General, Executive Secretary, Finance and Admin Coordinator, Programme/ Project Coordinators, Project/ Programme Officer</th>
<th>Finance and Admin staff</th>
<th>Housekeeper</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Outstanding</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Consistently meets and far exceeds expectations</td>
<td>17-21%</td>
<td>21-28%</td>
<td>29-35%</td>
</tr>
<tr>
<td>• Performs the task independently, with high competency and effectively troubleshoots arising issues.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Highly motivated with the initiative to improve the work of the organization. Has the initiative to seek guidance as needed.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>High Quality Performance</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Consistently meets and frequently exceeds expectations.</td>
<td>13-16%</td>
<td>16-20%</td>
<td>22-28%</td>
</tr>
<tr>
<td>• Performs the task effectively and efficiently according to work plan and programme/project with minimal guidance.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Has the initiative and pro-activeness to perform the tasks as well as improvement.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Meets Expectation</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Meets expectations with minimal support.</td>
<td>9-12%</td>
<td>11-15%</td>
<td>15-21%</td>
</tr>
<tr>
<td>• Performs the task according to the work plan and programme/project but needs supervision.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Performs the task consistently and satisfactorily.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Needs improvement in performance of tasks through proactive initiative.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Description

<table>
<thead>
<tr>
<th>Deputy Secretary General, Executive Secretary, Finance and Admin Coordinator, Programme/Project Coordinators, Project/Programme Officer</th>
<th>Finance and Admin staff</th>
<th>Housekeeper</th>
</tr>
</thead>
</table>
| **Below Expectations**  
• Occasionally fails to meet expectations.  
• Performs the task but depends heavily on regular supervision and coaching.  
• Need substantial improvement. | 5-8% | 6-10% | 8-14% |

| **Low Performance**  
• Frequently fails to meet expectations.  
• Needs substantial effort and improvement to reach an acceptable level of competency to accomplish the task.  
• Requires intense supervision and coaching. | 1-4% | 1-5% | 1-7% |

### c. Ability to adapt and work with the team and the Secretariat members and take initiatives.

<table>
<thead>
<tr>
<th>All staff</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Descriptions</strong></td>
<td><strong>Score</strong></td>
</tr>
<tr>
<td>Able to take initiative in communication and teamwork on his/her own</td>
<td>7% - 10%</td>
</tr>
<tr>
<td>Can communicate and follow the teamwork based on instruction</td>
<td>4% - 6%</td>
</tr>
<tr>
<td>Still have difficulty and challenge in communication and teamwork</td>
<td>1% - 3%</td>
</tr>
</tbody>
</table>

### d. Knowledge and understanding of IPs’ rights, issues and movements. This includes understanding on AIPP as a movement, its governance structure, etc. Q&A or written document will be used to gauge the level of staff.

<table>
<thead>
<tr>
<th>Deputy Secretary General, Executive Secretary, Finance and Admin Coordinator, Programme/Project Coordinators, Project/Programme Officer</th>
<th>Finance and Admin staff</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description</strong></td>
<td></td>
</tr>
</tbody>
</table>
| • Very good understanding of over all issues, challenges and situation of IPs.  
• Very good understanding and clarity on structure and functions of various organs of AIPP  
• Very good understanding and clarity on the roles and contribution of AIPP’s member organizations | 7%-10% | 5%-6% |
| • Good understanding of over all issues, challenges and situation of IPs.  
• Good understanding and clarity on structure and functions of various organs of AIPP  
• Good understanding and clarity on the roles and contribution of AIPP’s member organizations | 4% - 6% | 3%-4% |
### VI. Staff’s Performance Management and Monitoring

<table>
<thead>
<tr>
<th>Description</th>
<th>Deputy Secretary General, Executive Secretary, Finance and Admin Coordinator, Programme/Project Coordinators, Project/Programme Officer</th>
<th>Finance and Admin staff</th>
</tr>
</thead>
</table>
| • General understanding of over all issues, challenges and situation of IPs.  
• General understanding and clarity on structure and functions of various organs of AIPP  
• General understanding and clarity on the roles and contribution of AIPP’s member organizations | 1%-3% | 1%-2% |

**e. Experience working with indigenous organizations/institutions.**

**Note:** Need to cite specific organizations/institutions and tasks.

<table>
<thead>
<tr>
<th>Number of years</th>
<th>Deputy Secretary General, Executive Secretary, Finance and Admin Coordinator, Programme/Project Coordinators, Project/Programme Officer</th>
<th>Finance and Admin staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Six years and above</td>
<td>10%</td>
<td>6%</td>
</tr>
<tr>
<td>Five years and above</td>
<td>8%</td>
<td>5%</td>
</tr>
<tr>
<td>Four years of experience</td>
<td>6%</td>
<td>4%</td>
</tr>
<tr>
<td>Three years of experience</td>
<td>4%</td>
<td>3%</td>
</tr>
<tr>
<td>Two years of experience</td>
<td>3%</td>
<td>2%</td>
</tr>
<tr>
<td>One year of experience</td>
<td>2%</td>
<td>1%</td>
</tr>
</tbody>
</table>

**f. Academic Qualification:**

<table>
<thead>
<tr>
<th>Degree</th>
<th>Deputy Secretary General, Executive Secretary, Finance and Admin Coordinator, Programme/Project Coordinators, Project/Programme Officer</th>
<th>Finance and Admin staff</th>
<th>Housekeeper</th>
</tr>
</thead>
<tbody>
<tr>
<td>More than Masters/Ph.D.</td>
<td>10%</td>
<td>10%</td>
<td></td>
</tr>
<tr>
<td>Master’s Degree or its equivalent</td>
<td>9%</td>
<td>9%</td>
<td></td>
</tr>
<tr>
<td>Completed Bachelor’s Degree or its equivalent</td>
<td>8%</td>
<td>8%</td>
<td></td>
</tr>
<tr>
<td>Completed High School or equivalent Primary School or equivalent</td>
<td></td>
<td>10%</td>
<td></td>
</tr>
<tr>
<td>Informal education or equivalent</td>
<td></td>
<td>9%</td>
<td></td>
</tr>
</tbody>
</table>
g. Years of relevant work experience in relation to the tasks and responsibilities in the job description.

Note: Need to specify the specific task/role, number of years, etc.

<table>
<thead>
<tr>
<th>Number of year</th>
<th>Deputy Secretary General, Executive Secretary, Finance and Administrative Coordinator, Programme/Project Coordinators, Project/Programme Officer</th>
<th>Finance and Administrative staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Six years and above</td>
<td>12%</td>
<td>15%</td>
</tr>
<tr>
<td>Five years of experience</td>
<td>9%</td>
<td>12%</td>
</tr>
<tr>
<td>Four years of experience</td>
<td>6%</td>
<td>9%</td>
</tr>
<tr>
<td>Three years of experience</td>
<td>3%</td>
<td>6%</td>
</tr>
<tr>
<td>One to two years of experience</td>
<td>1%</td>
<td>3%</td>
</tr>
</tbody>
</table>

h. Skills and knowledge in English

<table>
<thead>
<tr>
<th>Deputy Secretary General/Executive Secretary/ Finance and Administrative Coordinator Programme Coordinator/Programme/Project Officer</th>
<th>Criteria</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expert User:</td>
<td>Has fully operational command of the language: appropriate, accurate and fluent with complete understanding. <em>(English Test Score: 9 and above)</em></td>
<td>12%</td>
</tr>
<tr>
<td>Very Good User:</td>
<td>Has fully operational command of the language with only occasional unsystematic inaccuracies and inappropriateness. Misunderstandings may occur in unfamiliar situations. Handles complex detailed argumentation well. <em>(English Test Score: 8)</em></td>
<td>10%</td>
</tr>
<tr>
<td>Good User:</td>
<td>Has operational command of the language, though with occasional inaccuracies, inappropriateness and misunderstandings in some situations. Generally handles complex language well and understands detailed reasoning. <em>(English Test Score: 7)</em></td>
<td>8%</td>
</tr>
<tr>
<td>Competent User:</td>
<td>Has generally effective command of the language despite some inaccuracies, inappropriateness and misunderstandings. Can use and understand fairly complex language, particularly in familiar situations. <em>(English Test Score: 6)</em></td>
<td>6%</td>
</tr>
<tr>
<td>Modest User:</td>
<td>Has partial command of the language, coping with overall meaning in most situations, though is likely to make many mistakes. Should be able to handle basic communication in own field. <em>(English Test Score: 5)</em></td>
<td>5%</td>
</tr>
<tr>
<td>Limited User:</td>
<td>Basic competence is limited to familiar situations. Has frequent problem in understanding and expression. Is not able to use complex language. <em>(English Test Score: 4 and below)</em></td>
<td>4%</td>
</tr>
</tbody>
</table>
VI. Staff’s Performance Management and Monitoring

Finance and Administrative Managers staff

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Expert User:</strong> Has fully operational command of the language: appropriate, accurate and fluent with complete understanding. <em>(English Test Score: 9 and above)</em></td>
<td>10%</td>
</tr>
<tr>
<td><strong>Very Good User:</strong> Has fully operational command of the language with only occasional unsystematic inaccuracies and inappropriateness. Misunderstandings may occur in unfamiliar situations. Handles complex detailed argumentation well. <em>(English Test Score: 8)</em></td>
<td>9%</td>
</tr>
<tr>
<td><strong>Good User:</strong> Has operational command of the language, though with occasional inaccuracies, inappropriateness and misunderstandings in some situations. Generally handles complex language well and understands detailed reasoning. <em>(English Test Score: 7)</em></td>
<td>8%</td>
</tr>
<tr>
<td><strong>Competent User:</strong> Has generally effective command of the language despite some inaccuracies, inappropriateness and misunderstandings. Can use and understand fairly complex language, particularly in familiar situations. <em>(English Test Score: 6)</em></td>
<td>7%</td>
</tr>
<tr>
<td><strong>Modest User:</strong> Has partial command of the language, coping with overall meaning in most situations, though is likely to make many mistakes. Should be able to handle basic communication in own field. <em>(English Test Score: 5)</em></td>
<td>6%</td>
</tr>
<tr>
<td><strong>Limited User:</strong> Basic competence is limited to familiar situations. Has frequent problem in understanding and expression. Is not able to use complex language. <em>(English Test Score: 4 and below)</em></td>
<td>5%</td>
</tr>
</tbody>
</table>

i. **Ensure verbal communication in both Thai and English languages**

Housekeeper

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Competent User:</strong> Has generally effective command of the language despite some inaccuracies, inappropriateness and misunderstandings. Can use and understand fairly complex language, particularly in familiar situations.</td>
<td>10%</td>
</tr>
<tr>
<td><strong>Modest User:</strong> Has partial command of the language, coping with overall meaning in most situations, though is likely to make many mistakes. Should be able to handle basic communication in own field.</td>
<td>6%</td>
</tr>
<tr>
<td><strong>Limited User:</strong> Basic competence is limited to familiar situations. Has frequent problem in understanding and expression. Is not able to use complex language.</td>
<td>3%</td>
</tr>
</tbody>
</table>

j. **Commitment to working with the organization:**

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Committed to work at least 4 years with the organization</td>
<td>5%</td>
</tr>
<tr>
<td>• Committed to work at least 2 - 3 years with the organization</td>
<td>3%-4%</td>
</tr>
<tr>
<td>• Committed to work minimum a year with the organization</td>
<td>1%-2%</td>
</tr>
</tbody>
</table>
VI.4.2 One-Year Progress Review

One-year progress review shall be conducted in the succeeding year when the staff member has completed one year service with AIPP. The counting of the one-year progress review starts from the date of joining the Secretariat. The salary may be reviewed based on the job description and will follow the salary scale and grading criteria based on the performance assessment results. After the staff member has done the one-year progress review, the next review of salary will be done only after completion of two years’ service with AIPP.

VI.4.3 Annual Appraisal

Annual appraisal will be conducted annually to assess the progress of staff on ability to understand and perform the tasks according to the job description, to review staff ability in working with the team and whether if the staff member has increased in knowledge and understanding of indigenous issues and movements including the commitment of staff toward the core value, vision, mission and goals of AIPP. The salary of the staff will not be reviewed during the annual appraisal. However, the consideration of whether to renew the contract of the staff will be appraised.

VI.4.4 Two-Year Appraisal

To conduct two-year appraisal, the Key Performance Indicators (KPIs) based on job description will be developed. The KPIs may be reviewed if and when there are any major changes in the programme or job description of the staff. The two-year appraisal shall entail salary review for the staff undergoing assessment.

Development or review of the KPIs is integrated in the Organizational Manual.

- The update of the KPIs will be done by the supervisor in consultation with the concerned staff.
- The finalization will be done by the Executive Secretary and approved by the Management Team. Management Team will develop KPIs for the program coordinators and finalise in consultation with the concerned personnel.

The result of the appraisal will include substantive recommendations, feedback and decision concerning the following:

- Skills and knowledge for improvement in relation to the program and job description.
- Skills and knowledge for career growth.
- Strength, weakness and the conduct of staff.
- Understanding and application of existing AIPP’s policies, core values, vision, mission and goals.
- Other relevant issues or matters.

Guidelines: The following criteria will be used for one-year progress review, annual appraisal and two-year appraisal.
# VI. Staff’s Performance Management and Monitoring

<table>
<thead>
<tr>
<th>No.</th>
<th>Criteria</th>
<th>Deputy Secretary General, Executive Secretary, and Finance and Administrative Coordinator /Project Coordinators, Project/ Programme Officer</th>
<th>Administrative and Finance staff</th>
<th>Housekeeper</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Ability to understand and perform the tasks as stipulated in the job description.</td>
<td>60%</td>
<td>67%</td>
<td>75%</td>
</tr>
<tr>
<td>2</td>
<td>Ability to adapt and work with the team and the Secretariat members and take initiatives.</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>3</td>
<td>Knowledge and understanding of IPs rights, issues and movements.</td>
<td>10%</td>
<td>6%</td>
<td>NA</td>
</tr>
<tr>
<td>4</td>
<td>Skill and knowledge in English.</td>
<td>10%</td>
<td>7%</td>
<td>NA</td>
</tr>
<tr>
<td>5</td>
<td>Ensure verbal communication in both Thai and English languages.</td>
<td>NA</td>
<td>NA</td>
<td>9%</td>
</tr>
<tr>
<td>6</td>
<td>Demonstrates commitment to AIPP’s core value, vision, mission and goals, and adheres to AIPP policies and guidelines including the Code of Conduct for Secretariat Members.</td>
<td>6%</td>
<td>6%</td>
<td>2%</td>
</tr>
<tr>
<td>7</td>
<td>Commitment in working with AIPP.</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

**a) Ability to perform the tasks as stipulated in the job description.**

To assess the ability to perform the tasks, the separate scoring sheet according to the job description is provided. The scoring shall be based on the guidelines below:

<table>
<thead>
<tr>
<th>Rank (%)</th>
<th>All staff</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Outstanding</strong></td>
<td>Above 90%</td>
</tr>
<tr>
<td>• Consistently far exceeds expectations and occasionally exceed.</td>
<td>• Performs the task independently, with high competency and effectively and troubleshooting arising issues.</td>
</tr>
<tr>
<td>• Performs the task independently, with high competency and effectively and troubleshooting arising issues.</td>
<td>• Highly motivated with the initiative improve the work of the organization.</td>
</tr>
<tr>
<td>• Has the initiative to seek consolation as needed.</td>
<td></td>
</tr>
<tr>
<td><strong>High Quality Performance</strong></td>
<td>75% - 89%</td>
</tr>
<tr>
<td>• Consistently meets and frequently exceeds expectations.</td>
<td>• Performs the task effectively and efficiently according to work plan and programme/project with minimal guidance.</td>
</tr>
<tr>
<td>• Performs the task effectively and efficiently according to work plan and programme/project with minimal guidance.</td>
<td>• Has the initiative and pro-activeness to perform the tasks as well as improvement.</td>
</tr>
<tr>
<td><strong>Meets Expectation</strong></td>
<td>60% - 74%</td>
</tr>
<tr>
<td>• Meets expectations with minimal support.</td>
<td>• Performs the task according to the work plan and programme/project but needs supervision.</td>
</tr>
<tr>
<td>• Performs the task according to the work plan and programme/project but needs supervision.</td>
<td>• Performs the task consistently and satisfactorily.</td>
</tr>
<tr>
<td>• Performs the task consistently and satisfactorily.</td>
<td>• Needs improvement in performance of tasks through proactive initiative.</td>
</tr>
</tbody>
</table>
### All staff

<table>
<thead>
<tr>
<th>Rank (%)</th>
<th>Descriptions</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>45% - 59%</strong></td>
<td><strong>Below Expectations</strong>&lt;br&gt;• Occasionally fails to meet expectations.&lt;br&gt;• Performs the task, but depends heavily on regular supervision and coaching&lt;br&gt;• Need substantial improvement</td>
<td></td>
</tr>
<tr>
<td><strong>Below 44%</strong></td>
<td><strong>Low Performance</strong>&lt;br&gt;• Frequently fails to meet expectations.&lt;br&gt;• Needs substantial effort and improvement to reach an acceptable level of competency to accomplish the task.&lt;br&gt;• Requires intense supervision and coaching</td>
<td></td>
</tr>
</tbody>
</table>

---

**b) Ability to adapt and work with the team and the Secretariat members and take initiatives**

<table>
<thead>
<tr>
<th>All staff</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Able to take initiative in communication and teamwork on his/her own</td>
<td>7% - 10%</td>
</tr>
<tr>
<td>Can communicate and follow the teamwork based on instruction</td>
<td>4% - 6%</td>
</tr>
<tr>
<td>Still have difficulty and challenge in communication and teamwork</td>
<td>1% - 3%</td>
</tr>
</tbody>
</table>

---

**c) Knowledge and understanding of IPs rights, issues and movements.** This includes understanding on AIPP as a movement, its governance structure, etc. Q&A or written document will be used to gauge the level of staff.

<table>
<thead>
<tr>
<th>Decriptions</th>
<th>Deputy Secretary General, Executive Secretary, Administrative and Finance Coordinator, Programme/Project Coordinators, Project/Programme Officer</th>
<th>Admin and Finance</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Very good understanding of over all issues, challenges and situation of IPs.&lt;br&gt;• Very good understanding and clarity on structure and functions of various organs of AIPP&lt;br&gt;• Very good understanding and clarity on the roles and contribution of AIPP’s member organizations</td>
<td>7% - 10%</td>
<td>5% - 6%</td>
</tr>
<tr>
<td>• Good understanding of over all issues, challenges and situation of IPs.&lt;br&gt;• Good understanding and clarity on structure and functions of various organs of AIPP&lt;br&gt;• Good understanding and clarity on the roles and contribution of AIPP’s member organizations</td>
<td>4% - 6%</td>
<td>3% - 4%</td>
</tr>
<tr>
<td>• General understanding of over all issues, challenges and situation of IPs.&lt;br&gt;• General understanding and clarity on structure and functions of various organs of AIPP&lt;br&gt;• General understanding and clarity on the roles and contribution of AIPP’s member organizations</td>
<td>1% - 3%</td>
<td>1% - 2%</td>
</tr>
</tbody>
</table>
d) Skills and knowledge in English:

<table>
<thead>
<tr>
<th>Deputy Secretary General/Executive Secretary/Admin-Finance Coordinator/Programme Coordinator/Project Officer/Coordinator</th>
<th>Criteria</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Expert User:</strong> Has fully operational command of the language: appropriate, accurate and fluent with complete understanding. <em>(English Test Score: 9 and above)</em></td>
<td>10%</td>
<td></td>
</tr>
<tr>
<td><strong>Very Good User:</strong> Has fully operational command of the language with only occasional unsystematic inaccuracies and inappropriateness. Misunderstandings may occur in unfamiliar situations. Handles complex detailed argumentation well. <em>(English Test Score: 8)</em></td>
<td>9%</td>
<td></td>
</tr>
<tr>
<td><strong>Good User:</strong> Has operational command of the language, though with occasional inaccuracies, inappropriateness and misunderstandings in some situations. Generally handles complex language well and understands detailed reasoning. <em>(English Test Score: 7)</em></td>
<td>8%</td>
<td></td>
</tr>
<tr>
<td><strong>Competent User:</strong> Has generally effective command of the language despite some inaccuracies, inappropriateness and misunderstandings. Can use and understand fairly complex language, particularly in familiar situations. <em>(English Test Score: 6)</em></td>
<td>6%</td>
<td></td>
</tr>
<tr>
<td><strong>Modest User:</strong> Has partial command of the language, coping with overall meaning in most situations, though is likely to make many mistakes. Should be able to handle basic communication in own field. <em>(English Test Score: 5)</em></td>
<td>5%</td>
<td></td>
</tr>
<tr>
<td><strong>Limited User:</strong> Basic competence is limited to familiar situations. Has frequent problem in understanding and expression. Is not able to use complex language. <em>(English Test Score: 4 and below)</em></td>
<td>4%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Administrative and Finance staff</th>
<th>Criteria</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Very Good User:</strong> Has operational command of the language, though with occasional inaccuracies, inappropriateness and misunderstandings in some situations. Generally handles complex language well and understands detailed reasoning. <em>(English Test Score: 7 and above)</em></td>
<td>7%</td>
<td></td>
</tr>
<tr>
<td><strong>Competent User:</strong> Has generally effective command of the language despite some inaccuracies, inappropriateness and misunderstandings. Can use and understand fairly complex language, particularly in familiar situations. <em>(English Test Score: 6)</em></td>
<td>6%</td>
<td></td>
</tr>
<tr>
<td><strong>Modest User:</strong> Has partial command of the language, coping with overall meaning in most situations, though is likely to make many mistakes. Should be able to handle basic communication in own field. <em>(English Test Score: 5)</em></td>
<td>5%</td>
<td></td>
</tr>
<tr>
<td><strong>Limited User:</strong> Basic competence is limited to familiar situations. Has frequent problem in understanding and expression. Is not able to use complex language. <em>(English Test Score: 4 and below)</em></td>
<td>4%</td>
<td></td>
</tr>
</tbody>
</table>
e) Ensure verbal communication in both Thai and English languages:

<table>
<thead>
<tr>
<th>Housekeeper Criteria</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Competent User:</strong> Has generally effective command of the language despite some inaccuracies, inappropriateness and misunderstandings. Can use and understand fairly complex language, particularly in familiar situations.</td>
<td>10%</td>
</tr>
<tr>
<td><strong>Modest User:</strong> Has partial command of the language, coping with overall meaning in most situations, though is likely to make many mistakes. Should be able to handle basic communication</td>
<td>6%</td>
</tr>
<tr>
<td><strong>Limited User:</strong> Basic competence is limited to familiar situations. Has frequent problem in understanding and expression. Is not able to use complex language.</td>
<td>3%</td>
</tr>
</tbody>
</table>

f) Demonstrates commitment to AIPP’s core value, vision, mission and goals of AIPP and adheres to AIPP policies and guidelines including the Code of Conduct for Secretariat Members.

<table>
<thead>
<tr>
<th>Descriptions</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff performance is outstanding and have shown excellent compliance to the Code of Conduct of AIPP; staff has provided an excellent and meaningful relation of his works and AIPP’s VMGO</td>
<td>5-6%</td>
</tr>
<tr>
<td>Staff performance falls under high quality performance in key fields of works and have shown excellent compliance to the Code of Conduct of AIPP; staff has shown a satisfactory reflection of his works and AIPP’s VMGO</td>
<td>3-4%</td>
</tr>
<tr>
<td>Staff performance meets expectation and have satisfactorily compliance to the Code of Conduct of AIPP; staff needs substantial demonstration of his commitment to work and AIPP’s VMGO</td>
<td>1-2%</td>
</tr>
</tbody>
</table>

g) Commitment to work with AIPP

<table>
<thead>
<tr>
<th>All staff Criteria</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Committed to work at least 4 years with the organization</td>
<td>4%</td>
</tr>
<tr>
<td>Committed to work at least 2 - 3 years with the organization</td>
<td>2% - 3%</td>
</tr>
<tr>
<td>Committed to work minimum a year with the organization</td>
<td>1%</td>
</tr>
</tbody>
</table>

**VI.4.5 Mini 360-Degree Appraisal**

The mini 360-degree appraisal will be applied by the management team or Secretary General/Deputy Secretary General as appropriate when there are disagreements or issues that cannot be handled during annual appraisal. The feedback may be solicited from the concerned parties (staff, project partners, member, etc.) as needed to settle the issues and this will be done in consultation with the staff being appraised. This kind of appraisal shall be used to settle the matter in the best interest of the parties involve and the organization.

**VI.4.6 Full 360-Degree Evaluation**

Some positions may need to be assessed with a 360-degree evaluation process because their work entails them to work with multiple parties and one person cannot actually give the proper reflection of their performance. The Management Team will determine which positions will be appraised through a 360-degree evaluation. This will be done in consultation with the concerned staff and their direct supervisor. The step of the 360-degree evaluation is as the following details:
VI. Staff’s Performance Management and Monitoring

- **Planning:** The Management Team prepares the questionnaire and details of process in consultation with the concerned person including the staff’s direct supervisor.

- **Communicating the 360-degree evaluation:** Management Team will communicate the purpose of the 360-degree evaluation, explain the process and how feedback will be gathered and utilized.

- **Selecting Rater:** Management Team, direct supervisor and concerned staff will collectively select the rater. The number of raters included will depend on the staff’s job function and working relationships.

- **Distributing Surveys:** The human resources focal person will send out the questionnaires to the raters with instructions on how to start and complete the 360 Degree feedback process and the deadline of submission the feedback.

- **Producing Reports:** Once all of the feedback providers have completed their questionnaires a confidential report is produced by the Executive Secretary in consultation with the Management Team.

- **Facilitating Feedback:** The direct supervisor and one of management team will conduct a confidential feedback meeting as arranged for each participant undergoing the 360-degree evaluation. These meetings allow for greater understanding of the feedback report and an opportunity to discuss strengths and areas for improvement.

- **Completing the Development Plan:** The feedback obtained from the 360-degree evaluation becomes the basis for an actionable staff development plan. Reviewing the areas for improvement will identify key areas for development of the staff. This gives staff the chance to improve his/her skills by using opportunities such as training, workshops, conferences, coaching, mentoring, etc.

- **Re-evaluating:** Subsequent reviews may happen each year to check on the progress of the staff development plan and to see if any changes have occurred and also provides the chance for new feedback.

It should be noted that the 360-degree evaluation is not a regular performance review. It is a review of a staff performance during special needs and it should be used as a performance development tool. Through the 360-Degree evaluation, the Management Team will receive confidential, anonymous feedback from the other staff who work around the staff being reviewed. This will include Management Team members, managers, peers, and direct supervisors. A diverse group of people fill out an anonymous feedback form that asks questions covering a broad range of workplace competencies. The feedback forms include questions that are measured on a rating scale and also ask raters to provide written comments. The person receiving feedback also fills out a self-rating survey that includes the same survey questions.

### VI.5. Performance Management Plan

#### VI.5.1 Improvement Planning of the Organization

Programme assessment and planning meetings are conducted in every six months (e.g. January and July) to assess and review the progress of the implementation of programmes/units.
The programme assessment and planning will consider the following to plan performance improvement:

- To collectively discuss the gains, strengths, weaknesses, limitations and challenges in the implementation of programmes and provide recommendations.
- To gain better knowledge on the overall programmes of AIPP, as well as to enhance better coordination and cooperation of all staff members and management.
- To conduct strategic discussion on emerging and urgent issues/matter at the programme and organization level.

**VI.5.2 Performance Monitoring Process**

The performance of staff will be regularly monitored by the supervisor/Programme Coordinator. The supervisor should take special initiative if the staff are not being able to perform as expected during his/her on-going support through coaching, mentoring and counselling.

**VI.5.3 Poor Performance and Incapability**

If the staff are performing poorly even after repeated feedback, coaching, mentoring and support, then the supervisor shall inform the Management Team for further measures. If the non-performance is during the probationary period, the Management Team in consultation with supervisor may review the length of the probation period and explain to the staff exactly the performance standard needs that are to be fulfilled in order for the staff to be confirmed in his/her post.

If there is no improvement in the preformance of staff, then the supervisor shall give initial feedback to the respective staff during the annual appraisal and explain to the staff what performance standard is expected of him/her. If the poor performance continues, the staff shall be given a written notification to improve his/her performance. If all of these attempts and supportive supervision does not improve the staff performance, then the management team may decide not to renew the contract of the respective staff.

**VI.6. Staff Promotion and Demotion**

Staff promotion and demotion shall be based on performance appraisal. A staff may be promoted to a new position based on the need of the organization with the approval of the Executive Council if the Secretary General, in consultation with the Management Team members, is in agreement that the person being considered is qualified based on the job description of the position and results of the performance appraisal. A staff member promoted to a new position shall undergo three months’ probation period but will still receive the benefits of a regular staff.

Staff may be demoted based on the result of the performance appraisal. If the staff are underperforming, s/he will be given three months to improve his/her performance. A performance appraisal will be conducted after the said duration and if there is no improvement, the staff shall either be demoted or terminated from his or her position. Termination shall be in effect upon sixty days’ notice or in lieu payment of 2 months’ salary as decided by the management team.
VII.1. Objectives for Career Growth

It is important to invest in skills and knowledge, as on-going education can transform one’s professional life and career development trajectory by being exposed to new opportunities and exciting sources of inspiration. As such, AIPP is committed to provide the necessary career growth for its employees.

VII.2. Provision for Internal Application

When there is a vacancy, existing staff of AIPP and its member organizations are highly encouraged to apply. The staff will follow the standard operation procedure of filing application: submit a letter of interest and updated Curriculum Vitae (CV). This allows AIPP staff the necessary opportunity for career growth and development. Before applying, staff should discuss this with their supervisor. The supervisor cannot stop any staff from applying for a position as this is his/her right. Supervisors should be aware of their staff’s career ambitions and the process for internal application should be open and transparent.

The process of the internal recruitment shall be according to the following steps:

- Any vacancy of the position shall be shared internally by the management through email and during staff meeting encouraging everyone to apply.
- Staff interested in applying for the position shall have internal discussion with their direct supervisor and the team before applying to the new post.
- In case if the supervisor does not approve the request, the supervisor and the staff shall call for a meeting with the Management Team. It is up to the discretion of Management Team to decide if the concerned staff shall be allowed to apply for the new post.
- The organization will allow two weeks for the internal candidate application.
- If no one within the organization fits the position, the call shall be opened to external applicants.
VII.3. Method of Staff Development

AIPP is committed to the professional development of staff and encourages training opportunities to enhance the skills and abilities of the staff. Training courses should be directly related to the activities and work of AIPP. Assistance will normally be provided for short-term training courses including online courses that are relevant to a staff’s position and responsibilities and the job description of each staff will be taken into account. The training shall not be longer two weeks (10 working days). However, in case the training is very important for the organization and requires a longer time of more than one month, the management shall arrange volunteer or part-time staff to carry out the work while the staff is away. The staff shall receive the monthly pay as usual and but will be asked to take leave beyond 8 working days.

All training requests must be in writing and are subject to the availability of funds. All requests require final approval by the Secretary General after consulting with the immediate supervisors. Any specific conditions and assistance relating to the training will be agreed upon in writing at the time of the approval of the training.

For staff development, there will be three tiers.

In the first tier, when a new staff member joins, an orientation and induction will take place informing the staff about AIPP in terms of what AIPP represents, what its values are, what are its different types of policies and procedures, where do they work, how do they work, what are their working methodologies, donors, etc. Every new staff member will go through this orientation, except for the ones who are reappointed. The reappointed staff shall be orientated focus on specific changes that has taken place in the organization after he/she left the organization. This should take place right after joining, within three months.

In the second tier, specific inductions will take place which should be in accordance to the functions and job descriptions of the new staff. It does not matter how much prior knowledge the staff has regarding his/her specific function in the organization. AIPP must provide this structured induction to make sure that the new staff has the required technical competency to perform his/her job functions. For example, if advocacy is the function of a newly recruited staff, then AIPP should train that staff in basic advocacy skills including the advocacy strategy and approach of AIPP in the region. This would ensure awareness about the kind of advocacy AIPP needs from its staff. This should happen before any training needs assessment.
After this orientation and induction phase during probation period and it is observed that this person is failing to perform up to the mark despite receiving basic skill training, then remedial training should take place. AIPP will build his/her capacity to a level more than the basics, to meet the job requirement. It is up to the supervisors to highlight the needs for development aspects when submitting the confirmation report. And if the staff requires development in certain areas the supervisor can easily clarify on that since s/he has worked with the staff for six months. A budget shall be approved for remedial training, subject to availability of funds.

In the third tier, after the staff are doing well and is seen having the potential of managing more responsibilities, he/she must go through development training, which is not remedial. The development training takes place in the staff’s interest area and capacity so that in the future the staff can get to higher level position.

◆ **VII.3.1 Need Assessment Along with Annual Appraisal**
The second tier of remedial training may also be required for staff that have been confirmed and are serving AIPP for longer period of time. The training needs specific to each individual will be identified during their performance appraisal process and their supervisor will ensure that their training needs are fulfilled, again subject to availability of funds.

Along with annual staff performance appraisal an assessment at the individual and programme level will be done to check which staff need development and training and by what means. Then a development plan will be set and the staff will be trained accordingly.

In addition to the trainings outside their workplace, the management team will develop a targeted staff development plan for each year based on the results of the individual SPA and in consultation with the staff collectively.

◆ **VII.3.2 Local Training in Thailand**
Training for the staff will take place at local level in Thailand educating and training them on the gaps and deficiencies that they have.

◆ **VII.3.3 Overseas Training/Conference/Workshop**
For further intensive and comprehensive trainings, AIPP will send their staff overseas to attend conferences, seminars, workshops, etc. so that staff have a broader knowledge and understanding on the goals of AIPP and the means to achieve them.

◆ **VII.3.4 Dissemination of Lessons Learnt**
On the return of any staff from trainings, he/she will prepare and disseminate the lessons learnt through a workshop for other staff of AIPP so that the knowledge gained is shared with everyone.
**VII.3.5 Educational Discussions**

Discussions are an excellent strategy for enhancing employee motivation, fostering intellectual agility, and encouraging democratic habits. They create opportunities for the Secretariat to practice and sharpen a number of skills, including the ability to articulate and defend positions, consider different points of views, and enlist and evaluate evidence. As such, educational discussions will take place in AIPP from time to time (at least twice per year) so that the staff can develop their analytical and evaluation skills.

**VII.3.6 In-house Training**

In-house trainings will take place to develop staff capacity and expertise by using AIPP’s own expertise and/or hiring a third-party trainer.
VIII. Health, Safety, and Security

VIII.1. Staff Security, Well-being, and Health
This section will describe how AIPP will manage its health and safety responsibilities to its staff and the health benefits provided and extended to their dependants.

VIII.2. Management Team’s Role
Management Team will ensure health and safety of AIPP staff by:
- Controlling the health and safety risks at work as defined by the Thailand local laws and rules that AIPP wishes to follow.
- Involving staff on health and safety issues that affect them.
- Ensuring that the office building and equipment are insured.
- Discouraging staff to working extra hours in the office unless it is absolutely needed.
- Making sure staff—especially new staff—have relevant information and training on health and safety.
- Regularly checking and updating staff’s health and safety procedures; and arrange for briefing sessions, and fire drills as necessary or mandated by law.

VIII.3. Administrative staff Role
Administrative staff will ensure health and safety of AIPP staff by:
- Making sure that the workplace and any equipment available for use is safe.
- Making sure that dangerous substances are stored and used safely.
- Making sure staff can do their jobs and are properly trained.
- Preventing accidents and work-related health problems.
- Regularly checking that working conditions are safe and healthy.
- Regularly reviewing this policy and recommend Management Team for making changes if necessary.
- Reminding the staff for their annual health check-up as per due date.

VIII.4. Role of the Local Host/Member
When AIPP staff will go overseas to moderate in probable conflict zones, the local host will brief the staff about the local conditions and security conditions through seminars.

When visitors and other participants are hosted by AIPP, the Administrative staff will brief about safety and security issues for the office or the venue where they are located. In case of emergency or other medical support needed, Administrative staff will support the visitors to seek required support from competent authority, such as doctors, police, etc.
VIII.5. Possibility of Robbery and Loss of Property

AIPP will bear full responsibility if any property is lost due to robbery, natural calamities and other similar means. However, if the loss is due to the staff’s negligence, then AIPP will not be responsible.

Therefore, in such unfortunate cases, a thorough investigation will first take place to assess the nature of the situation.

- Documentation should be kept for all the cases.
- The incident shall be reported to the police for any loss if robbery or theft is suspected.
- Investigation steps should be documented in detail.

VIII.6. Guiding Policies

◆ VIII.6.1 Security Policy

AIPP staff shall always remain cautious and vigilant regardless of the extent of security provided. In spite of that, extra security will be provided for those staff and in those areas where there is a potential security threat. AIPP will ensure such extra security in Chiang Mai in collaboration with local law enforcement agencies or civil defence authorities as required.

In case of staff visiting other locations or countries, especially conflict regions, then AIPP will request their local hosts of the meeting in that area to recommend and ensure any extra security measure needed to ensure the safety and security of AIPP staff. As AIPP is not a resource heavy organization, it is advisable for all staff not to expose themselves to unnecessary risks and ensure extreme caution while working in vulnerable areas.

◆ VIII.6.2 Wellbeing and Health Policy

AIPP should always stay aware and updated on any potential health related threats and injuries. For further well-being and health related queries, staff should contact the Administrative staff.
IX.1. Grievance Handling Policy

AIPP staff members shall bring their concerns, complaints or problems to the organization’s attention. Concerned staff shall go through a grievance procedure to formally raise their concerns to ensure that they are dealt with appropriately, effectively and equitably.

AIPP encourages all staff to initially discuss any concerns with their supervisor or coordinator as these concerns can be addressed and resolved more quickly and effectively in this manner without the use of a formal process. In the process of resolving the grievance, all the concerned parties must be adequately consulted. A staff experiencing unfair treatment or any similar concern may request a special hearing before the Secretary General/Management Team.

IX.2. Whistle Blowing Guiding Principle

AIPP staff are highly encouraged to report to Administrative Manager/Supervisors and any of the Management Team members any misconduct done by fellow staff members. If the misconduct is done by any of the management team members, staff are encouraged to report to the Secretary General. However, if the misconduct is done by the Secretary General herself/himself, staff can report to Chairperson of the Executive Council. If the whistle blowing staff requests anonymity and confidentiality, then that shall be provided as well in full support to the whistle blower.

IX.3. Procedures and Processes

IX.3.1 Time Frame

a. If the matter relates to a fellow staff member other than the Management Team:
   - The Management Team will discuss the matter being raised with the staff within three days and will respond to the staff with the recommendation(s) to resolve the grievance not more than five days after the discussion.
   - Written appeal submitted to the Executive Council shall not be later than three days after the response from the Management Team.

b. If the matter relates directly to one of the Management Team members:
   - The Secretary General shall discuss the matter with the staff within five days of notification and will provide a response to the staff with recommendation(s) to resolve the grievance not more than five days after the discussion.
   - Written appeal shall be submitted by the concerned staff to the Executive Council not later than three days after the response from the Secretary General, in case of dissatisfaction with the response given by the Secretary General.

c. If the matter relates directly to the Secretary General:
   - The Chairperson will discuss with the staff, then with the Secretary General and provide a response to the staff with recommendation(s) to resolve the grievance not more than five days after the discussion.
Written appeal shall be submitted by the concerned staff to the Executive Council not later than three days after the response from the Chairperson, in case of dissatisfaction with the response given by the Chairperson.

There may be times when the defined timeframe mentioned in the procedure above is not practical. In such cases, an explanation of the reasons and a practical timeline must be discussed with the staff.

◆ IX.3.2 Liability

- If the matter relates directly to one of the Programme Coordinators, the matter should be brought to the notice of Deputy Secretary General.
- If the matter relates directly to one of the members of the Management Team, the matter should be brought to the notice of the Secretary General.
- If the matter relates directly to the Secretary General, it should be brought to the notice of the other members of the Management Team/Chairperson.
- In case the issue cannot be solved within the Secretariat, an urgent appeal shall be submitted to the Executive Council.

◆ IX.3.3 Documentation

If the matter relates directly to a fellow staff member other than the Management Team, the matter shall be brought to the notice of the Management Team. The following steps will be followed and documented in such cases:

- The matter shall be raised and discussed first with one of the Management Team members.
- If the matter is still unresolved, a written appeal to the Executive Council by the staff can be requested, detailing why the appeal is warranted.
- The decision of the Executive Council will be final and binding.

If the matter relates directly to the Deputy Secretary General/Executive Secretary/, the following steps will be followed and documented:

- If the matter relates to the Deputy Secretary General/Executive Secretary/, it should be raised with the Secretary General.
- If the matter is still unresolved, a written appeal to the Executive Council by the staff will be requested, detailing why the appeal is warranted.
- The decision of the EC will be final and binding.

If the matter relates directly to the SG, the following steps will be followed and documented:

- If the matter relates directly to the Secretary General, it shall be brought to the notice of the Chairperson in consultation with the Deputy Secretary General.
- The matter shall be raised with the concerned Deputy Secretary General.
- If the matter is still unresolved, a written appeal to the Executive Council by the staff will be requested, detailing why the appeal is warranted.
- The decision of the Executive Council will be final and binding.

◆ IX.3.4 Review

The disciplinary procedure is a formal and a serious process which AIPP promotes through on-going discussions between staff and the Management Team to take every opportunity to alleviate issues early. The purpose of a disciplinary action is to make the staff aware of the breach of the code of conduct and to give them every opportunity to take corrective action at the earliest possible time.
If informal discussions between the supervisor and the staff fail to resolve the issue, a formal meeting must take place between the staff and the Management Team chaired by the Secretary General/Deputy Secretary General. The objective of the meeting is to discuss the issue and attempt to agree ways to resolve it. The Secretary General/Deputy Secretary General shall clearly spell out the expectations of performance and areas for improvement and set a future date to review staff’s performance again. The immediate supervisor will make a record of the meeting and the agreed outcomes for future reference.

If such a meeting fails to resolve the issue, it may be necessary to formalize the procedure and take disciplinary action. The Secretary General should discuss the proposed disciplinary action with the other Management Team and concerned Programme Coordinator prior to implementation. Disciplinary action can be in the form of:

- Verbal warning
- Formal written warning
- Final written warning
- Dismissal

**IX.3.5 Outcomes**

The type of disciplinary action taken will depend on the nature and seriousness of the offense. All warnings will be kept in the staff personnel file. In all cases, staff must have the opportunity to explain and/or reply to the allegations before disciplinary action is taken. The staff should also have the option to have another staff of his/her choice present in the meeting.

**IX.4. Mode and Procedures of Disciplinary Actions**

**IX.4.1 Action for Minor Misconduct**

Staff engaging in any minor offence shall be subject to disciplinary action. For minor misconduct a staff will initially be given verbal warning and failing to adhere to the warning, will be issue a formal warning letter.

**IX.4.2 Minor Misconduct**

Minor Misconduct includes but is not limited to the following offenses deemed unacceptable at the workplace:

- Disrespect or disregard for AIPP policies and regulations.
- Reporting to work under the influence of alcohol or non-prescribed drugs, or the consumption of alcohol or non-prescribed drugs while on duty.
- Gambling while on duty.
- Leave without notice.
- Habitual or chronic absences.
- Unsatisfactory work performance and lack of initiative for improvement even after counselling, training/coaching and guidance.
- Use of AIPP facilities, equipment, materials or vehicles for private interest or personal gains.
IX.4.3 Gross Misconduct

For gross misconduct a staff will be issued a final warning letter or be terminated. The following include but are not limited to offences constituting gross or serious misconduct and are cause for immediate dismissal:

- Prolonged unauthorized leaves.
- Theft of or intentional damage to AIPP property.
- Abuse, misuse or misrepresentation of AIPP’s name or position.
- Theft or misappropriation of AIPP funds or resources.
- Falsifying or tampering with official records or documents.
- Accepting or offering bribes during the course of the work with AIPP.
- Offences involving gift or corruption during the course of the work with the AIPP.
- Acts of violence or threats of violence or abuse against any AIPP personnel or member/partner.
- Abusive language directed at any AIPP personnel or member/partner.
- Serious infraction of safety, health or disciplinary regulations.
- Non-performance of tasks causing problems or negative implications for AIPP.
- Inciting others to commit violence or serious offences.
- Causing public embarrassment to AIPP.

IX.4.3.1 Preliminary Enquiry/Investigation

A preliminary investigation will take place to assess the nature and magnitude of the gross misconduct.

IX.4.3.2 Suspension Pending Enquiry

If the misconduct is immediately found to be severe, then the staff are suspended pending further enquiry.

IX.4.3.3 Show Cause/Explanation

The staff will be offered a chance to show valid reason and explanation for his/her action.

IX.4.3.4 Domestic Enquiry

A domestic inquiry will be held in search for the truth, facts, or circumstances concerning charges alleged by AIPP against its staff.

IX.4.3.5 Competent Authority

A competent authority is any person or organization that has the legally delegated or invested authority, capacity, or power to perform a designated function. As such, AIPP will ensure a competent authority to solve gross misconduct issues should the need arise.

IX.4.3.6 Final Action from the Management Team after all and Third-Party Enquiry

If necessary, AIPP shall reserve the right to terminate a staff’s contract immediately with out sixty days’ notice in case the gross misconduct is proved. In such cases, the staff will be paid only up to the last day of actual work. If required, a third-party enquiry will also take place.
X. Staff Separation/Dismissal/Withdrawal

X.1. Category of Separation

X.1.1 Resignation
Resignation is the formal act of giving up or quitting one’s office or position. Any staff member wishing to resign from AIPP should write a formal letter of resignation to the Secretary General. This should be done with sixty days’ notice as specified in the contract of the staff in order to allow AIPP enough time to recruit and appoint a successor.

The agreed upon notice, as stated in the staff contract, begins on the day of receipt of the letter of resignation.

In case the organization decides to fire a staff because of unsatisfactory performance and failed to improve as per Staff Performance Appraisal process, at least sixty days’ notice will be given to the staff and one month salary will be provided at the time of leaving.

X.1.2 Discharge
If the need arise, AIPP may fire or discharge a staff because of unsatisfactory performance and failed to improve as per Staff Performance Appraisal process. The duration for corrective performance will be at the discretion of the supervisor. If the supervisor feels that the poor performing staff will be given six months or a year to improve, then the supervisor will also develop a performance improvement plan for that staff. But even after one year of performance development initiatives are taken but the staff does not improve, then the supervisor will give a maximum of six months’ notice in writing. If the staff fails to improve during the notice period, they will be discharged from their duties.

X.1.3 Termination
According to Thai Law, staff with documented or non-documented contract is legally abided by the law. The termination of staff of AIPP shall follow the following details:

- In case employment contract indicates the termination date, the service of the staff member ends accordingly without early warning.
- During a staff member’s probationary period, either AIPP or the staff may terminate the contract by giving thirty days’ written notice.
- The contract of full-time staff may be terminated by either party with a prior notification of sixty days for the same. Notice shall be given in writing by either party. For termination executed less than sixty days, terminating party will pay for the days to complete the required sixty days’ notification.
**X.1.4 Dismissal**
Dismissal is the end of a staff’s contract following gross misconduct which has been repeated after verbal and written warnings. The sixty days’ notice or in lieu payment does not apply in case of dismissal resulting from proven gross misconduct.

**X.1.5 Retrenchment**
If there are funding shortages or the needs of the programme change, some positions may be eliminated based on length of service with the organization. All efforts will be made by the organization to find another suitable position for the staff. If, however, there are no other opportunities, the staff will have to leave AIPP. In such cases, at least sixty days’ notice will be given to the staff and one month salary will be given at the time of leaving. If the staff’s position is reinstated within six months, the former staff may be given an opportunity to come back. After being notified of retrenchment and prior to ceasing work with AIPP, a staff member is entitled to take one day off with pay per week to seek for new job.

**X.1.6 Incapability**
Due to incapability to perform according to AIPP’s goals and objectives, AIPP may discharge staff. Incapability can be caused by other issues other than poor performance such as illness or injury – which incapacitates the staff from being able to perform his or her role. If the incapability is temporary, then AIPP can offer one to three months’ leave without pay. If the incapability is long term or irreversible, then the staff have to be dismissed due to medical issues relating to incapability. In such case, either 60 days’ notice or in lieu payment is a must.

**X.2. Process of Separation**

**X.2.1 Notice Period**
For resignation, sixty days’ advance notice should be given to management by the staff. This should be done as specified in the contract of the staff in order to allow AIPP enough time to recruit and appoint a successor. In case the staff are not able to give sixty days’ notice, the staff will lose their salary and benefits in lieu of the shorter notice period. This deduction can be waived by Secretary General under special circumstances.

If AIPP decides that they cannot retain a staff, sixty days’ advance notice or in lieu payment for shorter notice period will be given by AIPP to the staff. For retrenchment, at least ninety days’ notice will be given to the staff. If the staff’s position is reinstated within six months, the former staff may be given an opportunity to come back.

**X.2.2 Acceptance of Resignation**
Any staff member wishing to resign from AIPP shall present a signed and dated letter of resignation to the Secretary General.

The agreed-upon notice, as stated in the staff contract, begins on the day of receipt of the letter of resignation.
X.2.3 Compensative Resignation/Termination/Discharge/Dismissal
Depending on the nature of separation and decision by management, compensation may be provided at the time of exit. The range of such compensation is decided by top management and/or dictated by Thailand Labor Law. This is paid in case AIPP cannot provide the staff with the required notice period when they retrench a staff.

X.2.4 Exit interview
At the time of separation, the staff will undergo an exit interview. Normally this should be taken by the Executive Secretary or the management team, not directly supervising the departing staff. The exit interview can be done by face to face interview or by survey questionnaire.

X.3. Separation Benefits

X.3.1 Settlement
AIPP will provide settlement to staff if necessary for the solution of any risen conflict. The nature of settlement will be decided by management, and it should cover results of the conflict including damage made to the staff’s personal property, accident suffered by staff while performing his/her duties and responsibilities under AIPP. Meanwhile, if the staff member has damaged any equipment and other resources entrusted to her/him (e.g. laptop). If the damage is found to be due to the staff’s negligence, then AIPP will deduct the cost of the damage from the staff’s final payment.

X.3.2 Final payment of salaries
For resignation, final payment up to the days of work will be given to the staff.
For any kind of firing, the staff will be paid up to the last day of actual work.
For retrenchment, one month salary will be given at the time of leaving.

X.3.3 Final payment of provident fund
Payment of the provident fund should be given only after she/he has cleared all her/his cash advances, clearance form signed by respective units, has turnover equipment assigned to him/her, and conducted proper turnover of responsibilities to responsible staff.
**X.3.4 Employment Certificate**

All staff separating from employment with AIPP are entitled to a Certificate of Employment. This certificate must contain the start and the end date of employment and the position(s) held during the employment period.

All staff separating from employment with AIPP in good standing are entitled to a Letter of Recommendation upon request. This letter of recommendation may be in addition to, or in place of, the Certificate of Employment issued by Secretary General. Both the employment certificate and letter of recommendation will be issued upon the request of the staff.
XI. General Procedures and Policies

XI.1. Staff Identification Card
All staff must carry identification card at all times. This is particularly helpful during times of accidents or other emergency occurrences.

XI.2. Staff Attendance
All staff attendance must be recorded and monitored by Administrative staff. Any staff lacking necessary amount of attendance should be reported immediately for further queries.

XI.3. Visitors
Any form of visits to office premises, organizational and/or family should be coordinated with the Administrative staff. The visitors should sign the Visitor’s Record Book.

XI.4. Staff Bank Account
All AIPP staff are required to open a bank account for salary payment purposes. If the staff leave the organization, he/she must close the account or change the address recorded in the bank.

XI.5. No Smoking
AIPP office premises will follow a strict no-smoking policy. However, if any staff wants to smoke then he/she must go to an open area or the designated smoking area and make sure that non-smokers are not affected.

XI.6. Personal Loan
Staff are allowed to take salary advance as personal loan and the maximum allowed amount is a month’s salary.

XI.7. Guideline on AIPP Leadership Integration and Cross-learning Fellowship and Internship Programme:
AIPP in traduced the Leadership Integration and Cross-learning Fellowship and Internship Programme in 2017 with the following objectives:
- Bridge the relationship and, exchange of learning between AIPP members and the Secretariat,
- Build strong and well-informed leadership for global, regional and country level works of the organization
- Provides support to work of the secretariat of AIPP.
- Contribute to network-building with other institutions supportive of indigenous peoples’ agenda

AIPP following categories of internship, volunteer and fellowship programmes:
- Youth interns from member-organizations
- Youth interns from non-member organizations
- Volunteer from non-Indigenous Peoples:
- Volunteer from Indigenous Peoples
- Fellows from AIPP member organizations
XI.8. Gender Policy

AIPP has gender policy approved during the 6th General Assembly. All staff are required to abide by the policy, implement it and integrate in their programme and project activities.

XI.9. Child Protection Policy

The purpose of this statement is to ensure that AIPP takes all possible steps to ensure that children are protected against child abuse. AIPP believes that protection and promotion of the rights of children is crucial to ensure that children have the confidence and environment in which they can enjoy physical, social, mental and emotional development among others. This is to enable them to become change agents in improving their lives and that of their families and communities.

Sexual activity between an AIPP staff and a child (a person under the age of 18 years) is strictly prohibited. Mistaken belief regarding the age of the child is not considered a defence. Anyone who is aware of such activities or suspects’ sexual relationship between an AIPP staff and a child is obliged to assist the child to report to the police immediately and inform the MT or SG accordingly. The information will be treated in strict confidence in order to protect the child – and ensuring that the accused will duly be held liable of his/her act. AIPP will ensure disciplinary action against any staff who is guilty of such activities, but also take action for any staff who has knowledge of such activities and failed to report to the MT or SG according to this policy.

XI.10. Disability Policy

AIPP will treat all staff with equality regardless of disability and this also applies in their interaction with peoples with disability. The Disability Policy of AIPP will be adopted in 2020.

XI.11. Anti-corruption Policy

AIPP has established an Anti-corruption Policy that outlines the policies and procedures with regard to standards of conduct governing the performance of all AIPP staff, as well as member organizations and partners having direct project partnership with AIPP to ensure compliance with anti-corruption laws. These include compliance with all domestic and foreign laws prohibiting improper payments, gifts or incentives/inducements of any kind to and receive from any person, agencies including private and public sectors. This policy also applies while dealing with any government and its agencies. This policy can be revised as needed and agreed by the Executive Council (EC) and/or simple majority of the members to make it more relevant and appropriate changes within and outside AIPP. All members, partners and staff are required to comply with this policy.

XI.12. Ethical Fund Raising Policy

AIPP will follow and ensure fair and ethical means of raising fund for its operations and programme costs.
XI.13. Other Administrative Guidelines

◆ XI.13.1 Office Property and Facilities

- All staff shall use the properties and assets of the organization only for official purposes and shall exercise reasonable care when utilizing such properties and assets.
- All office properties used during the course of duties shall be returned to the office upon the conclusion of events and activities for which they were used. Damages and loss arising from negligence shall be charged to the staff concerned.
- No staff shall take any office property for personal use without acquiring permission from the Administrative staff.
- The cost of office telephone calls for personal reasons shall be borne by the staff. Guidelines on the recording of personal calls shall be strictly followed.

◆ XI.13.2 Provision of Equipment

✈ XI.13.2.1 Equipment for Staff

- All staff shall be provided with necessary equipment upon joining the secretariat to be able to implement their tasks and assigned responsibilities.
- The staff shall be fully responsible for maintaining the equipment under their custody. Any staff not familiar with the use of certain equipment shall request assistance from the Administrative staff or the staff-in-charge.
- All equipment must be properly recorded, maintained, and secured by the Administrative staff.
- All equipment shall be delisted according to their lifespan. The review of equipment lifespan shall be done regularly by the Administrative staff.
- Staff can request for equipment from the Management Team based on need. Purchase of additional equipment shall depend on the decision of the Management Team and subject to availability of funds. All staff should follow the procurement guidelines when purchasing equipment.
- In case of loss or damage, the concerned staff shall immediately inform the Management team and the Administrative staff.
- Staff shall return all the equipment one day before their official departure date from the Secretariat.

✈ XI.13.2.2 Common Equipment

- The equipment requisition form shall be filled up for the use of all AIPP equipment outside the office. All items must be checked and counted before taking them out for use.
- The concerned staff shall fill up the requisition form and submit to the Administrative staff two working days before travel or event.
- The concerned staff shall count and record all equipment before returning them to the Administrative staff.
- The Administrative staff shall check the condition of the equipment upon return. Damage or loss arising from negligence shall be charged to the staff concerned.
- External request for the use of equipment shall be directed to the Administrative staff for processing of the request.
XI.13.2.3 Translation Equipment

- The translation equipment is office property to be used in any AIPP programme activity and it is also available for partners, members and networks to utilize.
- The translation equipment shall be under the care of the Administrative staff who shall ensure the following lending and borrowing procedure to be observed by all concerned:

  ✓ The request form for translation equipment shall be filled up by borrower and approved by the Administrative staff.
  ✓ Verbal request to borrow should be done two weeks before the event so Administrative staff can check the availability of the equipment. The actual completion of the request form can be done two days before the event.
  ✓ The Administrative staff shall prepare the translation equipment based on the request and check the condition of the equipment upon return.
  ✓ Lost items shall be paid according to the cost.

- Contributions for the rent of the translation equipment shall be utilized for maintenance and replacement.
- The rental fee shall start on the day the equipment was taken.
- The rental fee of the translation equipment shall be regularly updated and circulated by Administrative team upon approval of management team.

XI.13.2.4 Cameras

- The cameras are properties of the organization and under the care of the Administrative staff.
- Use of camera outside the office for any activities requires the permission of the Administrative staff.
- The following procedure shall be followed:

  ✓ Staff need to register the request in the request book and inform the Administrative staff about the request.
  ✓ Upon returning the camera, staff shall submit at least five photos with captions to the Communication Programme Coordinator within two weeks after the conduct of the activity. The camera shall be returned within two days after return from trip or the completion of the activity.
  ✓ The memory card(s) of the camera must be cleared before handing over the camera to the Administrative staff.
  ✓ The camera must be returned in good condition. Any damage resulting from negligence shall be charged to the staff concerned.

XI.13.3 Disposal of Fix Assets

Following are the guidelines for disposal of fixed assets:

✓ No asset can be sold without written approval of the Donor/Management team.
✓ Request to sell the item for disposal should be made by the Administrative Manager and approved by Deputy Secretary General.
XI. General Procedures and Policies

If asset is sold or auctioned:
- Obtain written approval of Deputy Secretary General.
- For assets with purchase cost of 50,000 Baht and below, an informal bidding will be performed by the Administrative Manager from AIPP Staff and external parties.
- For assets with purchase cost of 50,000 to 300,000 Baht, a secret or formal bidding will be performed and at least two (2) competitive bids should be obtained. This is especially important for any sale of assets to AIPP employees or relatives as evidence of “fair market price” must be seen.
- For assets with original value of 300,000 Baht or more, the sale will be subject to public auction/bidding.
- If sale of motorbike or vehicle, complete the “Deed of Absolute Sale” Agreement – this releases AIPP of any claims or liabilities that might occur after the sale.
- All supporting documentation and funds received should be attached to the Receipt Voucher. A copy of the documentation should also be given to the Finance Officer for reference and filing purposes.

XI.14. Loss, Damage of Office Equipment

Staff are required to be fully responsible for any equipment under their care or use, including translation equipment and camera. In case of damage or loss of equipment, the following shall be done:

◆ XI.14.1 In Case of Loss
- The staff member who has custody of any office property/equipment shall immediately report any loss/damage of items in their care to their supervisor and the Management Team and Administrative staff.
- The concerned staff must submit a police report or certificate and/or written explanation on the circumstances surrounding the loss of office property/equipment within one week of the incident.
- The Management Team together with the concerned staff shall investigate the circumstances to determine if loss was due to force majeure, robbery or theft, or negligence of the staff.
- The Management Team shall recommend action to the Secretary General based on the circumstances and accountability of staff and other considerations.
- The concerned staff shall be requested to pay the full cost of the office equipment if loss was due to their negligence.
- The full value of the lost property shall be decided according to depreciation cost per year from the date of purchase.
XI.14.2 In Case of Damage
- The concerned staff shall submit a letter notifying the Administrative staff and the Management Team on the damage to any office property/equipment and give a full account of the incident.
- The Management team together with the concerned staff shall investigate the circumstances to determine the cause(s) of damage.
- If proven that the damage was due to staff’s negligence, staff concerned shall be asked to shoulder 50%-100% of repair or replacement cost, taking into consideration the depreciation cost of the equipment/property.

XI.14.3 Equipment with Project Partners
- Equipment bought by project partners shall be monitored by the Project Coordinator who shall inform the Administrative staff for organizational record.
- The terms of use and turnover of the equipment from the partner to AIPP after the project period will be contained in the Contract/MoA.

XI.14.4 Vehicle, Driving License and Accident while on Duty
Using personal vehicle for office work: The organization does not own an official vehicle and in most cases, transportation is outsourced. However, in some circumstances it is necessary to use a personal vehicle to conduct office work, and thus the following procedure shall be applied in such case:

- A mileage rate shall be paid by the office to the vehicle’s owner at agreed rate of car and motorcycle. This rate includes fuel and maintenance cost incurred and is subject for review based on change of fuel price.
- Mileage recorded in the vehicle logbook shall be covered by AIPP Administrative budget on a monthly basis.
- The staff are responsible for accurate recording of their own mileage.
- The office shall cover 50% of the insurance cost for personal vehicles regularly used for office work, however, not exceeding THB 10,000 per year.

XI.15. The Organization’s Response to Road Accident

IX.15.1 In Case of Road Accident while on Duty
In case of road accident while on duty, the following process shall be done:

- The concerned staff immediately reports incident to the Administrative staff for legal or logistic assistance as needed.
- Aside from the police investigation and report, the Management Team shall conduct a probe into the circumstances leading to the accident. The result of the probe shall determine whether or not the office will extend support to the staff:
XI. General Procedures and Policies

1. If the accident was not caused by staff’s negligence or violation of the law
   - The accident cost shall be claimed from the insurance first. The office will pay for additional costs not covered by the insurance.
   - If there is no insurance, the office will cover the cost related to the accident.

2. If the accident was caused by staff’s negligence or violation of the law
   - The accident cost shall be claimed from the insurance first. Office will not pay for additional costs not covered by the insurance.
   - If there is no insurance, the office will not cover the cost related to the accident.
   - The case shall be documented for future monitoring of the staff’s compliance with the code of conduct.

IX.15.2 In Case of Road Accident while not on Duty

In case of road accident while not on duty, the concerned staff shall:
- Immediately report incident to the Administrative staff for legal or logistic assistance as needed.
- Claim accident cost from the insurance first.
- Be responsible for the cost related to the accident if there is no insurance.

XI.16. Maintaining Order and Cleanliness of the Office

- While the Secretariat hires/employs a Housekeeper, who cleans and runs errands, staff are also responsible in contributing and maintaining cleanliness and orderliness of the office.
- In the absence of the office keeper, staff are expected to do the cleaning of the office.

XI.17. Meals and Snack in the Office

- The office will only provide coffee, tea, drinking water and some condiments for the staff.
- Lunch in the office shall be borne by staff through contributions and additional subsidy from the office.
- Each staff member is expected to wash own plates, cups and other utensils after meals and coffee/tea breaks.

XI.18. Use of Office Supplies

- Office supplies are made available for the needs of the staff.
- Staff can request the Administrative Manager for additional office supply needs.
- Staff can buy office supplies as needed and can be reimbursed upon provision of receipt and the amount should be below THB 1,000.
- Staff are expected to recycle, reuse and conserve office supplies.
XI.19. Energy Conservation

- AIPP staff should be responsible for, and mindful of energy conservation and operate in an environment friendly manner by following the 3Rs (Reduce, Reuse and Recycle).
- Staff shall use an electric fan or if absolutely needed, turn on the air conditioner at 25 degrees. Ensure that doors and windows are shut tight when the air conditioner is turned on to prevent precious energy from leaking out. Staff shall ensure that the air conditioner is turned off when leaving the office for more than one hour or when leaving the office after work.
- Staff shall connect all their computer equipment (monitor, printer, etc.) to a power strip that goes through an Uninterruptible Power Supply (UPS) box if provided with one. Staff shall ensure that all equipment is turned off before leaving the office or at the end of the workday to save energy.
- Fluorescent lights use a lot of power whenever they are turned on, thus, staff are advised to turn them ON only once a day in their working spaces in the morning and turn them OFF before leaving the office or at the end of the workday. The last staff to leave the office shall ensure that all lights except for the security lights are turned off.
- Staff shall minimize printing documents unless needed, use both sides of a paper, and use recycled papers especially for drafts. Used papers must be separated from other wastes for recycling and reusing by others in the locality.
- Staff shall be conscious of waste reduction and segregation. Recyclable and reusable materials can be reused or given to locals for extra income.

XI.20. Gifts and Tokens\textsuperscript{11}

- Occasionally, AIPP will provide group gift/token to any staff, Executive Council and Advisory Board member when they are separating from AIPP or as acknowledgement of distinguished voluntary services provided to the organization. Gift/token shall not cost more than THB 3,000 and exception to this cost may be made only through a collective decision.
- Group gifts on occasions such as wedding of staff, Executive Council and Advisory Board member shall be decided by the Management Team on a case to case basis.\textsuperscript{12}
- Giving gifts to any government authorities shall be based on the existing laws applicable to the country, particularly in the case of Thailand.
- Group contributions from the organizational fund in cases of emergency such as accidents, serious illness or death of staff, Executive Council and Advisory Board members and their relatives are not considered as gifts. The Executive Council approves expenditures from the organizational fund.
- AIPP shall provide benevolence support or financial assistance to staff (in case of death of staff’s immediate family members). Staff can however request for financial assistance under extreme circumstance subject to the assessment of need and decision by the Management Team.\textsuperscript{13}

\textsuperscript{11} These supports are subject to availability of funds and decisions by the Management Team/Executive Council.
\textsuperscript{12} AIPP shall provide THB 10,000 for staff who have completed one-year service; THB 5,000 for staff less than one year and 10,000 THB for Executive Council and Advisory Board member
\textsuperscript{13} AIPP shall provide THB 15,000 to staff as benevolence support in case of death of immediate family member.
XI.21. Publication distribution

- Administrative staff are responsible for the inventory, monitoring and distribution of publications, thumb drives for publications and shall maintain proper recording and filing.
- Administrative staff shall update the Secretariat and Management Team on the status of publications every two months.
- Administrative staff shall assist in preparing and packing publications as needed/ requested by the Programme staff who intends to bring publications and thumb drives for distribution in meetings and travel missions. The Programme staff need to fill up a Publication Request Form and submit to the Administrative staff at least three working days prior to the scheduled meeting or travel. The publication request shall be annexed to the AIPP travel mission plan form.
- Programme staff shall provide the Administrative staff with an updated mailing list of the target recipients’ complete addresses for mailing of publications.
- Programme staff shall include the updated mailing list and target recipients’ complete addresses for mailing of publications.
- A donation box shall be placed in the office, resource centre and where publications are given for free. Proceeds collected from the donation box shall be utilized for the production or reprinting of AIPP publications and educational materials.
- Administrative and Programme staff shall prepare a sign-up sheet for individuals and organizations that get AIPP publications during meetings/conferences for monitoring purposes. The staff present in the meetings or conferences shall ensure that the sign-up form will be accomplished and submitted to the Administrative staff for recording.
- A publication feedback form shall be attached to each publication. Likewise, feedback on AIPP publications shall be gathered in verbal and written forms as are appropriate during regional and other conferences/trainings/events.
- All publication feedback forms received shall be submitted to the Communication Development Programme for collation, analysis and reporting.
- There shall be at least fifty copies of every AIPP publication available to be given to visitors coming to the office.
XI.22. Library

- Administrative staff are responsible for maintaining and updating the library.
- Staff and visitors are allowed to use and borrow books from the library. Anyone who wants to borrow books for outside reading has to fill up a borrower’s form, take good care of the borrowed books, return the books in good condition, and be responsible for any loss or damage.
- AIPP publications shall have at least ten copies to be marked with “AIPP Library Property.” New books for the library shall be submitted to the Administrative staff in charge for proper recording and filing in the library system.

XI.23. Code and Conduct

The Secretariat of AIPP working for the movement of Indigenous Peoples across Asia, are expected to serve our members and partners to the best of our ability to promote and protect their rights. Being at the center of regional movement, our members, partner organisations and Indigenous Peoples have reasonable expectations on us. As such, we are also expected to be the most committed, innovative and well-disciplined forces equipped with knowledge and skills, and moral values towards achieving the vision, mission and goals of AIPP.

To achieve these vision, mission and goals, AIPP already has adopted several policies such as Financial Policy, Human Resource Manual, Anti-corruption Policy, Gender Policy, Ethical Fundraising Policy. In addition to these policies, we, as the staff members of AIPP, commit ourselves to this Code of Conduct to promote proper conduct and enhance the environment for collaborative and collective work and to strengthen our solidarity and cooperation.

Taking these policies into consideration, this Code of Conduct is prepared in order to provide a set of standards that, in general, will guide good behavior, positive attitudes and enhance collective work and camaraderie among staff members. This Code of Conduct aims to promote teamwork, cooperation and such values and cultures within the organisation, where everybody is responsive and aware of own roles, tasks and responsibilities towards achieving a common goal.

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<td>Annex 26</td>
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## Legal Rights and Duties of Employers and Employees in Thailand for Asia Indigenous Peoples Pact Foundation\(^1\)

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<tr>
<th>Issue</th>
<th>Detail</th>
<th>Related Law</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Employment and Termination</td>
<td>1.1 Documented or non-documented contract of employment is legally effective.</td>
<td>The Thailand Civil and Commercial Code, article 575; Labor Protection Act of 1998, Article 5</td>
</tr>
<tr>
<td></td>
<td>1.2 Termination of employment requires the following steps:</td>
<td>The Thailand Civil and Commercial Code, article 582</td>
</tr>
<tr>
<td></td>
<td>1.2.1 Prior inform an employee before the next payment, but not necessarily more than 3 months.</td>
<td>The Thailand Civil and Commercial Code, article 582 paragraph 2; Labor Protection Act of 1998, Article 17, par. 3</td>
</tr>
<tr>
<td></td>
<td>1.2.2 Inform and pay the full amount of remuneration to an employee to the date of contract termination.</td>
<td>Labor Protection Act of 1998, Article 17</td>
</tr>
<tr>
<td></td>
<td>1.2.3 In case employment contract indicates the termination date, the service of employee ends accordingly without early warning.</td>
<td>Labor Protection Act of 1998, article 17, par. 2</td>
</tr>
<tr>
<td></td>
<td>1.2.4 In case employment contract does not indicate the termination date, Either employee or employer may inform the other in advance in written document before the next payment, but not necessary more than 3 months. Employment contract for trial period is also taken as no termination date.</td>
<td></td>
</tr>
<tr>
<td>2. Wage</td>
<td>2.1 According to the Labor Protection Act, the Wage Committee is vested with the authority to determine the minimum wage (The minimum wage is 308 baht per day in Chiang Mai-enforcing from 1 January 2017)</td>
<td>Labor Protection Act of 1998, article 79, 89, and 90; Announcement of the Wage Committee on the minimum wage No. 8, dated 7 December 2016 in the Royal Gazette</td>
</tr>
<tr>
<td></td>
<td>2.2 Employer is required to pay the same wage with working day to an employee for: 1) weekend; 2) customary holiday; and 3) annual leave.</td>
<td>Labor Protection Act of 1998, article 56</td>
</tr>
<tr>
<td></td>
<td>2.3 Employer is required to pay the same wage with working day to an employee on sick leave or sterilization, but not exceeding 39 days per year.</td>
<td>Labor Protection Act of 1998, article 57</td>
</tr>
</tbody>
</table>

\(^1\) As translated by Mr. Chupinit Kesmanee
<table>
<thead>
<tr>
<th>Issue</th>
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</tr>
</thead>
<tbody>
<tr>
<td>2.4</td>
<td>Employer is required to pay the same wage with working day to an employee going for conscription, but not exceeding 60 days per year.</td>
<td>Labor Protection Act of 1998, article 58</td>
</tr>
<tr>
<td>2.5</td>
<td>Employer is required to pay the same wage to a female employee for maternity leave, but not exceeding 45 days.</td>
<td>Labor Protection Act of 1998, article 59</td>
</tr>
<tr>
<td>3.1</td>
<td>Employer is required to provide overtime payment no less than 1.5 times of hourly wage rate to an employee.</td>
<td>Labor Protection Act of 1998, article 61</td>
</tr>
<tr>
<td>3.2</td>
<td>Employer is required to pay additional wage no less than one time of hourly wage rate to an employee.</td>
<td>Labor Protection Act of 1998, article 62 (1)</td>
</tr>
<tr>
<td>3.3</td>
<td>Employer is required to pay overtime wage on weekend no less than 3 times of the hourly wage rate to an employee.</td>
<td>Labor Protection Act of 1998, article 63</td>
</tr>
<tr>
<td>3.4</td>
<td>An employee who acts on behalf of the employer on employing, giving bonus, or terminating employment, is neither eligible for overtime payment, nor weekend overtime payment, nor weekend payment.</td>
<td>Labor Protection Act of 1998, article 65 (1), and 66</td>
</tr>
<tr>
<td>3.5</td>
<td>Payment of overtime, weekend work, and weekend overtime is to be made no less than 1 time per month, except for otherwise specified.</td>
<td>Labor Protection Act of 1998, article 70</td>
</tr>
<tr>
<td>3.6</td>
<td>Employer can pay for overtime, weekend work, and weekend overtime higher rate than indicated in the law.</td>
<td>Labor Protection Act of 1998, article 70 (1)</td>
</tr>
<tr>
<td>4.1</td>
<td>In case the employer is compelled to stop the enterprise temporarily by major cause and unable to carry on the enterprise, but not from beyond his/her control, he/she has to pay no less than 75 percent of the wage an employee receives before the closure throughout the time the employee does not function; and the employee as well as labor investigator must be informed in writing at least 3 days in advance.</td>
<td>Labor Protection Act of 1998, article 75</td>
</tr>
<tr>
<td>4.2</td>
<td>Employer is required to pay compensation to an employee who has worked for 120 days and less than one year, but gets laid off, with no less than the last 30 days wage.</td>
<td>Labor Protection Act of 1998, article 118 (1)</td>
</tr>
<tr>
<td>4.3</td>
<td>Employer is required to pay compensation to an employee who has worked for 1 year and less than 3 years, but gets laid off, with no less than the last 90 days wage.</td>
<td>Labor Protection Act of 1998, article 118 (2)</td>
</tr>
</tbody>
</table>
### Issue | Detail | Related Law
--- | --- | ---
4.4 | Employer is required to pay compensation to an employee who has worked for 3 years and less than 6 years, but gets laid off, with no less than the last 180 days wage. | Labor Protection Act of 1998, article 118 (3)  
4.5 | Employer is required to pay compensation to an employee who has worked for 6 years and less than 10 years, but gets laid off, with no less than the last 240 days wage. | Labor Protection Act of 1998, article 118 (4)  
4.6 | Employer is required to pay compensation to an employee who has worked for 10 years and over, but gets laid off, with no less than the last 300 days wage. | Labor Protection Act of 1998, article 118 (5)  
4.7 | The cases 4.2-4.6 are the termination that the employer does not allow an employee to work further and no payment; whether it is the contract termination, or any other reasons. This also includes the case the employer is unable to carry on the business; but it does not enforce on an employee with specified employment and termination dates not more than 2 years; and employment contract is needed in the beginning. | Labor Protection Act of 1998, article 118, par. 2, 3, and 4  
4.8 | Employer does not need to pay compensation to an employee who gets laid off in one of the following cases:  
1) Malpractices, or commits criminal act with intention to the employer;  
2) Causes damage with intention to the employer;  
3) Carelessly causes serious damage to the employer;  
4) Violates operational rules, order, or command of lawful and fair employer; and the employer has admonished in writing; except for the case with severity, the employer does not need to give admonishment (admonishing document can be in function for no more than one year).  
5) Deserts from duty for three days consecutively, regardless of weekend in-between, or without proper reason.  
6) Goes to jail from the court final decision (for this case, if the guilt is carelessly committed, or light penalty, the employer must be harmed). | Labor Protection Act of 1998, article 119
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<tr>
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</thead>
<tbody>
<tr>
<td>4.9</td>
<td>In case an employer has relocated the workplace which impacts on the way of living of an employee and his/her family, the employer is required to inform the employee 30 days in advance; if the employee does not wish to work with, he/she is entitled to terminate the contract within 30 days and to receive compensation following articles 4.2-4.6; if the employer does not inform the employee about this, he/she is compelled to pay special compensation instead to the employee with the equivalent of 30 days wage.</td>
<td>Labor Protection Act of 1998, article 120</td>
</tr>
<tr>
<td>5.1</td>
<td>Each normal work day shall not exceed 8 hours and altogether shall not exceed 48 hours per week.</td>
<td>Labor Protection Act of 1998, article 23</td>
</tr>
<tr>
<td>5.2</td>
<td>Having an employee to work overtime on the work day, his/her consent must be given, except for the work unstoppable or in emergency.</td>
<td>Labor Protection Act of 1998, article 24</td>
</tr>
<tr>
<td>5.3</td>
<td>Employer is prohibited not to let an employee to work on holiday, with an exception of necessity or emergency.</td>
<td>Labor Protection Act of 1998, article 25</td>
</tr>
<tr>
<td>5.4</td>
<td>On each work day, an employee shall have no less than one hour rest after he has worked for not more than 5 hours consecutively, except for the work that has to be done continuously with the consent of the employee.</td>
<td>Labor Protection Act of 1998, article 27</td>
</tr>
<tr>
<td>5.5</td>
<td>Employee has the right to one day rest in a week; and it can be any day from an agreement with the employer.</td>
<td>Labor Protection Act of 1998, article 28</td>
</tr>
<tr>
<td>5.6</td>
<td>Employee has the right to traditional holidays no less than 13 days per year. If traditional holiday overlaps with weekend, there will be holiday compensation on the day next to the weekend. The employer would consider traditional holiday apart from official and religious holidays, or holiday following local customary practices. Employer and employee can determine traditional holiday on any other day, or offer payment for work on the holiday.</td>
<td>Labor Protection Act of 1998, article 29</td>
</tr>
<tr>
<td>5.7</td>
<td>Employee has the right to annual leave no less than 6 days when he/she has worked continuously for one year. For this, the employer determines the day for such a holiday, or both parties come to an agreement, including an agreement to postpone the annual leave of that year to add up to next year.</td>
<td>Labor Protection Act of 1998, article 30</td>
</tr>
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<td>Issue</td>
<td>Detail</td>
<td>Related Law</td>
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<tr>
<td>5.8</td>
<td>Employee has the right to sick leave as long as illness remains. Sick leave from 3 continuous days onward may require medical certificate. Without medical certificate, the employee has to provide explanation to his employer.</td>
<td>Labor Protection Act of 1998, article 32</td>
</tr>
<tr>
<td>5.9</td>
<td>Employee has the right to take leave for sterilization with doctor’s approval.</td>
<td>Labor Protection Act of 1998, article 33</td>
</tr>
<tr>
<td>5.10</td>
<td>Employee has the right to errand leave following the regulations of work.</td>
<td>Labor Protection Act of 1998, article 34</td>
</tr>
<tr>
<td>5.11</td>
<td>Employee has the right to take leave for army conscription following the law on military service.</td>
<td>Labor Protection Act of 1998, article 35</td>
</tr>
<tr>
<td>5.12</td>
<td>Employee has the right to attend training or capacity building.</td>
<td>Labor Protection Act of 1998, article 36</td>
</tr>
<tr>
<td>6. Woman</td>
<td>6.1 Woman is protected from work in danger, horror, or involving explosive.</td>
<td>Labor Protection Act of 1998, article 38</td>
</tr>
<tr>
<td></td>
<td>6.2 Woman with pregnancy is specially protected from the work that can affect her pregnancy.</td>
<td>Labor Protection Act of 1998, article 39</td>
</tr>
<tr>
<td></td>
<td>6.3 Woman with pregnancy is specially protected not to work between 10:00 p.m. to 06:00 a.m.</td>
<td>Labor Protection Act of 1998, article 39/1</td>
</tr>
<tr>
<td></td>
<td>6.4 Woman with pregnancy has the right to maternal leave not exceeding 90 days.</td>
<td>Labor Protection Act of 1998, article 41</td>
</tr>
<tr>
<td></td>
<td>6.5 Woman with pregnancy has the right to change from usual work temporary before or after child delivery with doctor’ certificate.</td>
<td>Labor Protection Act of 1998, article 42</td>
</tr>
<tr>
<td></td>
<td>6.6 Employer shall treat female and male employees equally.</td>
<td>Labor Protection Act of 1998, article 15</td>
</tr>
<tr>
<td></td>
<td>6.7 Employer, worker’s chief, foreman, or supervisor are prohibited not to commit sexual harassment, or cause sexual nuisance to employee.</td>
<td>Labor Protection Act of 1998, article 16</td>
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<tr>
<td>Issue</td>
<td>Detail</td>
<td>Related Law</td>
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<tr>
<td>7. Rules about work</td>
<td>7.1 Employer who has from 10 employees or more shall have work rules written in Thai within 15 days starting from the day the number of employees reaches 10; and the announcement must be posted openly with its copy sending to the authority. Such Work Rules shall contain at least: 1) Work day, normal working hours, and break time; 2) Holiday and criteria for holiday; 3) Criteria for overtime and work on holiday; 4) Day and venue for payment of employment, overtime, work on holiday, and overtime on holiday; 5) Day on leave and criteria for leave; 6) Discipline and disciplinary action; 7) Complaint; and, 8) Employment termination, compensation, and special compensation.</td>
<td>Labor Protection Act of 1998, article 108</td>
</tr>
<tr>
<td>8. Employee Registration</td>
<td>8.1 Employer who has from 10 employees or more shall develop registration book of employee in Thai and keep it in the workplace ready for official check.</td>
<td>Labor Protection Act of 1998, article</td>
</tr>
<tr>
<td></td>
<td>8.2 Employee registration must contain at least: 1) Name and surname; 2) Gender; 3) Nationality; 4) Day-month-year of birth or age; 5) Address at present; 6) First day of employment; 7) Position or function; 8) Wage rate and other benefits; and, 9) Employment termination.</td>
<td>Labor Protection Act of 1998, article 113</td>
</tr>
<tr>
<td></td>
<td>8.3 Employer who has from 10 or more employees shall secure a document recording payment on employment, overtime, work on holidays, and overtime on holidays; it should contain, at least: 1) Date and time of work; 2) The result of work in relation to payment rate per unit of product; 3) Wage rate for employment, overtime, work on holidays, and overtime on holidays for each employee.</td>
<td>Labor Protection Act of 1998, article 114</td>
</tr>
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<td>Issue</td>
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<td>Related Law</td>
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<tr>
<td>9. Suspension</td>
<td>9.1 When an employee is alleged for wrong-doing, it is prohibited for the employer not to order suspension, except that the regulations provide such authority. Work suspension must not exceed 7 days and the employee needs to be informed before being suspended.</td>
<td>Labor Protection Act of 1998, article 116, par. 1</td>
</tr>
<tr>
<td></td>
<td>9.2 During suspension, an employee has the right to receive his wage with reference to the regulations of work; and the payment shall not be given lower than 50% of the full payment before suspension.</td>
<td>Labor Protection Act of 1998, article 116 par. 2</td>
</tr>
<tr>
<td></td>
<td>9.3 When an investigation is done and the employee is not guilty, he/she has the right to receive what has been taken away since the first day of suspension with an addition of 15% interest per year.</td>
<td>Labor Protection Act of 1998, article 117</td>
</tr>
<tr>
<td>10. Settlement of dispute through Labor Court</td>
<td>10.1 Indictment in Labor Court charges no fee.</td>
<td>The Setting up of Labor Court and the Procession of Labor Court Act of 1979, article 27</td>
</tr>
<tr>
<td></td>
<td>10.2 Prosecutor can send the case either in writing or in verbal account to the court.</td>
<td>The Setting up of Labor Court and the Procession of Labor Court Act of 1979, article 35</td>
</tr>
<tr>
<td>11. Safety, vocational health, and work environment</td>
<td>11.1 It is the duty of the employer to arrange and to take care of the work place with safety and healthy environment; and to ensure no harm to life, body, mind, and health of the employee.</td>
<td>Safety, Vocational health, and work environment Act of 2011, article 6, first par.</td>
</tr>
<tr>
<td></td>
<td>11.2 It is the duty of an employee to cooperate with the employer in promoting safety, vocational health, and work environment.</td>
<td>Safety, Vocational health, and work environment Act of 2011, article 6, par. 2</td>
</tr>
<tr>
<td>12. Employer is a legal entity</td>
<td>12.1 Asia Indigenous Peoples Pact Foundation is a legal entity; a person with mandate to act on behalf of the Foundation is legally an employer.</td>
<td>The Thailand Civil and Commercial Code Article 122 and 123; Labor Protection Act of 1998, article 5.</td>
</tr>
<tr>
<td>13. Employer is an ordinary individual or a Committee</td>
<td>13.1 Project Holder or Project Committee is employer of each Project.</td>
<td>Labor Protection Act of 1998, article 5</td>
</tr>
<tr>
<td>14. Employee</td>
<td>According to the Labor Protection Act, there is no prohibition existed for non-Thai citizen employee; thus, such law also provides labor protection to non-Thai employee who legally enters Thailand and secures the work permit with reference to Immigration Law and the Work of Alien Act.</td>
<td>Immigration Act of 1979; The Work of Alien Act of 2008</td>
</tr>
</tbody>
</table>
### Issue 15. Right to access Social Insurance system

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<tr>
<th>Detail</th>
<th>Related Law</th>
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<tbody>
<tr>
<td>15.1 All employees with Thai citizenship have to enter Social Insurance System following the Social Insurance Act.</td>
<td>Social Insurance Act of 1990</td>
</tr>
<tr>
<td>15.2 Employer, employee, and the State have their duty to send their equal contribution to the Social Insurance Fund following the Ministerial Decree.</td>
<td>Social Insurance Act of 1990, article 46</td>
</tr>
<tr>
<td>15.3 An employee who has become insurer following the Social Insurance Act is entitled to seven aspects of the Law:</td>
<td>Social Insurance Act of 1990</td>
</tr>
<tr>
<td>1) Injured from harm, or illness;</td>
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<td>2) Child delivery;</td>
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<td>3) Disability;</td>
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<td>4) Death;</td>
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<td>5) Welfare for offspring;</td>
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<td>6) Old age; and,</td>
<td></td>
</tr>
<tr>
<td>7) Unemployment.</td>
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</tr>
<tr>
<td>15.4 An alien employee with legal immigration and work permit certificate to work in Thailand is also entitled to access Social Insurance System and has all the rights to the Social Insurance Act in the same manner with Thai citizen.</td>
<td>Immigration Act of 1979; The Work of Alien Act of 2008; Social Insurance Act of 1990</td>
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### Issue 16. Other rights and welfare of employees

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<td>It follows an agreement or contract between employer and employee that would not go against the law.</td>
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ANNEX 2

Conflict of Interest Declaration and Disclosure Form

Date : __________________________________________
Name : __________________________________________
Position : __________________________________________

Please describe below any relationships, transactions, positions you hold, or circumstances that you believe could contribute to a conflict of interest between Asia Indigenous Peoples Pact (AIPP) and your personal interests, financial or otherwise:

___ I have no conflict of interest to report

___ I have the following family members currently work at Asia Indigenous Peoples Pact (AIPP)/ held a decision making position in the business that work with AIPP/plan to work with AIPP in near future.

  • spouse /partner
  • a child, grandchild, parent, grandparent, brother, sister, uncle, aunt, nephew, niece or the spouse of any such person
  • a person having a step-relationship described above
  • parents-in-law, brothers-or sisters-in-law, sons- or daughters-in-law
  • any person who resides in the same household as you

Please provide the following information: Name(s) of Immediate Family Member(s), position hold in the organization/business including Board Member/EC Members/Management Team

1. ....................................................................................................................................
2. ....................................................................................................................................
3. ....................................................................................................................................
4. ....................................................................................................................................
5. ....................................................................................................................................

I hereby certify that the information set forth above is true and complete to the best of my knowledge. I have reviewed, and agree to abide by, the Policy of Conflict of Interest of Asia Indigenous Peoples Pacts.

Full Nameii __________________________________________ Date: ______________________

i This form is applicable from January 2018

ii This is computer generated document. The signature is not required.
Conflict of Interest (Human Resources Manual)

Conflict of Interest is a circumstance arising from an individual or organization having two separate and competing interests and is unclear or unsure which interest is most important. This creates a “duality of interests” which may lead to one interest taking precedence over the other. It is important to the welfare of AIPP that anyone joining the organization discloses any outside relationship they may have with an individual or organization, which may be in conflict with AIPP’s philosophy or interests.

Conflict of Interests does not necessarily prevent an offer of employment, nor a staff member terminated, but they should be transparent and declare any such interest that may be in conflict with AIPP’s philosophy or interests at the outset. AIPP as an organization must be open to public scrutiny at any time, including the SG and all staff. Examples of conflict of interests may include, but are not limited to:

- The staff agrees not to assume any other job or position which might, in the judgment of the SG or the EC, interfere with his/her duties with AIPP, or come into conflict with AIPP’s philosophy or interests. It is the responsibility of the staff to disclose any other outside work or position held, prior to assuming such jobs/positions, and to receive written acknowledgment and approval from the SG. It is expressly recognized by the staff that this is necessary for the continued effectiveness, transparency and accountability of AIPP.

- Use of AIPP’s name, work or contacts in any form for personal gains or benefits is considered a conflict of interest. No staff should be involved in accepting, negotiating or requesting payments or gifts in exchange for information or use of AIPP property or name.

- Any staff seeking election or becoming a member of a political party must notify the SG immediately, and s/he will in turn inform the EC. In such cases, the staff may be required to resign from their position with AIPP. AIPP as a non-party (political) based organization does not encourage any activity that may be deemed as engaging in a politically partisan role through the direct involvement of individual staff in a political party.
Call for Application

**Position:** Programme Officer

**Unit:** Organizational Strengthening and Movement Building (OSMB)

Duration of the Contract: 1 year (including 3 month’ probation) with the possibility of extension based on performance

**Reports to:** Deputy Secretary General (DSG)

**Duty Station:** AIPP Regional Secretariat, Chiang Mai, Thailand

**Date of Announcement:** Wednesday, 29 April, 2020

**Deadline:** Wednesday, 25 May, 2020

**Background:**

The Asia Indigenous Peoples Pact (AIPP) is a regional organization founded in 1992 by Indigenous Peoples’ movements in Asia. AIPP is committed to the cause of promoting and defending indigenous peoples’ rights and human rights and articulating issues of relevance to indigenous peoples. At present, AIPP has 47 members from 14 countries in Asia with 18 indigenous peoples’ national alliances/networks (national formations), 30 local and sub-national organizations. Of this number, 16 are ethnic based organizations, six (6) indigenous women and four (4) are indigenous youth organizations and one (1) organization of indigenous persons with disabilities.

The Organizational Strengthening and Movement Building (OSMB) Programme’s main focus is to provide support to institutional strengthening of its members and partners including conduct of sub-regional meetings of members, country level assessment and consultation, regular meetings of Executive Council, the strengthening of the AIPP programmes and activities. OSMB guides and provides coherence of the overall programmes of AIPP at the secretariat through streaming inter-programme collaboration and integration, build inter-linkages of projects and thematic issues such as on women and youth and movement building.

The Programme Officer (PO) shall provide support to the overall implementation of the OSMB Programme’s Work Plan guided by AIPP Strategic Planning and fulfillment of the following objectives:

- Strengthen specific capacity building of members, IP organisations and communities for stronger grassroots movements, increased collaboration and sustained advocacy at the local and national level.
Stronger advocacy at the national and sub-national levels to governments and key development actors to implement and comply with UNDRIP and other International Human Rights and women’s rights standard.

Strengthen the revitalization and promotion of identity, culture, knowledge and values of indigenous peoples in Asia.

Enhance sustainable resource management systems of indigenous communities and generate support in resisting attempts to undermine or destroy these systems.

Build/strengthen the networks and coalitions of IP women and youth, including indigenous persons with disabilities (IPwDs), at the local, sub-national, national and regional levels as appropriate.

Increase participation of indigenous women and youth, including vulnerable groups like indigenous persons with disabilities (IPwD) in relevant national, regional and international events, mechanisms and processes as well as in the decision making.

**Specific Duties and Responsibilities:**

- Assist DSG to implement the strategic plan of AIPP including preparing regular updates on the progress.
- Prepare work plan of OSMB programme under the guidance of DSG and Executive Secretary (ES).
- Prepare reports of project activities and consolidate the outcome of regional meetings, country level review and assessment processes, including follow up actions.
- Work closely with ES to consolidate programme/project reports and assist in preparing annual reports.
- Ensure proper filing of programme documents, reports, and related materials under OSMB.
- Assist ES and DSG to consolidate M&E information system of AIPP.
- Assist DSG in coordination and management of the organizational strengthening and disaster support for members through the AIPP Fund.
- Assist DSG and ES to conducts assessment of financial management capacity of new project partners in close consultation with Finance - Admin Coordinator and Program Coordinator.
- Prepares a budget request and project finance transaction ensuring the completion and accuracy of the request including supporting document and account code in the request.
- Assist SDG in monitoring the fund utilization of the programme/ project and ensure the compliance to the donors’ requirements.
- Assist DSG in reviewing the financial report form finance staff and project partners and provide feedback in timely manner.
- Perform other duties and responsibilities assigned by the DSG.
Knowledge and Qualification:

• Bachelor’s degree on social science and related field
• Comprehensive knowledge and understanding of Indigenous Peoples rights, issues and concerns especially of Indigenous Peoples in Asia

Experiences:

• At least 2 year’s work experience in working on national or regional Indigenous Peoples’ organization/network
• At least 3 year’s work experience and proficiency in project implementation & management; report writing and documentation

Skills and Abilities

• Excellent communication skills in written and verbal English
• Skilled in planning and implementing activities: identifying and systematizing tasks, coordination, arranging logistics and technical support, etc
• Skilled in preparing substantive reports
• Computer literate including the use of Microsoft excel
• Self-motivated, dynamic, creative and energetic
• Positive attitude to working in a multi-ethnic/social environment
• Flexible to do multi-tasking and to work under pressure
• Willing to travel throughout Asia and beyond, when needed

Remuneration and benefits include:

• Competitive salary and benefits including 13th month pay
• Housing and personal communication allowance.
• Health Insurance including annual executive medical check-up
• Travel fare for annual home visit for foreign staff
• 22 days annual Paid holidays
• Provident Fund
• Related cost for work permit and visa

Salary rate shall be based on qualifications and on prevailing rates of regional NGOs based in Thailand

Interested indigenous persons from Asia can submit application (indicating ethnicity) together with updated CV with at least two references with complete contact details (including email address and, phone number) and two reference letters by 25 May, 2020 to following email addresses: chanda@aippnet.org and adrian@aippnet.org

Priority will be given to AIPP members and indigenous applicants

For more information on AIPP, please visit our websites: https://aippnet.org/
CONTRACT OF EMPLOYMENT

The Asia Indigenous Peoples Pact (AIPP) Foundation, registered with the Ministry of Cultural, Thailand, having its address at 112, Moo1, Tamboon Sanpranate, Amphur Sansai, Chiang Mai, 50210, Thailand. Tel: +66 53 343 539, Fax: +66 53 343 540 represented by the Secretary General of the Regional Secretariat of the said Foundation, Mr. Gam Awungshi Shimray, Indian citizen and hereinafter referred to as the FIRST PARTY,

-- and --

Ms. --------------------------- of legal age, citizen of Nepal and with address at Gorkha-8, Gorkha, Nepal herein after referred to as the SECOND PARTY.

AND WHEREAS the FIRST PARTY, having found the SECOND PARTY to possess the necessary requirements of being an Indigenous person, proficient in English and use of computer, experienced in project coordination and implementation, with the ability to fund-raise, write reports, and develop programmes and proposals; having good communication skills and experience in working with indigenous peoples;

AND the SECOND PARTY, having agreed to be hired as _________ Programme Coordinator by the FIRST PARTY shall perform the following tasks, duties and responsibilities:

Specific Duties and Responsibilities:

As a Programme Coordinator, shall be responsible for the following management functions:

• Manage and implement the Indigenous Women programme guided by strategic plan of AIPP (2017-2020).
• Ensure the consolidation and regular monitoring of activities and budgets of the programme
• Ensure the proper and timely implementation of the projects in the programme
• Review and ensure the timely preparation and submission of the work plans, reports and budgets for the programme
• Ensure inter-programme coordination and collaboration for projects/activities as needed in the smooth implementation of the programme activities/projects
• Update the Secretary General, Deputy Secretary General on pertinent issues in the relation to the programme
• Ensure the compliance of programme staff to AIPP policies and guidelines and organizational standards including code of conduct
• Ensure the systematization and updating of programme files and reports and list of publications/materials including the distribution list, list of networks and other databases as needed
• Provide recommendations to improve the programme planning and implementation as well as on staff development and management.
Overall responsible for ensuring the effective and efficient implementation of activities under the Indigenous Women Programme:

**Program Management**
- Coordinate project implementation, building capacities including developing templates and guidelines and provide technical assistance to the project partners.
- Consolidate the reports (narrative and finance) from the partners and submit to the respective donors on time.
- Coordinate meetings with AIPP members and partner-organizations in respective countries for effective project implementation and management
- Coordinate finance disbursement and finance monitoring with the support of finance team
- Prepare the MOU, guides and templates for the partners’ implementation and reporting.
- Periodic review, monitoring and evaluation of the project implementation based on annual and periodic work plans.

**Finance Management**
- Assessing finance management capacity, contracting and monitoring of the new partners with the support of Admin-Finance Coordinator
- Prepare project and activity budget including the partner’s budget and ensure the consistency in term of budget lines submitted to the donor.
- Approve the programme/project budget and project finance transaction including ensuring the completion and accuracy of the request including supporting document and account code in the request
- Assist the finance staff in project audit including review the audit finding and provide recommendation for the management with the support from Admin-Finance Coordinator

**Human Resource Management**
- Support the management in the staff recruitment, screening and selection process of the Indigenous Women programme
- Take the lead in the probation review of new staff within the programme with the support of Executive Secretary
- Take the lead in the quarterly, one year and two years appraisal of staff within the programme with the support of Executive Secretary
- Support the management in developing and reviewing the Key Performance Indications of the staff within the programme
- Coordinate with the RCB Programme Coordinator for the management of volunteer and interns

Both Parties have agreed to hire the SECOND PARTY as the **Programme Coordinator** from **November 15, 2019 – November 14, 2020** availability of funds and as a result of
the performance evaluation for the said reasons above, both parties’ agreement with the Terms and Entitlements mentioned herein below:

1) **Working Hours**
   Staff shall render an 8-hour per day (inclusive of lunchtime and flexi-time), or 40-hours per week (5 days a week) working days. There will be no extra remuneration for overtime work.

2) **Remuneration**
   a) Monthly Salary – THB __________ (Salary Grade ___)
   b) Monthly Communication Allowance – THB 1,500
   c) Monthly Housing Allowance - THB 10,000
   d) Longevity Pay - maximum of THB 6,000 (THB 500 for every year of service)
   e) Annual Medical Fund – THB 12,000.00
   f) Annual Checkup – THB 5,000.00
   g) Annual medical allowance is a medical benefit to cover the cost of the Social Security Fund (SSF) with maximum of THB 18,000/person/year (1,500/month/person)\(^1\).
   h) Annual group life insurance allowance -maximum of THB 6,000/year/ person.
      The cost pays directly to the insurance company.
   i) One time settlement allowance – THB 5,000

3) **Employment Support**
   a) Passport, Visa and Work Permit related expenses
   b) Paid work-related travels
   c) Annual travel cost to home
   d) Thirteenth month salary (basic salary)
   e) Annual Medical Allowance for dependent maximum of 36,000THB/Year\(^2\)
   f) All related cost for visa application, passport fee and related cost for dependents (children maximum of two persons and under 18 years old, unemployed spouse/long term partner (living together) and dependents parents to stay in Thailand
   g) Annual Medical Allowance for dependent maximum of 36,000THB/year\(^2\)
   h) Travel insurance
   i) Shipping Cost Allowance
   j) Income Tax
   k) Cafeteria Package

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\(^1\) The payment of insurance cost of THB 1,500 (18,000/year) will be paid to individual staff together with salary and other benefits on monthly basis. The medical allowance shall be provided to all staff upon joining).

\(^2\) Staff dependent refer to the following category;  
A. Staff’s children (biological or official adopted) under 20 years old  
B. Staff’s unemployed parents  
C. Staff’s unemployed spouse/partner
4) **Provident Fund**
The Provident fund contribution of AIPP is 8% of monthly allowance to be matched by the staff in the same amount. The use/withdrawal of this fund is subject to the policies and guidelines of AIPP on the PF.

5) **Holiday and Leave**
   a) Public holiday – 8 days
   b) Paid leave - maximum of 22 days (The number of the paid leave will depend on the number of the month staff completed service in AIPP and approval will be subject to accomplishment of urgent tasks/ reports)
   c) Paid sick leave – 12 days
   d) Prolonged illness leave -3 months (first month with pay and second and third month without pay)
   e) Paid maternity leave – 3 months
   f) Unpaid maternity leave – 3 months
   g) Compensatory leave
   h) Unpaid leave – 10 days
   i) Incidental leave 5 days
   j) Staff applying for driver’s license- 2 days

6) **Other Entitlements**
The salary adjusts based on the Cost of Living Arrangements (COLA). The review of inflation rate shall be done every two years and based on availability of funds.

**Termination**
This agreement may be terminated by either party with a prior notification of 60 (sixty) days for the same. Notice shall be given in writing by either party. For termination executed less than 60 days, terminating party will pay for the days to complete the required 60 days notification.

Work clearance shall be accomplished in accordance with AIPP Policies and Guidelines in case of termination or non-renewal of contract.

Signed date: ___________________________    Signed date: ___________________________

Mr. Gam Shimray           Ms. ___________________________
Secretary General          Address: ___________________________
112 Moo 1 Tamboon Sanpranate
Amphur Sansai, Chiang Mai 50210, Thailand
Request/Return of AIPP’s Equipment

Name: ____________________________ Position: ______________________
Programme/Project: ________________________________________________

### Issuance of equipment/office supply

<table>
<thead>
<tr>
<th>Item</th>
<th>Requesting</th>
<th>Returning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Desk</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chairs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cabinets/shelves</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trash cans</td>
<td></td>
<td></td>
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<tr>
<td>Computer laptop/Computer desktop</td>
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<td></td>
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<tr>
<td>External drive</td>
<td></td>
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</tr>
<tr>
<td>Printer</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Calculator</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pen</td>
<td></td>
<td>N/A</td>
</tr>
<tr>
<td>Note book</td>
<td></td>
<td>N/A</td>
</tr>
<tr>
<td>Staplers</td>
<td></td>
<td>N/A</td>
</tr>
<tr>
<td>2 and 3 hole punches (ตุดตู๋)</td>
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<td></td>
</tr>
<tr>
<td>Eraser</td>
<td></td>
<td>N/A</td>
</tr>
<tr>
<td>Ruler</td>
<td></td>
<td>N/A</td>
</tr>
<tr>
<td>Liquid</td>
<td></td>
<td>N/A</td>
</tr>
<tr>
<td>Inter ACC (ใส่เม็ค)</td>
<td></td>
<td>N/A</td>
</tr>
<tr>
<td>Small paper clip</td>
<td></td>
<td>N/A</td>
</tr>
<tr>
<td>Paper clip</td>
<td></td>
<td>N/A</td>
</tr>
<tr>
<td>Thumb drive</td>
<td></td>
<td>N/A</td>
</tr>
<tr>
<td>Scissor</td>
<td></td>
<td>N/A</td>
</tr>
<tr>
<td>Cutter</td>
<td></td>
<td>N/A</td>
</tr>
<tr>
<td>Office key</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
I certify that I have received the above item(s) from AIPP. I am responsible for the care and maintenance of this equipment as long as it remains at my disposal.

I also declare that I shall return this item to AIPP in good condition except normal wear and tear, when I leave AIPP or as and then I am required to return it.

**Signature upon receiving the equipment**

Recipient signature: __________________________  Given signature: __________________________

Date: __________________________  Date: __________________________

**Signature upon returning the equipment**

Recipient signature: __________________________  Given signature: __________________________

Date: __________________________  Date: __________________________
## Guideline for Visa and Work Permit

### 1. Visa

#### 1.1 Non-Immigration-O Visa

This visa is for a person who wish to work as a volunteer (paid and unpaid) with an established and registered organization in Thailand. The AIPP is registered as foundation in Thailand with ministry of culture. It is mandatory for any foreign/international person to obtain Non-Immigration- O visa to serve as volunteer in AIPP or any such organization in Thailand.

The required documents for submission to Chiangmai Labor Office Department to issue volunteer certification letter for staff to apply Non-Immigrant “O” visa from their home country.

<table>
<thead>
<tr>
<th>Required document to be prepared by AIPP</th>
<th>Required document to be prepared by the Staff</th>
</tr>
</thead>
</table>
| 1. Form WP 3 (ผ
| 1. scanned passport all pages |
| 2. Form of employment certification | 2. Curriculum Vitae (CV) |
| 3. Form of education and job experience certification | 3. Education certificate (BA - Ph.D.) |
| 4. Power of attorney | 4. Letter of interest |
| 5. Employment contract (Volunteer) | 5. Current address and phone number |
| 6. AIPP registration document | to post documents |
| 7. Copy of AIPP Institution by laws | |
| 8. Copy of the AIPP president’s ID and house registration book | |
| 9. AIPP map | |
| 10. AIPP office photos | |
| 11. Board member meeting minutes | |
| 12. Project responsible | |
| 13. AIPP flow chart | |
| 14. AIPP projects chart | |
| 15. Work schedule of different projects | |
| 16. Form of WP new submission or renew | |
| 17. Details for requesting new WP/ WP renewal | |
| 18. AIPP staffs and volunteer list | |
| 19. AIPP annual activities report (Thai) | |
| 20. AIPP audit report | |
| 21. Cover letter address to labor department | |
| 22. An exception letter explains the income of volunteers | |
| 23. An explanation letter of the operating expenses of various projects under the Foundation | |
Note:

- Volunteer certification letter: It takes around 12 - 15 working days for the Labor Office Department to issue it.
- The volunteer certification letter is valid for 30 days, counted from the day of receiving documents from Chiang Mai Labor Office Department. Therefore, staff may have to travel to Thailand within 30 days.

New staff (volunteer) shall apply visa in their country of origin for their initial 3 months Non-Immigrant visa category “O” with single entry.

<table>
<thead>
<tr>
<th>Required document to be prepared by AIPP and sent to staff</th>
<th>Required document to be submitted to the Thai Embassy</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Employment contract (volunteer)</td>
<td>1. Visa Application form</td>
</tr>
<tr>
<td>2. AIPP registration document</td>
<td>2. Valid passport</td>
</tr>
<tr>
<td>3. AIPP constitution by law</td>
<td>3. Photocopy of passport</td>
</tr>
<tr>
<td>4. Copy of the AIPP president’s ID and house registration book</td>
<td>4. Income tax certificate (India)</td>
</tr>
<tr>
<td>5. AIPP map</td>
<td>5. All the documents sent by AIPP</td>
</tr>
<tr>
<td>6. Certified letter from the Chiang Mai Labor Office department</td>
<td></td>
</tr>
<tr>
<td>7. AIPP office photos</td>
<td></td>
</tr>
<tr>
<td>8. AIPP letter to the embassy</td>
<td></td>
</tr>
<tr>
<td>(acceptance of his/her as volunteer)</td>
<td></td>
</tr>
</tbody>
</table>

1.2 Three months visa extension:
The visa acquired from the country of origin is valid only for 3 months. Visa extension shall be done in the immigration office in Chiang Mai. The application process for the visa extension can be done 45 days before the visa expiration date.

The Administrative staffs shall prepare the required documents for visa extension. Below are the documents required (2 copies for each), including a visa fee of THB 1,900.

<table>
<thead>
<tr>
<th>Required document to be prepared by AIPP and sent to staff</th>
<th>Required document to be prepared by the Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Form of TM.7 (รปภ.7)</td>
<td>1. Activities report, each activity consists of 2 pictures of showing staff in action and send to administrative staff for translating into Thai language</td>
</tr>
<tr>
<td>2. Copy of passport (Every page having Thai immigration stamp)</td>
<td>2. Staff will have to submit one-year work plan to Administrative staff. However, the form will be prepared by Administrative staff.</td>
</tr>
<tr>
<td>3. Copy of work permit</td>
<td>3. Activity report since receipt of work permit for 90 days or three months visa and Annual Activity Report for one-year visa.</td>
</tr>
<tr>
<td>4. Arrival card (TM.6)</td>
<td></td>
</tr>
<tr>
<td>5. Resident notification (TM.30)</td>
<td></td>
</tr>
<tr>
<td>6. Form of STM (สตม.2)</td>
<td></td>
</tr>
<tr>
<td>7. Acknowledgment form of penalties for a visa overstay</td>
<td></td>
</tr>
<tr>
<td>8. Cover letter addressed to Chiangmai Immigration head officer.</td>
<td></td>
</tr>
<tr>
<td>9. AIPP registration document</td>
<td></td>
</tr>
</tbody>
</table>
10. AIPP constitution and By-law
11. AIPP president’s ID card and House registration book
12. Photos of AIPP office
13. AIPP annual report (Thai)
14. List of foreign staffs
15. Activities report
16. Responsibility
17. One-year work plan (Translated into Thai language)
18. Past performance or activities (Translated into Thai)
20. Visa fee 1900 THB
21. Letter of certification from the SDHS office for one-year visa.
22. For 90 days (three months visa) prepare 2 sets of above documents.

Note:
- Three months visa extension- The immigration officer will visit for an interview and taking photo of volunteer and administrative staff within 2 weeks counting from the day of request submission. Therefore, staff should not travel physically for any mission in said period.
- To stamp the period of visa extension for three months. Immigration will first stamp extension for only one months for investigation process and will again stamp extension for two months. Therefore, staff should be aware of their travel plan.

1.3 One-year visa extension
The issuance of the certification letter from the Social Development and Human Security Office (SDHS) takes a maximum of 2 (two) months. Only the staffs who have worked for more than 6 months can apply for 1-year visa.

First step: Submit required documents 2 (two) months in advance to the SDHS. The documents are:

<table>
<thead>
<tr>
<th>Required document to be prepared by Administrative staff</th>
<th>Required document to be prepared by the Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Completed form of Aor. Sor. Tor 1 (ospels. 1)</td>
<td>1. Activity report, each activity consists of 2 pictures of showing staff in action and send to administrative staff for translating into Thai language</td>
</tr>
<tr>
<td>2. Completed form of Aor. Sor. Tor 3 (ospels.3)</td>
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<tr>
<td>3. Form of Tor. Tor 10 (rt. 10)</td>
<td></td>
</tr>
<tr>
<td>4. Copy of passport</td>
<td></td>
</tr>
<tr>
<td>5. Copy of Work permit</td>
<td></td>
</tr>
<tr>
<td>6. AIPP Registration document</td>
<td></td>
</tr>
<tr>
<td>Required document to be prepared by Administrative staff</td>
<td>Required document to be prepared by the Staff</td>
</tr>
<tr>
<td>-----------------------------------------------------------</td>
<td>---------------------------------</td>
</tr>
<tr>
<td>7. AIPP Constitution By-law</td>
<td></td>
</tr>
<tr>
<td>8. AIPP President’s ID card and House registration book</td>
<td></td>
</tr>
<tr>
<td>9. Photos of AIPP office</td>
<td></td>
</tr>
<tr>
<td>10. AIPP annual report</td>
<td></td>
</tr>
<tr>
<td>11. List of foreign staffs</td>
<td></td>
</tr>
<tr>
<td>12. Activities report</td>
<td></td>
</tr>
<tr>
<td>13. AIPP audit report</td>
<td></td>
</tr>
<tr>
<td>14. Two (2) photos of the staff</td>
<td></td>
</tr>
<tr>
<td>15. Photo size 4*6 CM. (2 นิ้ว) Color: white background.</td>
<td></td>
</tr>
<tr>
<td>16. Cover Letter</td>
<td></td>
</tr>
</tbody>
</table>

**Second Step:** SHDS officer will schedule an interview date and interview staff.

**Third Step:** SHDS department will issue approval Certification Letter two weeks before the visa is expired.

**Fourth Step:** Staff apply for one-year visa. The required documents for one-year visa and three months visa are same.

**Note:**
Staffs travelling abroad for mission/visit have to apply for Re-entry and below are the fee;
- Single re-entry fee is THB 1,000
- Multi re-entry fee is THB 3,800

**2. Work Permit Book.**

**2.1 Apply for new work permit**
The process of the granting work permit book will take 10 – 15 days. The officer will inform the applicant the exact date when the work permit book can be claimed.

Submit the following documents to the Labor Office

<table>
<thead>
<tr>
<th>Required document to be prepared by Administrative Staff</th>
<th>Required document to be prepared by the Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Copy of passport and original passport</td>
<td>1. Medical certificate</td>
</tr>
<tr>
<td>2. Copy of visa</td>
<td>2. Photo, size 1.5 cm (3 photo)</td>
</tr>
<tr>
<td>3. Copy of Certified letter from the Labor Office</td>
<td></td>
</tr>
<tr>
<td>4. Medical certificate</td>
<td></td>
</tr>
<tr>
<td>5. 3 photos (size 1.5 cm.*1.5)</td>
<td></td>
</tr>
<tr>
<td>6. Power of attorney</td>
<td></td>
</tr>
<tr>
<td>7. ID card of applicant’s representative</td>
<td></td>
</tr>
<tr>
<td>8. Work permit fee</td>
<td></td>
</tr>
</tbody>
</table>
### 2.2 Work permit book renew

<table>
<thead>
<tr>
<th>Required document to be prepared by Administrative Staff</th>
<th>Required document to be prepared by the Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. From of (ธ,น. 5)</td>
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</tr>
<tr>
<td>2. Copy of passport</td>
<td></td>
</tr>
<tr>
<td>3. Copy of work permit</td>
<td></td>
</tr>
<tr>
<td>4. Form of Employment Certification</td>
<td></td>
</tr>
<tr>
<td>5. Form of Education and job experience certification</td>
<td></td>
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<tr>
<td>6. Power of Attorney/ID card of submission person</td>
<td></td>
</tr>
<tr>
<td>7. Medical certificate</td>
<td></td>
</tr>
<tr>
<td>8. AIPP registration document</td>
<td></td>
</tr>
<tr>
<td>9. Copy of AIPP Institution by law</td>
<td></td>
</tr>
<tr>
<td>10. Copy of the AIPP President’s ID and house registration book</td>
<td></td>
</tr>
<tr>
<td>11. AIPP map</td>
<td></td>
</tr>
<tr>
<td>12. AIPP office photos</td>
<td></td>
</tr>
<tr>
<td>13. Project responsible</td>
<td></td>
</tr>
<tr>
<td>14. Form of WP new submission or renew</td>
<td></td>
</tr>
<tr>
<td>15. Details for requesting new WP/ WP renewal</td>
<td></td>
</tr>
<tr>
<td>16. All staffs (Volunteers name list)</td>
<td></td>
</tr>
<tr>
<td>17. AIPP annual activities report</td>
<td></td>
</tr>
<tr>
<td>18. Cover letter addressed to labor department</td>
<td></td>
</tr>
<tr>
<td>19. Cover letter explaining the income of volunteers</td>
<td></td>
</tr>
<tr>
<td>20. Existing Project details</td>
<td>Medical certificate</td>
</tr>
</tbody>
</table>

**Note:**

- Work permit fee: 3 months = 750 Baht, 6 months = 1,500 Baht and 1 year = 3,000 Baht.
- Staff must pick up their work permit book in person from Chiang Mai labor office.
- The new staff will get for 6 months. After that staff can apply for one-year work permit. The officer will inform the applicant on the exact date when the work permit book can be claimed.
- Medical certificate to certify- not suffering from serious contagious disease, doctor will check for Leprosy, Tuberculosis, Drug Addiction, Alcoholism, Elephantiasis and Syphilis.
### Staff’s Information Form

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Full Name:</td>
<td></td>
</tr>
<tr>
<td>Permanent Address:</td>
<td></td>
</tr>
<tr>
<td>Home Phone:</td>
<td>Alternate Phone:</td>
</tr>
<tr>
<td>e-Mail:</td>
<td></td>
</tr>
<tr>
<td>Birth Date:</td>
<td>Marital Status:</td>
</tr>
<tr>
<td>Spouse’s Name:</td>
<td></td>
</tr>
<tr>
<td>Spouse’s Employer:</td>
<td>Spouse’s Phone:</td>
</tr>
</tbody>
</table>

#### Staff’s Children details:

<table>
<thead>
<tr>
<th>Full Name</th>
<th>Date of birth</th>
</tr>
</thead>
<tbody>
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### Staff’s Work Information

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<tbody>
<tr>
<td>Position:</td>
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<tr>
<td>Staff ID:</td>
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<tr>
<td>Mobile Phone:</td>
<td>e-Mail:</td>
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<tr>
<td>Start Date:</td>
<td>Supervisor:</td>
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<tr>
<td>Address in Chiang Mai:</td>
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<td>SSS No:</td>
<td>Life Insurance No.:</td>
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<tr>
<td>Tax Number:</td>
<td>WP No:</td>
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<td>Contact 1</td>
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<tr>
<td>Full Name:</td>
<td>____________________________________</td>
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<tr>
<td>Address:</td>
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<tr>
<td>Phone Number:</td>
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<tr>
<td>Relationship:</td>
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<th>Contact 2</th>
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<tbody>
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<td>Full Name:</td>
<td>____________________________________</td>
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<tr>
<td>Address:</td>
<td>____________________________________</td>
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<tr>
<td>Phone Number:</td>
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<tr>
<td>Relationship:</td>
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</tbody>
</table>
1. Constitution and Bylaws
2. Organizational Manual
3. Gender policy
5. Human Resources Manual
6. Anti-Corruption Policy
7. Code of Conduct
8. Ethical Fund raising policy

I agree to familiarize myself with its contents and comply with the information provided. Furthermore, I acknowledge that these organizational documents are neither a contract of employment nor a legal document. I understand these documents are not intended to cover every situation which may arise during my employment, but are simply a general guide to the goals, policies, practices, benefits, and expectations of AIPP. I have received the above document and I understand that it is my responsibility to read and comply with the policies contained in these document and any revisions made to it.

Staff’s Name (printed): __________________________________________

Employee’s Signature: ___________________________ Date: ________________

---

1 This form is applicable from January 2018
# Induction Evaluation and Feedback Questionnaire

The new staff shall fill out the following questionnaire towards the end of their induction programme. Programme Coordinators/Managers should retain a copy and act on the comments relating to their induction procedures.

<table>
<thead>
<tr>
<th>Programme:</th>
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<table>
<thead>
<tr>
<th>Name:</th>
<th>Start date:</th>
</tr>
</thead>
</table>

| Were you personally introduced to your new colleagues, managers and other appropriate people during your first few days in post? | YES ☐ NO ☐ |
| Comments: |

| Has your induction helped you understand your job, responsibilities, and performance standards? | YES ☐ NO ☐ |
| Comments: |

| Have appropriate policies and procedures important to your job (e.g. work processes, annual and public holiday leave entitlements and how to apply for annual leave, finance procedure, Human Resources Manual, Anti-Corruption policy, Code of Conduct) been shown to you and explained to you? | YES ☐ NO ☐ |
| Comments: |

| Have you discussed/completed an induction programme? | YES ☐ NO ☐ |
| Comments: |

1 This form is applicable from January 2018
Do you feel there were any areas missing from your induction programme?  **YES □ NO □**

If so, please list:

If there was one aspect of your induction that could be improved what would it be, and how might we improve it?

What information did you need that was not covered?

Any other comments:

<table>
<thead>
<tr>
<th>Programme Coordinator/Manager’s name and signature</th>
<th>Staff’s name and signature</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date:</td>
<td>Date:</td>
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</tbody>
</table>
# AIPP Salary Guidelines Version March 2019

**Approved date:** March 2019  
**Adjusted Rate:** (2017 – 2018) = 1.8%  
**Implementation Date:** March 2019 (retroactive January 2019)

**Table 1:** The level and Grade system of the salary of AIPP staff

<table>
<thead>
<tr>
<th>Level</th>
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<tbody>
<tr>
<td><strong>Position</strong></td>
</tr>
<tr>
<td><strong>Minumum qualification and experiences for the position (as specified in the organizational manual)</strong></td>
</tr>
<tr>
<td><strong>Salary and Grades for each Position</strong></td>
</tr>
<tr>
<td><strong>Basic starting salary (in Baht)</strong></td>
</tr>
<tr>
<td><strong>Salary Range (in Baht) based on the grades</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Position</th>
<th>Level</th>
<th>PERCENTAGE PER GRADE LEVEL</th>
<th>Grade 1</th>
<th>Grade 2</th>
<th>Grade 3</th>
<th>Grade 4</th>
<th>Grade 5</th>
<th>Grade 6</th>
<th>Grade 7</th>
<th>Grade 8</th>
<th>Grade 9</th>
<th>PERCENTAGE PER GRADE LEVEL</th>
<th>Grade 1</th>
<th>Grade 2</th>
<th>Grade 3</th>
<th>Grade 4</th>
<th>Grade 5</th>
<th>Grade 6</th>
<th>Grade 7</th>
<th>Grade 8</th>
<th>Grade 9</th>
</tr>
</thead>
<tbody>
<tr>
<td>House-keeper</td>
<td>1</td>
<td>High school level; Minimum of 5 years relevant experience; High hygienic standards; Cooking and catering experience; Ability to work in a multi-cultural environment; Basic working knowledge of English and excellent knowledge of Thai.</td>
<td>45%-50%</td>
<td>51%-56%</td>
<td>57%-62%</td>
<td>63%-68%</td>
<td>69%-74%</td>
<td>75%-80%</td>
<td>81%-86%</td>
<td>87%-92%</td>
<td>93%-100%</td>
<td>Increased by 3% (347 Baht)</td>
<td>12,216</td>
<td>12,725</td>
<td>13,234</td>
<td>13,743</td>
<td>14,254</td>
<td>14,761</td>
<td>15,270</td>
<td>15,779</td>
<td>16,288</td>
</tr>
<tr>
<td>Logistics Officer &amp; Finance Assistant</td>
<td>2</td>
<td>Bachelor degree; valid driver’s license; proficient in Thai; skilled in general IT equipment and maintenance; skilled in administration related work e.g. filing system and logistics arrangements; ability to</td>
<td>45%-50%</td>
<td>51%-56%</td>
<td>57%-62%</td>
<td>63%-68%</td>
<td>69%-74%</td>
<td>75%-80%</td>
<td>81%-86%</td>
<td>87%-92%</td>
<td>93%-100%</td>
<td>18,833</td>
<td>19,444</td>
<td>20,055</td>
<td>20,665</td>
<td>21,276</td>
<td>21,887</td>
<td>22,498</td>
<td>23,109</td>
<td>23,719</td>
<td>18,833-23,719</td>
</tr>
<tr>
<td>Position Level</td>
<td>Salary and Grades for Each Position</td>
<td>Basic Starting Salary (in Baht)</td>
<td>Salary Range (in Baht) Based on the Grades</td>
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<tr>
<td><strong>Assistant Admin Manager</strong> 4</td>
<td>Minimum qualification and experiences for the position (as specified in the organizational manual)</td>
<td>Increased by 2.5% (473 Baht)</td>
<td>Diff of grade 9 and 1 = 3,283</td>
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<td>Increased by 2% (406 Baht)</td>
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<td>Increased by 1.5% (323 Baht)</td>
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<td></td>
<td><strong>PERCENTAGE PER GRADE LEVEL</strong></td>
<td>45%-50%</td>
<td>51%-56%</td>
<td>57%-62%</td>
<td>63%-68%</td>
<td>69%-74%</td>
<td>75%-80%</td>
<td>81%-86%</td>
<td>87%-92%</td>
<td>93%-100%</td>
<td>29,929</td>
<td>30,845</td>
<td>31,711</td>
<td>32,576</td>
<td>33,441</td>
<td>34,307</td>
<td>35,172</td>
<td>36,037</td>
<td>36,903</td>
<td>29,929</td>
<td>29,929-36,903</td>
</tr>
<tr>
<td></td>
<td>Bachelor’s degree; Minimum of 3 years relevant experience; Relevant administrative experience; Sound knowledge of ICT as a user; Ability to work in a multi-cultural environment; Good communication, reporting and presentation skills; Sound working knowledge of English and excellent knowledge of Thai,</td>
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<td>Increased by 2.5% (735 Baht)</td>
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<td>Increased by 2% (632 Baht)</td>
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<td>Increased by 1.5% (503 Baht)</td>
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<td>Diff of grade 9 and 1 = 5,107 Baht</td>
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<tr>
<td><strong>Admin Manager</strong> 5</td>
<td>Minimum qualification and experiences for the position (as specified in the organizational manual)</td>
<td>Increased by 2.5% (814 Baht)</td>
<td>Diff of grade 9 and 1 = 5,654 Baht</td>
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<td>Increased by 2% (700 Baht)</td>
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<td>Increased by 1.5% (556 Baht)</td>
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<td><strong>PERCENTAGE PER GRADE LEVEL</strong></td>
<td>45%-50%</td>
<td>51%-56%</td>
<td>57%-62%</td>
<td>63%-68%</td>
<td>69%-74%</td>
<td>75%-80%</td>
<td>81%-86%</td>
<td>87%-92%</td>
<td>93%-100%</td>
<td>33,594</td>
<td>34,612</td>
<td>35,630</td>
<td>36,648</td>
<td>37,666</td>
<td>38,684</td>
<td>39,702</td>
<td>40,720</td>
<td>41,738</td>
<td>33,594</td>
<td>33,594-41,738</td>
</tr>
<tr>
<td></td>
<td>Bachelor’s degree; Minimum of 3 years relevant experience; Relevant administrative experience; Sound knowledge of ICT as a user; Ability to work in a multi-cultural environment; Good communication, reporting and presentation skills; Sound working knowledge of English and excellent knowledge of Thai; Of Thai nationality and belonging</td>
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<td>Position Level</td>
<td>Minimum qualification and experiences for the position (as specified in the organizational manual)</td>
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<tr>
<td>Finance Officer 3</td>
<td>Bachelor’s degree; Minimum of 3 years relevant experience; Relevant accounting and bookkeeping experience; Relevant computing qualification and experience including experience with computerized accounting packages; Ability to work in a multi-cultural environment; Good communication, reporting and presentation skills; Sound working knowledge of English and excellent knowledge of Thai.</td>
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<tr>
<td>Assistant Finance Manager 4</td>
<td>Bachelor’s degree; Minimum of 3 years relevant experience; Relevant accounting and bookkeeping experience; Relevant computing qualification and experience including experience with computerized accounting packages; Ability to work in a multi-cultural</td>
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**PERCENTAGE PER GRADE LEVEL**

<table>
<thead>
<tr>
<th>Grade 1</th>
<th>Grade 2</th>
<th>Grade 3</th>
<th>Grade 4</th>
<th>Grade 5</th>
<th>Grade 6</th>
<th>Grade 7</th>
<th>Grade 8</th>
<th>Grade 9</th>
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<tbody>
<tr>
<td>45%-50%</td>
<td>51%-56%</td>
<td>57%-62%</td>
<td>63%-68%</td>
<td>69%-74%</td>
<td>75%-80%</td>
<td>81%-86%</td>
<td>87%-92%</td>
<td>93%-100%</td>
</tr>
</tbody>
</table>

Finance Staff

- Increased by 2.5% (656 Baht)
- Increased by 2% (564 Baht)
- Increased by 1.5% (449 Baht)

Basic starting salary (in Baht)

<table>
<thead>
<tr>
<th>Grade 1</th>
<th>Grade 2</th>
<th>Grade 3</th>
<th>Grade 4</th>
<th>Grade 5</th>
<th>Grade 6</th>
<th>Grade 7</th>
<th>Grade 8</th>
<th>Grade 9</th>
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</thead>
<tbody>
<tr>
<td>26,468</td>
<td>27,282</td>
<td>28,097</td>
<td>28,911</td>
<td>29,726</td>
<td>30,540</td>
<td>31,354</td>
<td>32,169</td>
<td>32,983</td>
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</tbody>
</table>

Salary Range (in Baht) based on the grades

<table>
<thead>
<tr>
<th>Grade 1</th>
<th>Grade 2</th>
<th>Grade 3</th>
<th>Grade 4</th>
<th>Grade 5</th>
<th>Grade 6</th>
<th>Grade 7</th>
<th>Grade 8</th>
<th>Grade 9</th>
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<tbody>
<tr>
<td>29,929</td>
<td>30,845</td>
<td>31,711</td>
<td>32,576</td>
<td>33,441</td>
<td>34,307</td>
<td>35,172</td>
<td>36,037</td>
<td>36,903</td>
</tr>
</tbody>
</table>

- Diff of grade 9 and 1 = 4,558 Baht
<table>
<thead>
<tr>
<th>Position</th>
<th>Level</th>
<th>Minimum qualification and experiences for the position (as specified in the organizational manual)</th>
<th>Grade 1</th>
<th>Grade 2</th>
<th>Grade 3</th>
<th>Grade 4</th>
<th>Grade 5</th>
<th>Grade 6</th>
<th>Grade 7</th>
<th>Grade 8</th>
<th>Grade 9</th>
<th>Basic starting salary (in Baht)</th>
<th>Salary Range (in Baht) based on the grades</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance Manager</td>
<td>5</td>
<td>Environment; Good communication, reporting and presentation skills; Sound working knowledge of English and excellent knowledge of Thai.</td>
<td>45%-50%</td>
<td>51%-56%</td>
<td>57%-62%</td>
<td>63%-68%</td>
<td>69%-74%</td>
<td>75%-80%</td>
<td>81%-86%</td>
<td>87%-92%</td>
<td>93%-100%</td>
<td></td>
<td>33,594-41,738</td>
</tr>
<tr>
<td>Programme Officer/ Project</td>
<td>4</td>
<td>Bachelor’s degree; Minimum of 3 years relevant experience; Relevant finance management experience; Relevant experience in accounting and auditing including experience with computerized accounting packages; Ability to work in a multi-cultural environment; Sound communication, reporting and presentation skills; Sound working knowledge of English and excellent knowledge of Thai; Thai nationality.</td>
<td>33,594</td>
<td>34,612</td>
<td>35,630</td>
<td>36,648</td>
<td>37,666</td>
<td>38,684</td>
<td>39,702</td>
<td>40,720</td>
<td>41,738</td>
<td></td>
<td>33,594-41,738</td>
</tr>
</tbody>
</table>

**Programme Staff**

<table>
<thead>
<tr>
<th>Programme Officer/ Project</th>
<th>4</th>
<th><strong>PERCENTAGE PER GRADE LEVEL</strong></th>
<th>45%-50%</th>
<th>51%-56%</th>
<th>57%-62%</th>
<th>63%-68%</th>
<th>69%-74%</th>
<th>75%-80%</th>
<th>81%-86%</th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Programmes Officer/ Project</td>
<td>4</td>
<td>Bachelor’s degree; Minimum of 3 years of experience in environment work, project management based on the logical framework, finance management, PME and fundraising; Minimum of 3 years</td>
<td>29,929</td>
<td>30,845</td>
<td>31,711</td>
<td>32,576</td>
<td>33,441</td>
<td>34,307</td>
<td>35,172</td>
<td>36,037</td>
<td>36,903</td>
<td></td>
<td>29,929-36,903</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Increased by 2.5% (735 Baht)</td>
<td>Increased by 2% (632 Baht)</td>
<td>Increased by 1.5% (503 Baht)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Diff of grade 9 and 1 = 5,654 Baht**
<table>
<thead>
<tr>
<th>Position</th>
<th>Level</th>
<th>Minimum qualification and experiences for the position (as specified in the organizational manual)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coordinator</td>
<td>5</td>
<td>of experience working with national and international IP organisations, government agencies, civil society organisations, etc.; Excellent communication, facilitation and presentation skills; Excellent motivation skills; Can manage work pressure; Can work in a multicultural environment; Proficient in the English language.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PERCENTAGE PER GRADE LEVEL</th>
<th>Grade 1</th>
<th>Grade 2</th>
<th>Grade 3</th>
<th>Grade 4</th>
<th>Grade 5</th>
<th>Grade 6</th>
<th>Grade 7</th>
<th>Grade 8</th>
<th>Grade 9</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelor’s degree; Minimum of 3 years of experience in management including being responsible for strategic management, fund raising, advocacy and staff management; Minimum of 3 years of experience in environment work, project management based on the logical framework, finance management, PME and fundraising; Minimum of 3 years of experience working with national and international IP organisations, government agencies, civil society organisations etc.; Excellent communication, facilitation and presentation skills; Excellent motivation skills; Can manage work pressure; Can work in a multicultural environment; Proficient in the English language.</td>
<td>45%-50%</td>
<td>51%-56%</td>
<td>57%-62%</td>
<td>63%-68%</td>
<td>69%-74%</td>
<td>75%-80%</td>
<td>81%-86%</td>
<td>87%-92%</td>
<td>93%-100%</td>
</tr>
<tr>
<td>33,594</td>
<td>34,612</td>
<td>35,630</td>
<td>36,648</td>
<td>37,666</td>
<td>38,684</td>
<td>39,702</td>
<td>40,720</td>
<td>41,738</td>
<td>33,594</td>
</tr>
</tbody>
</table>

Increased by 2.5% (814 Baht)  
Increased by 2% (700 Baht)  
Increased by 1.5% (556 Baht)  
Diff of grade 9 and 1 = 5,654 Baht
<table>
<thead>
<tr>
<th>Position</th>
<th>Level</th>
<th>Minimum qualification and experiences for the position (as specified in the organizational manual)</th>
<th>Salary and Grades for Each Position</th>
<th>Basic Starting Salary (in Baht)</th>
<th>Salary Range (in Baht) based on the grades</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admin-Finance Coordinator</td>
<td>6</td>
<td>Presentation skills; Excellent motivation skills; Excellent command in English; Can manage work pressure; Can work in a multicultural environment; Excellent command in English.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deputy Secretary General/Executive Secretary</td>
<td>6</td>
<td>Bachelor’s degree; Minimum of 3 years of relevant experience in a senior position; Relevant human resource and administrative management experience; Relevant accounting and audit qualification and experience including knowledge experience with computerized accounting packages; Ability to work in a multi-cultural environment; Strong analytical skills; Excellent communication, reporting, facilitation and presentation skills; Excellent knowledge of English and preferably knowledge of Thai.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Percentage Per Grade Level</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>45%-50%</td>
<td>51%-56%</td>
<td>57%-62%</td>
<td>63%-68%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Increased by 2.5% (945 Baht)</td>
<td></td>
<td>Increased by 2% (813 Baht)</td>
<td></td>
</tr>
<tr>
<td>Position</td>
<td>Level</td>
<td>Minimum qualification and experiences for the position (as specified in the organizational manual)</td>
<td>Grade 1</td>
<td>Grade 2</td>
<td>Grade 3</td>
</tr>
<tr>
<td>----------------</td>
<td>-------</td>
<td>--------------------------------------------------------------------------------------------------</td>
<td>--------</td>
<td>--------</td>
<td>--------</td>
</tr>
<tr>
<td>Secretary General</td>
<td>7</td>
<td>management position including being responsible for strategic management, fund raising, networking and advocacy and staff management; Minimum of 3 years of experience working with local, national, regional and international IP organisations, government agencies, civil society organisations etc.; Comprehensive knowledge and understanding of Indigenous peoples rights and issues; Strong analytical skills; Excellent communication, facilitation and presentation skills; Excellent motivation skills; Excellent command in English.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Provident Fund Withdrawal Request

<table>
<thead>
<tr>
<th>Date:</th>
<th>Name:</th>
<th>Position:</th>
<th>Amount:</th>
<th>Reason:</th>
</tr>
</thead>
</table>

### For Finance only

| Provident Fund status as of request date |
| Provident Fund balance after withdrawal |

### Requested by

| Date: __/__/____ |

### Checked by

| Date: __/__/____ |

### Approved by

| Date: __/__/____ |

### Received by

| Date: __/__/____ |
Leave Application Form

Applicant’s name: ____________________________

Type of leave (tick the corresponding box):

☐ Paid holiday leave
☐ Unpaid leave
☐ Compensatory leave
☐ Sick leave
☐ Incidental leave
☐ Apply-for-driving-license leave

From __________ until __________ Total number of days: __________

Purpose:

_________________________________________________________________
_________________________________________________________________
_________________________________________________________________

________________________________________________________
Applicant
Date: ________________

________________________________________________________
Approved by
Date: ________________

________________________________________________________
Co-signed by
Date: ________________

<table>
<thead>
<tr>
<th>Total of paid leave</th>
<th>Already taken</th>
<th>Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>22</td>
<td>____________</td>
<td>______</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total of sick leave</th>
<th>Already taken</th>
<th>Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>______</td>
<td>______</td>
</tr>
</tbody>
</table>
ANNEX 13

Travel Mission Plan

Name: ___________________________  Position: ___________________________

Programme: ___________________________

Source of travel fund (Specify project activity/Donors): ____________________________

<table>
<thead>
<tr>
<th>. Details of the planned mission</th>
</tr>
</thead>
</table>
| **Title of the mission**
  (activity/event):                |
| **Date and place:**              |
| **Organized by:**                |
| **Purposes of travel**           |

<table>
<thead>
<tr>
<th>. Mission Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expected outputs from the travel mission</td>
</tr>
<tr>
<td>Output indicators</td>
</tr>
<tr>
<td>Tentative activities</td>
</tr>
<tr>
<td>Inputs and materials required:</td>
</tr>
<tr>
<td>Linkages to other programmes (inter-programme activities)</td>
</tr>
<tr>
<td>Distribution of publications/ thumb-drives plan</td>
</tr>
</tbody>
</table>
### Travel Schedule (round trip)

<table>
<thead>
<tr>
<th>Departure</th>
<th>Date</th>
<th>Arrival</th>
<th>Date</th>
<th>Means of transport</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Estimated budget for travel:

Request for compensatory leave (No. of days and exact date):

---

Approved by

Date: ____________________________

Requested by

Date: ____________________________
# AIPP TRAVEL MISSION – REPORT

<table>
<thead>
<tr>
<th>Name: Ms.</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program</td>
<td></td>
</tr>
</tbody>
</table>

| Source of travel fund (Specify project activity/Donors): |

## A. Details of the event/activity

<table>
<thead>
<tr>
<th>Title of event/Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Date and place</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Organizer/host/contact person (contact details)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objectives of the event/activity</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

## B. Purpose of participation (please specify)

<table>
<thead>
<tr>
<th>Capacity building/awareness raising:</th>
<th>Advocacy:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Networking:</th>
<th>Fund-raising</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Publications/Thumb drives Distribution:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

## C. Observations: Brief report of the event

## D. Accomplishments from the participation vis-à-vis purpose

<table>
<thead>
<tr>
<th>Advocacy:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>
Networking:

<table>
<thead>
<tr>
<th>Fund-raising:</th>
</tr>
</thead>
</table>

Other:

<table>
<thead>
<tr>
<th>E. Recommendations</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>F. Matters to follow-up (With whom, how, who will be responsible and when to follow up)</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>G. How has the event/activity contributed to your development as an individual; to your organization and AIPP as a whole (in bullets)</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>H. Please attach the materials gathered in the events including presentations, statement/power-point, publications/resource materials, business cards of new contacts, or persons for follow-up etc.</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>I. Key lessons learned (in bullets):</th>
</tr>
</thead>
</table>

Signature: ____________________________

Date: ________________________________
# Exit Interview Questionnaire

## I. Employee’s/Volunteer’s/Intern’s Details

<table>
<thead>
<tr>
<th>Details</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Name</td>
<td></td>
</tr>
<tr>
<td>Designation</td>
<td></td>
</tr>
<tr>
<td>Unit</td>
<td></td>
</tr>
<tr>
<td>Date of joining</td>
<td></td>
</tr>
<tr>
<td>Exit notification date</td>
<td></td>
</tr>
<tr>
<td>Date of official exit</td>
<td></td>
</tr>
<tr>
<td>Date of submitting the Exit Interview Form</td>
<td></td>
</tr>
</tbody>
</table>

## II. Reason for leaving the organisation

<table>
<thead>
<tr>
<th>Reason</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Resignation</td>
<td></td>
</tr>
<tr>
<td>Termination</td>
<td></td>
</tr>
<tr>
<td>Redundancy</td>
<td></td>
</tr>
<tr>
<td>Retirement</td>
<td></td>
</tr>
<tr>
<td>End of project</td>
<td></td>
</tr>
</tbody>
</table>

**Remark the reasons for leaving**

## III. Questions and feedbacks

Kindly share your Experience with the following:

<table>
<thead>
<tr>
<th>Feedback Area</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organisation management</td>
<td></td>
</tr>
<tr>
<td>Work culture</td>
<td></td>
</tr>
<tr>
<td>Colleagues/Subordinates</td>
<td></td>
</tr>
<tr>
<td>Immediate supervisor/manager</td>
<td></td>
</tr>
<tr>
<td>What did you like most about this organisation? What did you like least about this organisation?</td>
<td></td>
</tr>
<tr>
<td>Question</td>
<td>Answer</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>--------</td>
</tr>
<tr>
<td>Did any organisation policies or procedures (or any other obstacles)</td>
<td></td>
</tr>
<tr>
<td>make your job more difficult?</td>
<td></td>
</tr>
<tr>
<td>Do you feel you had the resources and support necessary to accomplish</td>
<td></td>
</tr>
<tr>
<td>your job? If not, what was missing?</td>
<td></td>
</tr>
<tr>
<td>Did you receive enough training to do your job effectively? If not, what</td>
<td></td>
</tr>
<tr>
<td>was missing?</td>
<td></td>
</tr>
<tr>
<td>Did you receive adequate support to do your job? If not, what missing?</td>
<td></td>
</tr>
<tr>
<td>Would you recommend anyone to join this Organisation?</td>
<td></td>
</tr>
<tr>
<td>If given an opportunity, would you like to re-join?</td>
<td></td>
</tr>
<tr>
<td>General comment/recommendation</td>
<td></td>
</tr>
</tbody>
</table>

### IV. Contact details after leaving the organisation

| Address                                                                 |        |
| Email, phone number, etc.                                               |        |

### V. Signatories

<table>
<thead>
<tr>
<th>Employee/Volunteer/Intern</th>
<th>Exit Interviewer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date:</td>
<td>Date:</td>
</tr>
</tbody>
</table>

**Note:**
- In case the exit interview was done through written survey, the signatures are not required
- The exit interviews process is optional either face to face interview or written survey.
Staff Exit Clearance Form

I. Staff’s Details

<table>
<thead>
<tr>
<th>Full name</th>
<th>Position</th>
<th>Date of joining</th>
<th>Date of leaving</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

II. Immediate Supervisor’s Details

<table>
<thead>
<tr>
<th>Full name</th>
<th>Designation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Reason for leaving the organisation

<table>
<thead>
<tr>
<th>Resignation</th>
<th>Termination</th>
<th>Redundancy</th>
<th>Retirement</th>
<th>End of project</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

III. Clearance List

<table>
<thead>
<tr>
<th>Responsible Persons</th>
<th>Signature</th>
<th>Cleared Date</th>
<th>Status</th>
<th>Clearance Item</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Manager</td>
<td></td>
<td></td>
<td></td>
<td>Attached Clearance Form</td>
<td></td>
</tr>
<tr>
<td>Finance Manager</td>
<td></td>
<td></td>
<td></td>
<td>No financial liability.</td>
<td></td>
</tr>
<tr>
<td>Immediate Supervisor</td>
<td></td>
<td></td>
<td></td>
<td>Turnover of the project/programme files both hard and soft copy.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Turnover of the communication contact list (partners/donors/network) related to the project/programme.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Turnover of tasks and related follow up needed (attached the checklist if relevance).</td>
<td></td>
</tr>
<tr>
<td>HR Person</td>
<td></td>
<td></td>
<td></td>
<td>The exit questionnaire (attached the completed questionnaire if relevance).</td>
<td></td>
</tr>
</tbody>
</table>
IV. Contact details after leaving the organisation

| Address | : ________________________________ |
| Email, phone number, etc. | : ________________________________ |

V. Signatories

| Immediate Supervisor | : ________________________________ Date : __________________ |
| Staff | : ________________________________ Date : __________________ |
| Human Resources Staff | : ________________________________ Date : __________________ |

Note:
The contribution of AIPP in the provident fund will be released only upon the completion of the form. Form has to be completed within the contract period. The contribution of AIPP in the provident fund will be forfeited if clearance form is not completed before the last working day.
Guidelines

on

Leadership Integration Fellowship

&

Internship Programme

Asia Indigenous Peoples Pact (AIPP) Foundation
May 2020
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Abbreviation:

AIPP: Asia Indigenous Peoples Pact
AIYP: Asia Indigenous Youth Platform
CSOs: Civil Society Organizations
CV: Curriculum Vitae
EC: Executive Council
IKPA: Indigenous Knowledge and Peoples of Asia
ILI: Internship for Leadership Integration
IPs: Indigenous Peoples
IPHRDs: Indigenous Peoples Human Rights Defenders
IVAN: Indigenous Voices of Asia Network
LIF: Leadership Integration Fellowship
MOs: Member-organizations
NIWA: Network of Indigenous Women in Asia
RCB: Regional Capacity Building
TOR: Terms of Reference
UDHR: Universal Declaration on Human Rights
UNDRIP: United Nation Declaration on Rights of Indigenous Peoples
1. Introduction

The Asia Indigenous Peoples Pact (AIPP) is a regional organization founded in 1992 by Indigenous Peoples’ movements in Asia. AIPP is committed to the cause of promoting and defending indigenous peoples’ rights and human rights and articulating issues of relevance to indigenous peoples. At present, AIPP has 48 members from 14 countries in Asia with 18 indigenous peoples’ national alliances/networks (national formations), 30 local and sub-national organizations. Of this number, 16 are ethnic based organizations, six (6) indigenous women and four (4) are indigenous youth organizations and one (1) organization of indigenous persons with disabilities.

AIPP believes in the inherent right to self-determination of all peoples, including Indigenous Peoples. Right to self-determination and self-governance is a social necessity for indigenous societies for the continuity of our social processes and self-development. This implies that the collective rights of indigenous peoples must be addressed as enshrined in the Universal Declaration on Human Rights (UDHR) and United Nation Declaration on Rights of Indigenous Peoples (UNDRIP) for the full enjoyment of our human rights.

Further, AIPP, as a regional federation of Indigenous Peoples’ organisations representing the movements in Asia, believes in the self-organizing capacity of member-organizations (MOs) and indigenous communities and that they are the drivers of change in solidarity with vibrant democratic forces i.e. CSOs, institutions and individuals. It is for this reason that AIPP focusses on empowerment of indigenous movements and communities and integrated dialogue with various state and non-state actors for change to come.

2. Background

What makes Indigenous Peoples distinctive are their unique values, tradition, and governance system, including their education system. Unfortunately, the alarming trend among Indigenous Peoples in Asia is the fast erosion of their culture and values, and traditional and customary institutions because of co-option and or super-imposition of state administrative system. Further, indigenous communities are facing complex challenges from increasing integration of their livelihoods into market economy.

Furthermore, alienation of Indigenous Peoples from their homeland (largely) by creation of national parks, development aggression and militarization have driven most indigenous communities into poverty and dehumanized conditions. The situation has caused mass-exodus, displacement, and denial of access to land and forest. This has denied or weakened the continuity of their cultural practices and development of their indigenous knowledge and institutions resulting in severe mutilation of their institutions and disruption of knowledge transmission within their communities.

In addition, mainstream education is imparted with the intention of assimilating indigenous children and youth into the mainstream society, which invariably leads to misinformation and stereotyping of indigenous communities as backward and uncivilized. The general mainstream perception regarding indigenous communities as being backward and uncivilized has led to indigenous children and youth to be ashamed of their identity and loss of self-esteem.
Outmigration of indigenous children and youth to urban areas, in search of work and for better education, is exponentially resulting in their assimilation into the mainstream culture. These combined factors of outmigration, mainstream education and denial of their identity is conditioning them to feel inferior and forcing them to adopt mainstream culture, values, and lifestyles.

Therefore, restoring pride to their identity, values of cooperation, community solidarity, and decision-making by consensus, etc. through capacity building, inter-generational knowledge transmission and community organizing is a crucial need.

3. Leadership vision of AIPP

Leadership vision of AIPP is an approach and strategy for stepping into the next level of leadership development to realize its aspiration of being a true federal organization through shared responsibilities and reciprocity among its member-organizations. Second is to direct its capacity-building efforts towards supporting vertical structures of AIPP from local organizations to the top-level of its governance structure and secretariat. This also implies strengthening bottom-up planning through an inclusive horizontal process among member-organizations and network at the country-level by giving priority to common issues and agenda setting among them. The third aspect of capacity-building is for developing leadership and community capacity for Indigenous self-determination and self-government and their capacity to engage and negotiate with states and other relevant actors and creating neighborliness among autonomous Indigenous communities and the larger society.

True Indigenous leadership is rooted in our tradition of consensus decision-making and collective action much more than authority and recognition from the outside world. It focuses on integration of five key dimensions of life i.e. courage, kindness, honesty, trust, and love for leadership with powerful influence and persuasion and not just for holding a position. We walk into wisdom and leadership position as we live, and both are earned. The journey starts with the Greek axiom “know thyself”; a knowledge that comes when we walk through life with openness and honesty.

Towards this vision, the following are the initiatives:

a) **Distributive leadership and inclusive governance**: AIPP as a regional organization believes that the organization is stronger and democratic if leadership is distributed among its member-organizations in the four sub-regions of the organization. Through the promotion of distributive leadership, AIPP aims to achieve its aspiration of shouldering shared responsibility and inclusive governance in the work of the organization by the member-organizations in the four sub-regions of AIPP, including network members, grounded on the principle value of reciprocity, responsibility and trust.

Distributive leadership and inclusive governance include not only the AIPP Executive Council (EC) but also women (young and old), youth (girls and boys) and the various bodies of the networks established and coordinated by AIPP:

I. Indigenous Voices of Asia Network (IVAN)
II. Indigenous Knowledge and Peoples of Asia (IKPA)
III. Indigenous Peoples Human Rights Defenders (IPHRD)
IV. Network of Indigenous Women in Asia (NIWA)
V. Asia Indigenous Youth Platform (AIYP)
The above thematic or sectorial networks are a combination of membership from AIPP organizational members and other Indigenous organizations and partners. The networks serve as the vehicle to encourage and promote new leadership coming from the 14 countries of Asia and contributes to the distributive leadership approach of AIPP. The network has produced several leaders and the profile of some the leaders are being prepared by the RCB and other programs coordinating the networks for disseminating their stories.

These networks have their own organs (e.g. working groups and advisory bodies), linked to AIPP governance and Secretariat, that contributes to the collective work of Indigenous Peoples in Asia. They are active agents in the collective advocacy and lobby work, and in the program development and project implementation at the regional and country-levels (with other members (AIPP) and networks in their specific countries).

In this sense, the thematic or sectorial networks contribute to inclusive governance (through distributive leadership), program development and implementation (through their expertise), and movement building and consolidation through country and regional levels consultation and collective actions.

b) Leadership Integration: Leadership integration program was developed from the experiences of AIPP’s leadership training, community organizing, training on UNDRIP, etc. It was conceived and developed to address the need for expansion of leadership to promote and integrate issues across local areas and countries and within each sub-region. This is to promote movement building, solidarity, and cooperation through integration of both emotional and common agenda among members and network beyond their local geographical boundaries.

AIPP recognizes that true solidarity can only be built by understanding each other’s concrete reality and through the acceptance of their objective reality for cooperation. Therefore, the objective of solidarity and movement building can only be pursued by leaders who commit themselves to undertake the mission by stepping out of their comfort zone and be prepared to face and integrate with the unfamiliar. It is only than that AIPP can develop substantial leaders who are integrated beyond themselves and bolster the effort towards shared responsibility from the sub-regions and between countries in the sub-region.

Further, with the rapid increase in member-organizations and expansion of AIPP’s work, the technical qualification requirement for hiring staff at the Secretariat has become high. While AIPP, as an indigenous movement, aspires to recruit staff from its member-organizations for its own capacity-building and to preserve and promote the activist orientation of the organization, this requirement has led to recruiting mostly young indigenous professional with formal degrees. This has the potential of adversely affecting the understanding and relationship between the Secretariat and member-organizations and even change its character.

It is in this context, that the leadership integration program was introduced starting with two programs, namely, Leadership Integration Fellowship (LIF) and Internship for Leadership Integration (ILI). The LIF is for senior activist primarily from member-organizations who are provided fellowship to enable them to work at AIPP Secretariat and for mutual learning and sharing of experiences. The program enables leaders from member-organization to come and work at the Secretariat ranging from 10 to 12 months to share experiences from the ground and promote cross-fertilization of ideas and learnings with the Secretariat. It is also designed to mutually benefit from one another by enhancing the alignment and linking of their
organizational programs with the Secretariat for strengthening regional and global advocacy work of AIPP.

The Leadership Integrations Fellows (LIFs) are expected to travel to other countries and spend time with member-organizations (local host) and learn from their experiences as well as about their issues through direct participation and solidarity actions. However, this has not been possible due to want of more resources, but efforts are on to operationalize the plan. In the longer term, the effort is to contribute towards leadership capacity-building for sharing equal responsibilities among its federal members.

The ILI is like the concept of the LIF program and it is primarily for member-organizations (MOs) with the aim of grooming potential leaders of MOs. The interns are expected to learn the work of both MOs and the AIPP Secretariat’s programs and regional issues focusing on regional and global advocacy and other skills such as office and finance administration.

4. Regional Capacity Building (RCB) Program

In the context of the above, AIPP, as a regional organization, has been focusing on strengthening the leadership of member-organizations and role of the youth within indigenous movements. The main program taking forward this aspect of the capacity building need is through its Regional Capacity Building (RCB) program. The RCB was conceived and designed as a strategic program in 2005 to respond to the above situation and needs of indigenous movements and youth (boys and girls).

The RCB is a comprehensive program unique to AIPP that focuses on movement building, institutional strengthening, leadership integration among member-organizations, including the Secretariat, and enhancing effectiveness and productiveness of the work of the Secretariat.

The RCB program considers knowledge and education as the key elements to empowerment and liberation. The Regional Capacity Building Program is one of the core programs of AIPP. This program has been contributing to the overall works, articulated in the strategic plan through its diverse and need-specific capacity development programmes. The program aims to assist AIPP members and networks in strengthening their capacity in addressing issues and challenges affecting them through collective leadership and better organizational management. The over-all strategy of the RCB programme is to build foundation of leadership and to create awareness of indigenous communities at grass root/community levels to effectively advocate their collective rights and further strengthen their democratic and traditional values and practice that will contribute to a stable and self-determined life in the community. The program builds up the foundation of leadership through the conduct of community organizing, leadership training and dialogue between youths and elders. Lastly, RCB provides supports to AIPP through the conduct of training and facilitation of capacity building activities. Being the support system of AIPP, RCB coordinates internship program that is open to AIPP member organizations, academe, and others.
5. Objectives of AIPP Leadership Integration fellowship and internship Program

a) Bridge the relationship and, exchange of learning between AIPP members and the Secretariat,

c) Build strong and well-informed leadership for global, regional, and country level works of the organization

d) Provides support to work of the secretariat of AIPP.

e) Contribute to network-building with other institutions supportive of indigenous peoples’ agenda

6. Categories of AIPP Leadership Integration and Cross-learning Fellowship and Internship Program:

a) Interns from member-organizations:

This internship programme is targeted for the indigenous youths from member organizations of AIPP, who already completed their graduation and looking for work and engagement in the IPs movement. The idea is to invite young people to be part of AIPP’s secretariat works depending on the focus or background of the intern. AIPP can recommend specific thematic work engagement at this stage and one of the basic works will be to support the secretariat’s works for a learning purpose. The internship period may vary from 1-6 months depending on the academic calendar of the intern or other circumstances. The provisions of the internship arrangement should be agreed between AIPP and the member organization. Hence, application for internship should come via member organizations only. Individual applications under this category will not be accepted.

b) Interns from non-member organizations:

This type of internship program is targeted to indigenous and non-indigenous youths from non-member organizations, especially those who have already completed their graduations and looking for internship related to their academic studies. This can also be open to those students who have post-graduate studies. This internship program is intended to broaden the networks and collaboration works with other institutions that are not necessarily working on IP issues but supportive of the IPs’ movement and agenda.

The internship program will be designed both by AIPP and the intern and focus of work may depend on the prevailing issues and thematic areas that AIPP is working on. The period for this internship may vary from 1-6 months depending on the academic calendar or circumstances of the intern and AIPP. As an employer, AIPP cannot grant credit for an internship and can only issue a letter of completion of internship program. So, students under this program must consult with their academic department prior to start of internship if they wish to earn credit for their degree from an internship. The requirement may differ by department but generally, earning credit from an internship involves a partnership between the students, the University supervisor and, a faculty sponsor. Individual applicants can be accepted under this category and even non-IPs individuals can apply for this internship program.

c) Volunteer from non-Indigenous Peoples:
Under this category any professional who intends to help and contribute their knowledge, expertise and skills as volunteer to the works of AIPP can apply. The volunteers are expected to engage in the works of administration, knowledge production, proposal writing, research and other identified areas of work as needed. The period for this volunteer program shall be decided on case to case basis depending upon the development of the volunteer’s work results and on the needs of AIPP. Individual applicants can be accepted under this category and even non-IPs individuals can apply to work as volunteer.

**d) Volunteer from Indigenous Peoples:**
Under this category, any Indigenous Peoples professional in AIPP member countries who intends to help and contribute their knowledge, expertise, and skills to the works of AIPP. The volunteers are expected to engage in the works of administration, knowledge production, proposal writing, research and other identified areas of work as needed. The period for this volunteer program shall be decided on case to case basis depending upon the development of the volunteer’s work results and on the needs of AIPP. The provisions of the volunteer arrangement should be agreed between AIPP and Individual Volunteer. Individual applications under this category will be accepted.

**e) Fellows from AIPP member organizations:**
Under this category, young indigenous scholars and senior activists from the member-organizations of AIPP who intend to help and contribute their knowledge, expertise and skills to the works of AIPP can be accepted as fellows. The duration of fellowship shall be 3-12 months where fellow will be based in the AIPP secretariat for 1-6 months depending on their availability. The provisions of the fellowship arrangement should be agreed between AIPP and the member organization. Hence, application for fellowship should come via member organizations only. Individual applications under this category will not be accepted.

The objective of fellowship is mutual learning and experience sharing. The fellow is expected to learn AIPP’s work and specifically focussing on international mechanisms and IP related issues and transfer back the knowledge to his organization. The fellow is also expected to share his experiences from his home country with AIPP. The fellows will to some extend helping to fill-in the human resource gaps in the AIPP program.

**7. Process of recruitment for interns/volunteers/fellows and fellows:**
The process for the recruitment of the peoples under the above programs are as follows:

**a) Need assessment by AIPP Programs:**
An assessment will be conducted to understand the need under each program in the AIPP secretariat. Regarding interns/fellows under Leadership Integration Fellowship (LIF) and Internship for Leadership Integration (ILI) program, AIPP will also consult with its Member organizations to identify suitable candidates. The need assessment will be carried out with form mentioned annex 1.

**b) Development of Term of Reference (ToR):**

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1 Bangladesh, Nepal, India, Myanmar, Thailand, Cambodia, Vietnam, Laos, Philippines, Malaysia, Timor Leste, Indonesia, Taiwan/China and Japan
ToR and, a job specification will be prepared based on the needs, areas of interest and capacity and expertise of the candidates.

c) Call for interns and volunteers from non-member organization and from Indigenous Peoples to be published in AIPP website:
A circular in the AIPP website will be published. Deadline for application submission, ToR based on need assessment (in case of volunteers and fellows), General ToR (in case of interns) and duration for the work with AIPP will be mentioned in the circular.

Individual applications shall be accepted even when AIPP has not made any public calls. Such applications will be considered depending on the need of AIPP.

For AIPP Leadership Integration Fellowship and Internship Program, AIPP will prioritize the place based on request and needs of member organizations.

I. Conduct of Interview:
No written test is required for those who will be recruited under this program. However, AIPP will conduct interview with the potential interns and volunteers. In some cases, based on their application and Curriculum Vitae (CV), they might be selected without interview.

II. Finalization of the placement of interns, volunteer and fellows:
Orientation on AIPP Secretariat and Indigenous Peoples in Asia will be given to every individual hired under this program before he/she starts working. His/her placement will be in the proposed program as per the need assessment and TOR. He/she will be closely guided by the program staffs where he/she is placed for his/her works.

Orientation on AIPP Secretariat and Indigenous peoples in Asia will be given to every individual hired under this program before he/she starts working. His/her placement will be in the proposed program as per her/his area of interest expressed in her/his written application. S/he will be closely guided and coached by the respective program staff where s/he is placed.

8. Programs involved in the works of interns/volunteers/fellows:
Being inter-linked program, there will be many programs/departments involved in the overall management of interns. The programs/departments that are involved in the entire management of the interns are Admin, RCB, Finance and concerned program taking the placement of the interns. Admin is responsible for overall supports in relation to travel including visa and logistic arrangements. RCB is involved in the whole process from the beginning to the end in relation to coordination, facilitation, need assessment, designing ToR/job description, recruitment, reporting, evaluation and other relevant works. Finance team coordinate with admin and makes payment of benefits and other relevant cost incurred for the interns. The program, where the intern/volunteer/fellow is placed for his/her work, is responsible for the overall supervision & guidance. They will mutually develop a work plan in line with the need assessment and objectives of the concerned program.

9. Financial and other benefits:
The interns/volunteers/fellows recruited under this programme are entitled with following support and benefits:
<table>
<thead>
<tr>
<th>Category</th>
<th>Financial and other benefits</th>
<th>Remarks</th>
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<tbody>
<tr>
<td>Interns from member-organizations</td>
<td>1. Living cost in line with Thai government’s basic salary scale for the bachelor’s degree holders will be provided to the interns. Admin will check and provide information related to the Thai government’s salary scale.&lt;br&gt;2. Working space (Desk) and office equipment such as computer will be provided to the interns to perform his/her assigned works.&lt;br&gt;3. Lunch will be provided during office days.&lt;br&gt;4. AIPP will provide medical insurance worth 18,000 THB/ per year during the internship period. Interns can also reimburse the medical fund based on actual expenses instead of medical insurance.&lt;br&gt;5. The interns are entitled for the underneath leaves:&lt;br&gt; 5.1 Sick leave: 12 days per year&lt;br&gt; 5.2 Paid leave: 12 days per year (underutilized paid leave will not be compensated or carried over for next calendar year)&lt;br&gt; 5.3 Compensatory leave: as per the AIPP’s policy&lt;br&gt; 5.4 Office holiday: As per AIPP’s holiday.</td>
<td>Visa and work permit process cost, flight, communication and travelling cost will be provided to the interns.</td>
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<tr>
<td>Interns from non-member organizations</td>
<td>1. Working space (Desk) will be provided to them to perform his/her assigned works&lt;br&gt;2. Lunch will be provided during office days. The contribution will be made from overhead budget.&lt;br&gt;3. Transportation will be provided to them under this category while they will have field monitoring visit at the community&lt;br&gt;4. No living cost and medical cost will be provided.</td>
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<tr>
<td>Volunteer from Indigenous Peoples</td>
<td>1. Cost of applying for Non ‘O’ (non-immigrant) visa from their home country&lt;br&gt;2. After getting Non-O visa from their home country, all costs related to visa and work permit process will be provided.</td>
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| Volunteer from non-IP’s organizations/background | 1. Lunch will be provided during office days.  
2. AIPP will provide medical insurance worth 18,000 THB/ per year during the internship period. Interns can also reimburse the medical fund based on actual expenses instead of medical insurance.  
3. The interns are entitled for the underneath leaves:  
3.1 Sick leave: 12 days per year  
3.2 Paid leave: 12 days per year (underutilized paid leave will not be compensated or carried over for next calendar year)  
3.3 Compensatory leave: as per the AIPP’s policy  
3.4 Office holiday: As per AIPP’s holiday. |
| --- | --- |
| 13 | covered by AIPP.  
3. Living cost in line with Thai government’s basic salary scale for the bachelor’s degree holder will be provided to them since they are experienced and will be engaged in the works with any of six-programs.  
4. Working space (Desk) and office equipment such as computer will be provided to them to perform his/her assigned works.  
5. Lunch will be provided during office days.  
6. AIPP will provide medical insurance worth 18,000 THB/ per year during the internship period. Volunteer can also reimburse the medical fund based on actual expenses instead of medical insurance.  
7. The volunteers are entitled for the underneath leaves:  
7.1 Sick leave: 12 days per year  
7.2 Paid leave: 12 days per year (underutilized paid leave will not be compensated or carried over for next calendar year)  
7.3 Compensatory leave: as per the AIPP’s policy  
7.4 Office holiday: As per AIPP’s holiday. |
Fellow/Secondment/activists from member-organizations

1. Visa and work permit processing cost, two ways flight ticket (economic and direct from and to home country) and local travel cost will be provided to the fellow.
2. Living cost equal to AIPP’s salary scale grade-1 of project officer will be provided.
3. Working space (Desk) and office equipment such as computer will be provided to the fellow to perform his/her assigned works.
4. The interns are entitled for the underneath leaves:
   4.1 Sick leave:12 days per year
   4.2 Paid leave: 12 days per year (underutilized paid leave will not be compensated or carried over for next calendar year)
   4.3 Compensatory leave: as per the AIPP’s policy
   4.4 Office holiday: As per AIPP’s holiday.

Fellow has to pay for monthly lunch expenses as per AIPP policy.

The Living cost payment will depend on the experience and qualification of Fellows.

10. Benefits through this program:

For AIPP:

AIPP will have the following the benefits through there internship/volunteer/fellowship programs:

- It is cost effective opportunity to evaluate a potential future employee and it also helps AIPP to fill in gap as immediate interim measure in case of a regular staff leaving the organization.
- It is also an opportunity to have a short-term talent coming in who will assist current employees in the works of the secretariat
- It creates learning scope for the staffs of AIPP from the enthusiastic, energetic and, innovate people, coming from different academic backgrounds which adds value to the overall quality of secretariat works and,
- It is a process or system or mechanism to enhance the visibility of AIPP works among broader peoples and institutions.
- It also helps the secretariat to manage the workload during peak hours.
- It also helps AIPP to build the capacity of the member organizations through the interns/volunteers/fellows who go back after completing a certain of period.
- The Indigenous volunteer can be recruited a staff in AIPP secretariat based on his/her performance and his willingness to work if there are any vacancies are opened in the AIPP secretariat.
For interns/volunteers/fellows:
The people working under this program will have the following benefits:

- They will be having a full and realistic experience working in regional and multicultural environment
- They can acquire hands on work experience and capacity building opportunities
- They can experience and learn about regional and global advocacy processes
- They will have an opportunity to network with professionals in their field of interest,
- They will have a chance to explore career options and develop transferable skills and,
- They can integrate academic preparation with practical application and skill development in the workplace,
- They can meet the credit requirements of their University through the internship.

11. Compliance and other requirements:

Language required:
The AIPP’s official working language is English, so the applicant must be fluent in English both in written and speaking

Office hour:
The interns/volunteers/fellows will follow AIPP’s office hour like the regular and provisional staffs

Compliance with AIPP’s Policies and Guidelines:
The interns/volunteers/fellows are always required to comply with the AIPP’s Policies and Guidelines. An orientation session will be organized upon arrival of interns/volunteers/fellows.

Confidentiality:
The interns/volunteers/fellows are required to maintain confidentiality regarding any unpublished information acquired during their placement at AIPP secretariat and may not publish any reports or papers on the basis on information obtained without approval from AIPP.

Subsequent employment:
The purpose of the AIPP Leadership Integration and Cross-learning Fellowship and Internship Program is not to lead to further employment with AIPP. Therefore, there should be no expectation of employment after completion of an internship/fellowship program. But, AIPP employment may be offered to personnel after completion of the internship/fellowship if there is any scope of fund and opportunity.

12. Management of the interns/volunteers/fellows:

AIPP RCB program Coordinator will be responsible for the management, coordination and supervision of interns/volunteers/fellows. RCB Program Coordinator will consult with concerned Programs and Units of AIPP to develop the work plan for interns/volunteers/fellows.
The Final Terms of Reference (ToR) and work plan will be mutually set up between the interns/volunteer/fellows and AIPP. The interns/volunteers/fellows will have to submit their monthly work plan and progress reports to RCB Coordinator.

13. Reporting and Evaluation and follow up:

The interns/volunteer/fellows will prepare a complete report which will be submitted to AIPP for the documentation and for future improvement.

Final evaluation will be conducted upon completion of their program based on the set goal, objectives, and work plans. Provide a constructive feedback and based on the his/her work.
ANNEX 1: Request form from Programmes/Units or interns/fellows/volunteers

1. Name of staff: ______________________________________________________________

2. Designation of the staffs : ____________________________________________________

3. Programme/Unit: _____________________________________________________________

<table>
<thead>
<tr>
<th>Key focus areas of the program (Actual needs to be done by Interns/fellows/volunteer)</th>
<th>Objectives</th>
<th>Required skills and knowledge to accomplish the work</th>
<th>Remarks</th>
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4. Remarks (Any other issues/concerns)

______________________________________________________________________________
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______________________________________________________________________________
AIPP Gender Policy and Guidelines

Preamble

Indigenous Peoples are among the most marginalized and vulnerable groups in society and within indigenous communities, women are often the most disadvantaged sector. Although the status held by indigenous women varies from one community to another and from one region to another, they are confronted with multiple forms of discrimination as indigenous persons and as women.

Indigenous women experience racism and discrimination from dominant cultures and nation-states. In addition to discrimination based on their indigenous identities, they often also face socio-economic marginalization, disproportionately comprising the poorest segments of society. Ethnic and economic forms of discrimination are externally enforced by state agencies, legislative and executive government, dominant societal forces and others, resulting in the specific violation of the rights of indigenous women.

Indigenous women are also often discriminated within their society as they take on unequal share of domestic work, and are traditionally excluded from customary leadership positions, and at times, involvement in community affairs. Traditionally male-dominated socio-political systems in many indigenous communities persist which exclude women from participating in decision-making, despite their important and indispensable role and contributions in sustainable resource management, food production and security, transfer of traditional knowledge, peace building and conflict resolution, meeting the basic needs of the family and community, strengthening social cohesion, and so on. Their almost non-existent participation in decision making in customary institutions and in related or corresponding state structure, reproduces and reinforces the discrimination that indigenous women are already experiencing.

Indigenous women, compared to indigenous men, have less access to education, basic health services and employment. The difficult conditions in indigenous communities in terms of basic social services are compounded by the traditional and general view that men are more deserving of education than women. Likewise, the reproductive health of indigenous women remains taboo in many indigenous societies. This and other conditions intersect, rendering indigenous women more vulnerable to illiteracy, health problems, and unequal opportunities in the overall development.

The specific and multiple sources of discrimination combined are complex but require specific responses that must address not only their specific needs as women, but also their specific needs as indigenous women. The factors causing inequity have to be addressed to achieve equality.

In recognition of this, AIPP’s Indigenous Women Programme is specifically focusing on empowering indigenous women to assert, promote and protect their rights as women and as Indigenous Peoples. However, the advancement of gender equality is the responsibility of all AIPP members, partners and staff. AIPP, as an indigenous rights advocacy organization, is
concerned with equity and social justice in general, and we acknowledge that social justice cannot be realized without addressing challenges to gender equality and equity. AIPP therefore has to ensure that these principles are promoted and carried forward by its governance bodies, programmes and work ethics as a matter of practice and accountability, in addition to its specific program on indigenous women. In order to achieve this, this gender policy is thereby **Formulated.**

For indigenous women, gender equality and women’s empowerment refer to the enjoyment of both their individual and collective rights as Indigenous Peoples. As an organizational Policy, the AIPP Gender Policy consists of basic principles and operational guidelines that should be carried out by the governing body and other mechanisms of the organization, and adhered to by the members as a matter of accountability to the organization. In this Policy, gender equality encompasses both equality and equity. It constantly recognizes the intersecting challenges that obstruct the realization of indigenous women’s rights, which may require affirmative action.

AIPP recognizes other groups and sub-groups such as indigenous women and men with disabilities and indigenous members of the LGBTI community who are vulnerable to gender-based violence and discrimination. Therefore, when we refer to gender equality, we refer to, and address any form of inequality and intersectional discrimination stemming from a person’s gender, sex or sexual orientation and physical challenges.

Through the adoption of this Gender Policy, AIPP seeks to ensure that the principle of gender equality is consistently applied in all actions, including decision-making at all levels of the organization, and that there are standards which AIPP bearers and staff must uphold or be held accountable.

**Aim**

AIPP’s gender policy aims to ensure that gender equality and women’s empowerment are ethical and political principles that shall guide the organization in its governance and programmes, implementation mechanisms, as well as the general work culture of the organization.

◆ **1.1 Strategies**

  a) A gender perspective is applied in all stages of programme and project development processes as follows:

  - Applying a gender analysis in the project cycle: planning, implementation, monitoring, evaluation, impact assessment
  - Ensuring gender disaggregated data tools that are accessible and used for appropriate planning or program development, among others
  - Where appropriate, formulating measurable gender indicators and sex-disaggregated social and economic indicators and targets and conversely, assessing opportunities to reduce gender inequalities and inequities.
  - Ensuring the equal participation of indigenous women and men regardless of sexual identity in project design, development implementation, and evaluation.
  - Making necessary efforts to give indigenous women, particularly those who face compounded forms of marginalization the possibility to express themselves and be heard directly in all the different activities and programmes of the organization.
b) A culturally and disability sensitive approach is applied in addressing gender issues. AIPP respects the different roles, responsibilities, rights, obligations, knowledge and skills of men and women who are involved in or who are affected by AIPP’s programmes and projects. In this context, the specific needs and circumstances of indigenous women that affect their effective participation in AIPP activities shall be addressed.

c) Where appropriate, examine how relevant national, regional and global laws, policies, programmes and institutions affect gender equity, and explore possibilities for promoting gender equity within these.

d) Strengthen the programme on indigenous women, which includes capacity building and other forms of support to strengthen indigenous women’s organizations, groups and leaders.

e) Conduct gender awareness trainings for officers and staff and member organizations, as well as capacity building activities to address the issues and concerns of indigenous women.

f) Strengthen the advocacy and mainstreaming of indigenous women’s rights and empowerment at all levels, in all the programmes of AIPP.

g) Encourage involvement of male participants in all gender and women’s rights activities in all programmes of AIPP.

h) Provide support to member organizations on the implementation of this Gender Policy.

◆ 1.2. Operational Guidelines

► 1.2.1. The General Assembly shall

a) Ensure gender balance in the delegation/representation of member organisations in the General Assembly.

b) Elect a representative of indigenous women in the Executive Council who shall ensure the integration of women’s perspectives, views and concerns in the deliberations and decisions of the EC.

c) Safeguard gender balance in the governance bodies and related mechanisms of AIPP.

d) Ensure that the programmes of AIPP adopted by the GA reflect the Strategies of this Gender Policy.

e) Oversee the evaluation and review of the implementation of the Gender Policy.

f) Promote this Gender Policy among member-organizations for them to undertake their best efforts to carry this forward within their organization.

► 1.2.2. The Executive Council shall:

a) Ensure gender balance among AIPP’s staff and other coordination (such as the Programme Committees) established by AIPP.

b) Ensure a child and disability friendly work environment that is supportive and accessible of diverse and specific needs of individual circumstances.

c) Ensure that AIPP’s work culture in the Executive Council and the Secretariat is based on mutual respect, civility and shared key values of gender equality, good governance, accountability and transparency.
d) Guarantee zero tolerance on all forms of violence in the Executive Council, Secretariat and other mechanisms and structures of the organization. Sanctions shall be imposed by the EC on cases of this nature, subject to due process. Depending on the severity of the case, sanctions shall include, but not limited to strong warning, suspension, termination of contract, monetary compensation and legal action where appropriate.

e) Ensure that a gender-sensitive approach is applied in the conduct of planning, monitoring, assessment and evaluation of AIPP programmes and activities.

f) Formulate further guidelines where appropriate for the implementation of this Gender Policy.

**1.2.3. The AIPP Secretariat Management Team shall:**

a) Ensure that all staff members are aware of the AIPP Gender Policy and the need for respect in work and management styles, that discriminatory practices are not tolerated, including gender stereotyping and all forms of violence.

b) Act as the channel for any complaints relating to all forms of gender-based violence in the Secretariat. Complaints against members of the management team shall be submitted to the EC for their action.

c) Ensure gender balance in all programmes and other activities and address specific concerns of indigenous women, and women with compounded forms of marginalization to facilitate their active participation. Along this line, the Secretariat reserves the right not to accept nominated participants if gender balance in AIPP activities is violated.

d) Ensure gender-disaggregated data and the inclusion of indigenous women’s perspective, including those facing compounded forms of marginalization in all of the activities and programme outputs of the Secretariat.

e) Ensure data disaggregation and inclusion of women’s perspective in the activities and programme reports of the Secretariat.

f) Develop gender-sensitive approaches and methods of work including internal processes and standardized formats.

g) Be responsible for coordinating progressively informative and engaging gender awareness trainings on different aspects and themes for Secretariat members, and to assess and review any ongoing needs in this area.

**1.2.4. Programme Committee Members of the Indigenous Women Programme shall:**

(Adopted subject to the review of the AIPP Constitution and Bylaws on the role of Programme Committees)

a) Provide advice on programme development and implementation by taking into account the needs and priorities of indigenous women as well as the Gender Policy of AIPP.

b) Work closely with the Programme Coordinator to promote the Gender Policy and programme of AIPP on indigenous women.

c) Conduct assessment/evaluation of the implementation of the Gender Policy of AIPP.

d) Provide inputs and comments related to gender mainstreaming in AIPP publications and related materials.

e) Make recommendations to the Management Team and Executive Council where appropriate on how to improve implementation of the AIPP Gender Policy.
ANTI-CORRUPTION POLICY OF AIPP

AIPP’s Message on Anti-Corruption

Corruption in both the public and private sector remains a serious global problem. However, continuous efforts are also being done to address this condition through stronger regulations and enforcement. AIPP, as an organization committed to human rights, democracy and the rule of law, declares its strong commitment to combat corruption in all its forms as a matter of Policy and action. Along this line, AIPP recognizes the importance of institutionalizing strong anti-corruption measures necessary to support our transparent operation and at the same time reinforce our credibility and ability to deliver our important mission.

In addition to AIPP’s Constitution, bylaws and core values, a zero-tolerance, Anti-Corruption Policy will strengthen the accountability and transparency of the organization. This Policy is a guideline on the acceptable and non-acceptable behaviors of all AIPP officers and staff, as well as member-organizations, partners and individuals receiving funds and services from AIPP to ensure compliance with anti-corruption laws. These include compliance with all domestic and foreign laws prohibiting improper payments, gifts or incentives/inducements of any kind from any person or agencies including private and public sectors. This Policy also applies when dealing with any government and its agencies.

In line with the implementation of its Anti-Corruption Policy, it is the responsibility of all organs of AIPP, from the General Assembly, Executive Council (EC), Foundation Board, to the members of the Secretariat, the (programme committees) and officers and staff of member-organizations to fully understand the Policy and comply with its provisions. In addition, every member of our organization has an obligation to report through the identified channels any suspicion or knowledge of corrupt activities concerning AIPP. This Policy will thereby be translated in languages understood by members and partners of AIPP.

1. General Framework

1.1 Objectives

The Anti-Corruption Policy is established to:

1. Signify the strong commitment of AIPP to combat corrupt activities through clear measures for compliance by the whole organization.
2. Strengthen and ensure accountability and transparency to combat corrupt practices and activities in line with national and international laws and policies against corruption.
3. Provide a clear framework for efficient and effective operations in AIPP to prevent corruption.
4. Provide clear guidelines for the organization to operate under, as well as for the EC to review and oversee that operations are conducted appropriately, and in accordance with relevant regulations and the organization’s policies and principles.
1.2 Statement

In line with AIPP’s commitment to zero-tolerance of corruption activities, its approaches to corruption and other irregularities are to:

*always prevent*

To prevent fraud and corruption in the work environment, internal controls are essential, thus AIPP should ensure the following in the organization:

- Segregation of duties, to prevent one person from undertaking an entire transaction alone
- Clearly established lines of delegated authority and responsibility
- Description of positions that clearly represent the jobs people actually do
- Wherever possible, job rotation for those in key positions of trust
- Staff awareness, education and training to ensure all staff are aware of, and can recognize the signs of possible fraudulent or corrupt behavior
- Adequate protective measures for safeguarding, assets, processes and data
- Documentation retained and managed in accordance with records management policy
- A work environment where people feel comfortable in raising concerns and are not penalized for doing so
- Ongoing management oversight / monitoring of work functions to verify that controls are operating effectively e.g. reconciliations, confirmations, exception reports.

*never accept*

AIPP shall do their business legally and ethically and never offer or accept bribes or participate in any kind of fraudulent or corrupt practice, even when not to do so would clearly result in sacrifice. AIPP avoids political donations and giving or receiving money, gifts or favors’ that could influence someone’s decision or that could be open to misinterpretation. AIPP understands that offering or accepting proportionate hospitalities is fine. AIPP’s principle is to respect the traditions and cultures of the countries and communities where the organization works, always applying the highest ethical standards and rejecting illegal activities.

*always inform*

AIPP staff members, AIPP members and partners are required to promptly report potential cases of fraud and corruption in relation to the operation of the AIPP Secretariat and in the implementation of projects and programme activities through the hotline number and/or email provided.

*always act*

AIPP will pursue all allegations falling under the scope of this Policy and that appropriate sanctions will be applied where the allegations are substantiated. AIPP will enforce a range of disciplinary measures and sanctions for all such cases, in accordance with applicable AIPP rules and regulations and contractual provisions. Such measures will include referral to the competent national authorities where warranted. Where such cases concern individuals employed by another entity, AIPP will take all possible steps to ensure that the other entity takes appropriate actions in a manner consistent with this Policy. With these approaches, AIPP shall be able to effectively combat corruption in a comprehensive manner.
All individuals and entities covered in the scope of this Policy must at all times comply with the ethical principles of AIPP including on accountability and transparency as well as the specific duties and obligations set out in this Policy and the regulations and guidelines governing the activities of AIPP.

All members of AIPP are encouraged to adopt the Policy.

1.3. Scope
This Anti-Corruption Policy applies to all members of the EC, all staff members, volunteers and interns, organisations and individuals implementing AIPP activities or contracted services, consultants and all personnel of social enterprises managed by AIPP (e.g. INA House and AIPP Printing Press).

1.4. Definition
The definition of anti-corruption in this document is based on what is commonly applied by international financial institutions as follows:

“Bribery practice” means any offering, giving, receiving or soliciting, directly or indirectly, of anything of value to improperly influence the actions or decisions of another party to gain and retain the vested interest. Anything of value includes cash, gifts and courtesies. A bribe can take many forms, including, but not limited to:

- Receiving something of value to improperly influence a procurement process
- Receiving something of value in return for showing favor to a candidate in the recruitment process (e.g. nepotism and patronage)
- Making an unofficial payment to a government official (or an official’s representative) in order to obtain a license, release imported goods or obtain favorable treatment in the speeding up of a process

Bribery may also occur for the purpose of laundering the proceeds of crime, concealing a crime or obstructing justice.

“Corrupt practice” means abuse of any entrusted power for personal gain and financial benefit in both private and public services and businesses undermining good governance and the rule of law.

“Facilitative Payments” means small sums paid (either directly or through a third party) to government officials or any other parties to facilitate or expedite the action or routing. For example, making an under the table payment to an immigration official to speed up the processing of work permits and visas.

“Extortion” is the taking of benefits by force, or threat of violence, property damage, harm to reputation, or unfavorable government action. Economic extortion occurs, for example, when an employee demands payment from a vendor for decisions made to inappropriately select that vendor.

“Conflicts of Interest” may occur when an individual’s professional, personal or private interests interfere (or have the potential to interfere) with the performance of their duties for the interests of AIPP. While conflicts that have not resulted in inappropriate behavior may not in themselves necessarily be wrong, the potential for interference with one’s duty should be recognized and reported to AIPP for transparency. Examples of conflicts of interest include, but are not limited to:
Personnel who holds roles in other organizations whose interests may not be aligned with the AIPP (e.g. a procurement officer having a role in the selection of vendors may have conflicting interests from a personal or family interest in a specific vendor seeking to do business with AIPP)

Personnel who has conflicting roles and responsibilities inside of AIPP

Personnel who grants favoritism to associates regardless of merit (nepotism)

Personnel who has received a significant gift from another party with the expectation of reciprocity from AIPP

“Illegal Gratuities” are the giving, offering, or promising of anything of value, whether directly or indirectly, for or because of any favorable action. These do not require intent to influence or require that the receiver be influenced. A gratuity is a reward for an action that a receiver has already taken, or for an action that the receiver has committed to take in the future.

“Political Contribution” is monetary or non-monetary support provided to a political party, representative of a political party, politician or candidate for election with expectation of benefiting from the politician, candidate, or political party. Non-monetary political contributions include lending or donating any equipment free of charge.

“Fraudulent practice” means any action intended to deceive another party in order to improperly obtain a financial or other benefit or avoid an obligation.

“Collusive practice” means any secret agreement/arrangement between two or more entities without the knowledge of a third party, designed to improperly influence the actions of the third party.

“Coercive practice” means impairing or harming, or threatening to impair or harm, directly or indirectly, any party or its property, or persons closely related to a party, to improperly influence the actions of that party.

“Reprisal” means any act taken against an AIPP staff or other entity for their revelation of violations to or non-compliance with AIPP regulations and rules by an individual or entity.

“Whistle-blower” means any AIPP staff or any third party who reveals corruption in any AIPP activity/project/programme by contacting either anonymously or openly the concerned authority of AIPP.

“Whistle-blower protection” means measures taken to ensure that anyone who reveals fraud and corruption in AIPP operations is protected from reprisals.

The scope of this Policy does not cover ethical conduct or procedural lapses of staff and consultants that do not fall within the scope of corrupt, fraudulent, collusive or coercive practices as defined above (e.g. harassment, mismanagement, disrespectful behaviour and breaches of legal and contractual obligations not involving fraud, corruption, coercion or collusion). Other policies and practices of AIPP remain applicable in dealing with such lapses with appropriate sanctions or remedies.
2. Guidance on Implementation

2.1. The key elements of this Policy are summarized as follows:

a) AIPP will apply a zero-tolerance Policy and will not support any form of corruption, whether direct or indirect where and when it has determined through an investigative process that its staff, consultants or project/activity partners have engaged in fraudulent, corrupt, collusive or coercive practices. “Zero tolerance” means that AIPP will pursue all allegations falling under the scope of this Policy and that appropriate sanctions will be applied where the allegations are substantiated. AIPP will enforce a range of disciplinary measures and sanctions for all such cases, in accordance with applicable AIPP rules and regulations and contractual provisions. Such measures will include referral to the competent national authorities where warranted. Where such cases concern individuals employed by another entity, AIPP will take all possible steps to ensure that the other entity takes appropriate actions in a manner consistent with this Policy.

b) AIPP will continue to improve its internal controls so as to ensure that it is effective in preventing, detecting and investigating fraudulent, corrupt, collusive and coercive practices pertaining to its officers, staff, consultants or project/activity partners and dealings with governments. It will take all possible actions to protect individuals and agencies from reprisals that submit allegations of corrupt practices in its activities and operations and individuals subject to unfair or malicious allegations.

c) AIPP shall not engage in or conduct any form of corruption, whether direct or indirect, in connection with either government entities/officials or private entities/individuals, regardless of any advantages (at home or abroad) the organization may receive with the purpose of influencing personnel with power of authority in making decisions.

d) AIPP shall not ignore or neglect to raise concern or report any suspected instance of fraud or corruption in relation to the organization. Acts of corruption or any suspected instance of corruption shall be immediately reported to the designated person/hotline channel. The person reporting alleged case of corruption shall provide support to the investigation process. The reporting person’s responsibilities include being aware of protocols to address the suspicions and obligations/protocols for reporting such incidents to the appropriate head office, authorities and/or donors.

e) AIPP shall encourage good values and awareness in working honestly, ethically and transparently, without fraud and corruption, as part of its organizational culture.

f) AIPP shall operate in compliance with all related laws and regulations, especially the laws in relation to anti-fraud and corruption in every country in which the organization operates.

g) AIPP shall operate with transparency, accuracy, and fairness under the applicable regulations, policies, procedures and guidelines of AIPP, especially for procurement, and accounting and finance processes.
h) Any act breaching this Anti-Corruption Policy shall be considered for disciplinary action in accordance with AIPP’s procedures, which may include termination if deemed appropriate by the AIPP’s management. Additionally, any personnel found to be in violation of this Policy may be subject to the law if the act is proven to be a violation of related laws.

2.2. Facilitation Payments
AIPP shall not provide facilitation payments to government/public officials or their representatives, either directly or through a third party. Payments of a small amount of money without any legal basis under applicable laws and regulations might be requested by a government/public official. However, the organization considers facilitation payments to be a form of bribery, thus, these are strictly prohibited under the organization’s Policy. Similar to facilitation payments, AIPP also considers “illegal gratuities” to be a form of bribery, thus, illegal gratuities are also strictly prohibited under AIPP’s Policy.

2.3. Gifts and Hospitality
The receiving or providing of gifts and/or hospitality is permitted according to tradition, but must not impact the organization’s operations, reputation and decision-making, must be of a reasonable amount and must not exceed any limit set by applicable laws, regulations, or other party’s internal regulations.

2.4. Bribery under Duress
AIPP may encounter a situation in which an unauthorized payment is demanded from a third party, which if not made, could result in risk of personal security, personal liberty or even loss of life. AIPP, faced with this predicament will not be considered to have participated in corruption by making such a payment. Such an incident, however, must be immediately reported to the EC.

2.5. Conflicts of Interest:
All AIPP officers and staff are required to report any potential conflicts of interest that may be reasonably perceived as having the potential to undermine the objective judgment and decision-making of the officer or staff in performing the duties and responsibilities to serve the best interest of the organization.

The AIPP Executive Committee assisted by a designated staff shall document and monitor conflicts of interest reported by staff or individuals from members and partners receiving funds or services from AIPP.

AIPP always encourages to avoid all types of activities or events where potential conflict of interest may arise and affect organizational operations and implementation of development interventions.

2.6. Books and Records
AIPP prohibits the conduct of off-the-book, fictitious or otherwise falsified transactions, or any other similar acts prone to be misconstrued as such.

The Finance unit shall make and keep books of records and accounts (cash books, ledger books, sheets, account ledgers, etc.), which, in reasonable detail, accurately and fairly reflect the transactions and disposition of assets.
A system of internal control for accounting processes shall be devised and maintained to ensure accurate recording and maintenance of books and records.

3. Prevention and Detection

3.1. Risk Assessment

A corruption risk assessment process shall be implemented, in consultation with the relevant process bodies of the organization and stakeholders, to identify and assess the risks of corruption, and to develop appropriate mitigation strategies and controls to reduce AIPP’s exposure to corruption.

The EC shall reassess the identified risks every three years, or upon significant changes in the operating environment, regulatory requirements and donor expectations.

3.2. Internal Controls

This Policy is supported by a system of internal controls including policies and procedures guiding specific processes aimed at preventing corruption. These include, for example, requirements for third party due diligence, making payments, staff due diligence, reimbursements, reporting financial statements, among others.

This Policy is also supported by management oversight responsibilities, including monitoring performance to budget, reviewing transactions, monitoring assets, etc.

These policies and procedures as well as management oversight functions are subject to audit. Moreover, all staff are obligated to comply with these policies and procedures and cooperate with management’s efforts to perform their oversight and review functions. Spot checks shall be conducted on the financial records, implementation of the procurement policy and related regulations of this Policy with the AIPP secretariat and project partners.

The system of internal controls shall be reviewed periodically. This review shall take into consideration the assessed risks of corruption in order to prioritize these and to support the mitigation as they potentially change.

3.3. Communication and Orientation

The Anti-Corruption Policy will be communicated to all member-organisations, project partners, and consultants for their compliance. AIPP members and partners, if necessary, will translate the Policy in their national languages. All staff members and members/partners will be oriented on the Anti-Corruption Policy as appropriate, such as during the inception workshop meetings for project partners. The Policy statement will be available in the AIPP websites and shall be published in the annual reports.
4. Roles and Responsibilities

4.1. The Executive Council
The EC has the role of enforcing the Anti-Corruption Policy and overseeing that efficient, appropriate and complete protocols are in place to support its implementation.

In particular, the Chairperson and one member of the AIPP Foundation Board will be responsible for monitoring the implementation and execution of the Anti-Corruption Policy by the Senior Management, and assessing the adequacy of the anti-corruption program by the Secretariat. Likewise, the heads of AIPP’s partner organizations are responsible for monitoring compliance with the Policy in their respective organizations.

4.2. Secretariat Management Team
The Secretariat Management is responsible for establishing efficient protocols to support the Anti-Corruption Policy. It will set communications and a training program for all personnel, regardless of rank, to ensure that all personnel have sufficient understanding of the Policy and are able to effectively and efficiently apply related policies and protocols in their operations. Likewise, it will review the appropriateness of related protocols to align with any changes in, laws, rules or regulations.

All levels of management are also responsible for encouraging an ethical working environment and leading by example which clearly and consistently demonstrates that the entire organization does not tolerate corruption.

4.3. All Personnel
All AIPP Secretariat members are responsible for understanding that corruption is unacceptable and that they must work in accordance with the Anti-Corruption Policy and any related protocols. All personnel must report to their supervisor or to a designated reporting channel (designated officer) if they encounter any breach of Policy or have any questions about this.

5. Implementation of Anti-corruption Policy

Figure: Flow chart for implementation of Anti-Corruption Policy in AIPP
5.1. Complaints Channels / Raising Concerns

All suspicions of economic fraud, bribery and corruption should immediately be reported directly to the President of the AIPP Foundation Board, through confidential channels established by AIPP. The anonymity of the whistleblower will be respected and protected. For this purpose, the following means of communication for confidential reporting will be established:

- A confidential anti-corruption hotline and an e-mail address to be managed by the President of the AIPP Foundation Board has been set up for confidential reporting. All corrupt practices and information on any allegation will be reported to the President of the AIPP Foundation Board through these channels where 2-3 Foundation Board members will be involved in the consultation process. The telephone number and email address will be provided to all secretariat members, communicated to all members and partners and also publicized in the annual report of AIPP, websites and others. Special measures will be put in place to ensure adequate security in the operation of these channels.

- A simple complaint format will be developed, circulated to members and partners and also posted in the websites of AIPP. Whistleblowers are encouraged to use the complaint format to provide the necessary information but in their own discretion. The format is provided so as to enable the AIPP investigation body to act without hindrances, upon the assurance that they have enough information to proceed with their investigation. The investigation committee (IC) may seek additional information in the process of the investigation.

Complaints Channel:
Email: chupinit@gmail.com
Sanction Committee (SC)
Mobile: +66896813536

5.2. Investigation Committee (IC)

Upon receipt of any complaints of alleged corruption or suspicion of indulging in corrupt practices, the President of the AIPP Foundation Board will call the other Foundation board members (minimum of 3 members of the foundation board) and auditor if relevant to assess/evaluate the allegation. If the Foundation Board deems the complaint to be legitimate or with merit, an Investigation Committee (IC) will be formed and constituted within two weeks of the receipt of the report.

The IC will be headed by the President of the AIPP Foundation Board and the following:

- Three members of the Foundation Board
- At least two (2) individuals with integrity
- One lawyer (recommended by the Foundation Board for cases with perceived serious legal implications)

All INDIVIDUALS involved in, or with knowledge of any actual or suspected instances of corruption are required to fully cooperate and be truthful with any investigations conducted by AIPP or the authorities.
5.3. Sanction Committee (SC)

A Sanction Committee (SC) will be constituted of not more than five (5) members from amongst the EC members and designated person from the AIPP Foundation Board. The Chairperson of the EC will head the SC, together with the designated person from the AIPP Foundation Board along with three other members from the EC or the Foundation Board.

The SC will review the findings of the investigation and decide on appropriate sanctions to impose on the party found guilty. The EC can also deliver it to the Secretary General for necessary actions particularly on corrupt practices within the Secretariat, whereas EC will decide and take actions on matters related to AIPP members and partners in consultation with the SG and (Programme Committees), if necessary.

In most of the cases, the EC and AIPP Foundation Board will handle the case of corruption internally in consultation with the SG and Secretariat, as appropriate. If the case is serious to merit legal process like a Court case, a reliable lawyer shall be hired for additional legal support, as required.

Range of Sanctions

a) Letter of Reprimand/Warning – where there is a lack of oversight, or for isolated or minor violations of prohibited practices
b) Restitution/Financial Remedies – where there is a quantifiable amount to be restored
c) Termination of Contracts
d) Denial of further financial support
e) Legal Action as appropriate

5.4. Communication of the Report

All incidences of corruption or an act of suspected corruption will result in a report stating the severity and scope of the issue and actions taken thereafter. All reports shall be sent to the EC and the Foundation Board of AIPP.

5.5 Confidentiality /Protection

AIPP will strictly maintain confidentiality of all information it receives, including the identity of anyone making a complaint or reporting a concern about wrongdoing. AIPP commits to protect from retaliation, any whistleblower who in good faith has reported alleged fraud and corruption or who has otherwise cooperated with an investigation process.

However, if AIPP determines that the information it received is malicious or deliberately false, AIPP will take appropriate action.

What kind of concerns should be reported to AIPP?

AIPP investigates allegations of fraud and corruption in relation to the operation of AIPP Secretariat and in the implementation of projects and programme activities.
Concerns to report to AIPP include:

- Giving of bribes or gifts to government officials in violation of the law of the country by AIPP staff
- Fraud and corruption by AIPP staff members and individuals or entities implementing the projects or activities with AIPP
- Suspected contract irregularities and violations of AIPP’s procurement guidelines
- Kickbacks, bribes or gratuities for purposes such as influencing the awarding of contracts
- Personal benefits and entitlement in awarding contracts
- Inappropriate giving and receiving of gifts in return for personal favors

AIPP staff members, AIPP members and partners are required to promptly report potential cases of fraud and corruption through the hotline number and/or email provided.

6. Enforcement/Consequences of Violation

All forms of corruption will result in immediate investigation and appropriate action shall be taken against anyone found guilty. AIPP shall abide by procedures of due process in upholding the principle of innocence unless proven guilty. In the case of AIPP staff, the identity of whoever is found guilty of any form of corruption as defined above will be made known to all other staff, members and partners for preventive purposes in addition to other appropriate actions.

7. Policy Review

The EC will monitor the efficiency and effectiveness as well as review the implementation of this Policy and related procedures to ensure the administration, revision, interpretation and application of this Policy and procedures. This Policy and related procedures will be reviewed every four years and revised as needed.

The EC and/or simple majority of the members can initiate revisions to this Policy if needed, to make it more relevant and appropriate, taking into account changes within and outside AIPP.
Ethical Fundraising Policy

Introduction

The Asia Indigenous Peoples Pact (AIPP) is an independent organisation committed to promote and work for the respect, recognition and protection of human rights, particularly indigenous peoples’ rights; environment protection, social justice, peace and democracy. In order to achieve its mission and goals, AIPP seeks partnerships and collaboration with donors, funders and relevant organisations and institutions.

AIPP aims to generate its finances from ethical sources. AIPP will thereby avoid seeking or taking funds from donors who derive their income from activities that violate human rights including the rights of indigenous peoples, women and children, persons with disabilities, LGBT and marginalized sectors; or that cause environmental destruction or unsustainable resource extraction. Further, partnerships with donors and funders shall be based on principles of mutual respect, accountability and transparency as well as on terms that are not contrary to the Mission, Vision and Goals of AIPP. These principles and values guide AIPP in generating its resources to support its work, particularly the implementation of its programmes and for institutional strengthening.

Purpose

This Policy is a declaration of AIPP’s commitment to ethical fundraising and to assist the organization’s governance and management structure in conforming to ethical fundraising. The Policy also aims to ensure clarity, accountability and transparency among AIPP’s stakeholders. Likewise, it is intended to avoid or minimise any risk of bringing the organisation into disrepute as a result of collaboration with or receiving funds from individuals and/or institutions with questionable record and/or objectives.

Scope

The Ethical Fundraising Policy applies to the Regional structures of AIPP, particularly the Executive Council (EC), the Regional Secretariat members in particular, the Secretary General (SG), the Secretariat’s management team, and AIPP staff and volunteers involved in fund-raising activities. While this Policy is optional for members and project partners for their own fund-raising, they are, however, encouraged to adopt this Policy for their own organisation.

Ethical Fundraising Sources

In general, AIPP seeks and welcomes the financial support from diverse organisations, agencies and institutions in both private and public sectors, including from UN agencies and similar bodies. However, AIPP will not accept financial support from any donor or funder described below:
- With credible evidence, the funder’s source of income is known or suspected to be derived from activities that violate human rights including the rights of Indigenous Peoples, women and children; or from activities that cause environmental destruction; or from illegal and unethical activities.
- The funder’s interest is contradictory to, and/or conflicting with the Mission, Vision and Goals of AIPP.
- The funder’s granting of funds to AIPP can potentially cause significant damage to the organization’s reputation or its relationships with its members or other stakeholders.
- Acceptance of such funds may deter other funders/donors or jeopardise existing and future relationships with other donors or other sources of funds.

Transparency
AIPP will undertake efforts to communicate this Ethical Fundraising Policy to all staff members, volunteers, the EC, member-organisations, project partners and donors. The Policy shall guide AIPP in the transparent implementation of its fund-raising activities including the publication of its annual audit report, along with the narrative report of AIPP. The audit report shall include the list of sources of funds.

Policy Administration
The SG will administer the Policy through the overall supervision of the fund-raising activities of the Regional Secretariat. Likewise, the Head of the Finance and Administration Section of the Secretariat shall keep a record of AIPP’s funding partners and donors, which shall be readily available at any time for review. The record shall be at least, of the last five (5) years.

Reporting and Monitoring
To carefully monitor any risks and ensure that fundraising is carried out according to this Policy, AIPP’s fundraising activities and update reports on these shall be submitted to the EC through its regular meetings. The SG is responsible for reporting to the EC the following headings:

- Fundraising income amounts and sources
- Funding proposals prepared and submitted
- Fundraising plans and future opportunities
- Recommendations on fund-raising

The EC, based on its review, may decide to terminate contract/agreement and/or not renew any further agreement with any donor or funder if this Policy is proven to be violated.

Policy Review
This Ethical Fundraising Policy is subject to review and approval by the General Assembly every four (4) years, or more frequently, if circumstances require. EC or simple majority of members might initiate the revisions.
## Equipment Requisition Form

Name: 
Position: 
Purpose of request: 
Duration of use: 

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<tr>
<th>Equipment</th>
<th>Remark</th>
<th>Quantity</th>
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<tr>
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<tr>
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<td>Camera</td>
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<td>Pen drive</td>
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Requested by : ___________________ Issued by : ___________________

Date of receipt : ___________________ Date of release : ___________________

Date of return : ___________________ Date of receipt : ___________________
# Request for Use of AIPP’s Translation Equipment

**Name**: 

**Position**: 

**Organisation**: 

**Contact number**: 

**Purpose of request**: 

**Duration of use**: 

## Checklist

<table>
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I assure to use the equipment properly and return it (them) in a good condition. In case of any loss or damage, I agree to pay the full cost of equipment according to the price listed below:

- Receiver: USD 110/piece
- Transmitter: USD 500/piece
- Earphones: USD 15/piece
- Microphones: USD 80/piece

**Receipt by**: 

**Issued by**: AIPP Admin 

**Date of receipt**: 

**Date of release**: 

**Returned by**: 

**Accepted by**: AIPP Admin 

**Date of return**: 

**Date of accepting**: 
Vehicle Logbook

Name: ____________________________  Month: ________________

☐ Car Registration No. : ____________________________

☐ Motorcycle Registration No. : ____________________________

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Total:

Total in words:

Requested by : ____________________________  Checked by : ____________________________

Date : ____________________________  Date : ____________________________

Approved by : ____________________________  Received by : ____________________________

Date : ____________________________  Date : ____________________________

*Remark: Reimbursement closing date is the 25th of the month.*
## Publication Request Form

Requested by: ____________________________

Programme: ____________________________

Purpose: ________________________________ for activity: ____________________________

Target group: ____________________________ Country: ______________________________

Request date: ____________________________ Expected date: ________________________

### I. BOOKS AND BRIEFING PAPERS

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### III. POSTERS AND BROCHURES

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Publication Feedback Form

Dear Friends,

As we endeavor to publish more useful and relevant briefing papers/books relating to indigenous peoples and their rights in future, we would greatly appreciate if you could spend some of your valuable time to provide your comments on this publication/briefing paper. Your comments and suggestions will help us to enhance our outreach to wider audiences.

Please fill up the table below and send back the filled form to aippmail@aippnet.org or fax to (66) 53 380752. You can also send the filled form by post to:
Asia Indigenous People Pact (AIPP)
112 Moo 1, Tambon Sanphranate, Amphor Sansai Chiang Mai 50210 Thailand

Title: ______________________

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<th>Area</th>
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**Overall rating** (Please select one)

☐ Excellent  ☐ Good  ☐ Fair  ☐ Poor

**General Comments**

________________________________________________________________________
________________________________________________________________________
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Thank you very much for your feedback.  
AIPP Secretariat
ANNEX 26

ASIA INDIGENOUS PEOPLES PACT FOUNDATION

CODE OF CONDUCT

Finalized on 26 Jun, 2016

Updated: 8 May, 2020

ASIA INDIGENOUS PEOPLES PACT FOUNDATION
112 Moo.1 T. Sanphanate Amphur, Sansai, Chiang Mai 50210, Thailand
Tel.no: +66-053-343 539
Fax: +66-53380752
www.aippnet.org
CODE OF CONDUCT

INTRODUCTION

We, the Secretariat of AIPP working for the movement of Indigenous Peoples across Asia, are expected to serve our members and partners to the best of our ability to promote and protect their rights. Being at the centre of regional movement, our members, partner organisations and Indigenous Peoples have reasonable expectations on us. As such, we are also expected to be the most committed, innovative and well-disciplined forces equipped with knowledge and skills, and moral values towards achieving the vision, mission and goals of AIPP.

To achieve these vision, mission and goals, AIPP already has adopted several policies such as Financial Policy, Human Resource Manual, Anti-corruption Policy, Gender Policy, Ethical Fundraising Policy. In addition to these policies, we, as the staff members of AIPP, commit ourselves to this Code of Conduct to promote proper conduct and enhance the environment for collaborative and collective work and to strengthen our solidarity and cooperation.

Taking these policies into consideration, this Code of Conduct is prepared in order to provide a set of standards that, in general, will guide good behavior, positive attitudes and enhance collective work and camaraderie among staff members. This Code of Conduct aims to promote teamwork, cooperation and such values and cultures within the organisation, where everybody is responsive and aware of own roles, tasks and responsibilities towards achieving a common goal.

Equal Opportunity for all Indigenous Peoples

AIPP is committed to Equal Employment Opportunity (EEO) in policy and practice. This is reflected within the management practices of the organization which aim to provide fair and equitable treatment for all staff, potential staff and job applicants. Consistent treatment irrespective of gender, ethnicity, political, religious or philosophical beliefs, disability, age, family status or other characteristics (AIPP reserves the right to add to this list) is ensured, in so far as it is practical to do so. This is to ensure the promotion of the spirit of anti-discrimination principles, which enables staff to achieve their full capacity and potential and to deliver their maximum contribution to the achievement of organizational and project goals.

OUR CORE VALUES

Our core values are the key principles that guide our conduct and our relationships. Our core values define how we interact and engage with each other within the Secretariat and our people we work with. It also guides us to achieve of the best results from our work. To this end, each of us shall adhere to the following core values.

- **Responsibility:** We are aware of our own duties and responsibilities that we are assigned to for proper and prompt execution.

- **Respect for each other:** We are respectful of each other in our words and actions.

- **Respect for diversity:** We respect diversity of peoples and their cultures, languages, gender identity, age, disability and religious belief.

- **Teamwork:** We foster and encourage working individually and collectively based on assigned tasks and responsibilities to implement activities and programmes towards a shared vision. We commit to help each other in the spirit of collaboration, cooperation and comradesery, and to share our knowledge and skills with humility.
• **Appreciation and humility:** We appreciate every good action and achievement, but never are boastful of our own contribution.

• **Integrity:** We are honest individually and collectively in communications and actions

• **Empowerment:** We strongly believe that the needs and the rights of people can only be fulfilled with their active and informed participation. We work with people so that they can make decisions and define their own development and take responsibility for the same.

• **Indigenous Peoples’ Rights:** We believe that Indigenous Peoples have the right to self-determination and follow their own governance system, language, culture and priorities for self-development.

• **Honesty and integrity:** We are transparent, accountable, fair and open in all that we say and do, and we accept responsibility for individual and collective actions.

• **Accountability & Responsibility:** We are aware of our own duties and responsibilities that we are assigned to for proper and prompt execution.

• **Respect for diversity:** We respect diversity of peoples and their cultures, languages, gender identity, age, disability and religious beliefs.

• **Teamwork:** We foster and encourage working individually and collectively based on assigned tasks and responsibilities to implement activities and programmes towards a shared vision. We commit to help each other in the spirit of collaboration, cooperation and camaraderie, and to share our knowledge and skills with humility.

• **Appreciation and humility:** We appreciate every good action and achievement, but never are boastful of our own contribution.

---

**OUR CODE OF CONDUCT**

Staff members are the face of AIPP, and as such, must display appropriate personal behavior during and outside of official working hours. Staff are expected to observe the highest standards of ethics and integrity in their conduct, which means following a basic code of behavior.

In order to translate our values and principles stated above into our organizational practices, we shall abide by the following code of conduct.

---

**1. RESPONSIBILITY TO DELIVER BEST SERVICES**

1.1 We are *conscious of the rights and struggles* of Indigenous Peoples;

1.2 We are committed to perform our *own duties and responsibilities* to the best of our abilities;

1.3 We give *importance* to our own respective duties and responsibilities that are to be accomplished efficiently and punctually; we seek guidance, assistance and support when needed in the implementation of our tasks and responsibilities;

1.4 We are *responsive to our constituents’* needs and take initiatives to help strengthen their organisation and implement the programme and its activities;

1.5 We take initiatives to overcome our limitations, weaknesses and difficulties in the performance of our tasks and responsibilities, and to improve and share our own knowledge and skills for the implementation of our programme and activities, and for strengthening of the organisation;
1.6 We abide by the Constitution and By Laws and the Gender and Anti-Corruption Policies of AIPP, Human Resource Manual, financial policy and other relevant guidelines of the organization;

1.7 We comply with and respect all applicable laws and regulations governing the country where the Secretariat is located;

1.8 We faithfully observe all applicable organizational policies and guidelines, Constitution and Bylaws, rules, regulations and contracts;

1.9 We respect AIPP’s intellectual property rights on all confidential information, plans and decisions, information regarding staff, and any other information which is not for public knowledge;

1.10 We take good care of AIPP’s equipment, supplies, books and records that are under our custody; and

1.11 We must not accept any outside employment/work, which could interfere with our responsibilities and work performance at AIPP. The Management Team (MT) must be informed and their approval sought for any outside employment/work by the concerned staff.

2. RESPECT FOR EACH OTHER

2.1 We all are committed to ensuring a friendly and professional work environment for our colleagues, where we treat each other with due respect and dignity in words and actions;

2.2 We avoid all forms of abusive, violent and discriminatory words and actions towards our colleagues and the peoples. We shall avoid using such words that purport to discriminate against gender or race, harass or humiliate a fellow colleague;

2.3 We respect every colleague’s right to privacy.

3. RESPECT FOR DIVERSITY

3.1 We recognize that we all have distinct identities, cultures, languages, and views;

3.2 We respect and value our diversities in our work and work place;

3.3 We are committed to understand and learn from each other’s cultures.

4. TEAMWORK

Teamwork is essential in building synergy and complementation for a successful programme and inter-programme planning and implementation. Recognizing this importance, we are committed to contributing our talents, knowledge, ideas and skills towards achieving the goals and objectives of our work and commit to the following:

4.1 We collaborate and cooperate with each other within the programme, among the programmes, and implement individual and collective tasks and responsibilities;

4.2 We are polite and frank to one another to promote unity and cooperation;

4.3 We are committed to creating a friendly atmosphere, camaraderie and solidarity among staff;
4.4 We respect everybody’s opinion in a team. We allow everyone to share own opinion without fear and hesitation;

4.5 We learn and share our knowledge and skills with humility;

4.6 We listen to each other with due respect and attention; we discourage side talk, use of cell phone and laptop for chatting on internet, etc. during meetings;

4.7 We encourage and allow everyone to participate in discussions;

4.8 We jointly critique and take responsibility of our actions, including failures;

4.9 We respect and abide by the collective decisions and decisions of the leadership bodies of the organization;

4.10 We discourage individualistic, selfish, arrogant and competitive attitudes and behaviors that undermine our collective endeavors and team work;

4.11 We are mindful of each other’s limitations and difficulties and at the same time willing to provide support and assistance to each other.

5. APPRECIATION FOR GOOD ACTION AND SUCCESS

5.1 We are aware that the reputation and success of AIPP as the forum of Indigenous Peoples’ movement in Asia depend much on everyone’s good action and contributions. Therefore, appreciate every good action of our fellow colleagues;

5.2 We work together and we celebrate our success together;

5.3 We maintain the spirit of appreciation and acknowledgement of good work as a value;

5.4 We acknowledge initiatives and good actions and recognize individual and collective contributions to our achievements and accomplishments.

6. INTEGRITY

6.1 We maintain the value of honesty, fairness, credibility and trust with our colleagues, partners and the general public. We reject all forms of discriminatory, unfair and unjust behaviors and conduct e.g. sexual harassment and opportunism, financial opportunism, giving favors to fellow colleagues with the intention of personal gain or satisfaction;

6.2 We maintain ethics of communicating accurate information to our colleagues and the people we work with, and we shall not engage in rumor-mongering and sowing intrigues, etc;

6.3 We uphold the integrity of the organization by abiding and promoting the principles of transparency, accountability and good governance;

6.4 We shall not take unfair advantage, in any form – monetary or non-monetary - through illegal or unethical ways to promote personal agenda contrary to the vision, mission and goals of AIPP, by using the AIPP or its members’ names, resources or our own position in the organization;

6.5 We shall not engage in fraudulent behavior or activities that result in the inappropriate use of AIPP funds and finances.
7. **CONFLICT OF INTEREST:**

Conflict of interest is a situation when an individual or organization has two separate and competing interests and is unclear or unsure which interest is more important. This creates a “duality of interests” which may lead to one interest taking precedence over the other. Conflict of interest is also a situation in which an individual is in a position to derive personal benefit from actions or decisions made in their official capacity. It is important to the welfare of AIPP that anyone joining the organization discloses any external relationship they may have with an individual or organization, which may be in conflict with AIPP’s philosophy or interests. Conflict of interest does not necessarily prevent an opportunity for employment, or cause a staff member’s termination, but there should be transparency and disclosure of any such interest that may be in conflict with AIPP’s philosophy or welfare at the outset. AIPP, as an organization must be open to public scrutiny at any time, including the Secretary General (SG) and staff. Examples of conflict of interest may include, but are not limited to:

- A staff agrees not to assume any other job or position which might, in the judgment of the SG or the Executive Council (EC), interfere with his/her duties with AIPP, or come into conflict with AIPP’s philosophy or interests. It is the staff’s responsibility to disclose any other outside work or position held, prior to assuming any such jobs/positions in AIPP, and to receive written acknowledgment and approval from the SG. The staff expressly recognizes that this is necessary for the continued effectiveness, transparency and accountability of AIPP.

- The use of AIPP’s name, work or contacts in any form for personal gains or benefits is considered a conflict of interests. No staff should accept, negotiate or request payments or gifts in exchange for information or use of AIPP property or name.

- Any staff seeking election or becoming a member of a political party must notify the SG immediately, who will in turn, inform the EC. In such cases, the staff may be required to resign from their position with AIPP. As a non-political party-based organization, AIPP does not encourage any activity that may be deemed as engaging in a politically partisan role through the direct involvement of individual staff in a political party.

8. **Grievance and Disciplinary Procedures**

8.1 **Grievance Procedures**

AIPP staff members should bring their concerns, complaints or problems to the organization’s attention. Concerned staff shall go through a grievance procedure to formally raise their concerns to ensure that they are dealt with appropriately, effectively and equitably.

AIPP encourages all staff to initially discuss any concerns with their supervisor or coordinator as these concerns can be addressed and resolved more quickly and effectively in this manner without the use of a formal process. In the process of resolving the grievance, all the concerned parties must be adequately consulted. A staff experiencing unfair treatment or any similar concern may request a special hearing before the SG/Management Team (MT).

If the matter relates directly to one of the members of the MT, the matter should be brought to the notice of the SG. The following steps will be followed and documented in such cases:

a. The matter should be raised and discussed first with the staff’s immediate supervisor or coordinator. The supervisor/coordinator will discuss the matter being raised with the staff...
within three days, and will respond to the staff with the recommendation(s) to resolve the grievance not more than five days after the discussion.

b. If the matter is still unresolved, it shall be raised and discussed with the members of the MT of AIPP. The MT will discuss the matter with the staff within five days of notification, and will provide a response to the staff with recommendation(s) to resolve the grievance not more than five days after the discussion.

c. If the matter is still unresolved, a written appeal by the staff will be requested, detailing why the appeal is warranted. This shall be submitted to the SG not later than three days after the response from the MT.

d. After consultation with the MT, the decision of the SG will be final and binding.

If the matter relates directly to one of the Management Team member, the following steps will be followed and documented:

a. If the matter relates to the Management Team member, it should be raised with the SG. The SG shall discuss the matter with the staff within five days of notification, and will provide a response to the staff with recommendation(s) to resolve the grievance not more than five days after the discussion.

b. If the matter is still unresolved, a written appeal by the staff will be requested, detailing why the appeal is warranted. This shall be submitted to the EC not later than three days after the response from the SG.

c. The decision of the EC will be final and binding.

If the matter relates directly to the SG, the following steps will be followed and documented:

a. If the matter relates directly to the SG, it should be brought to the notice of the other members of the MT.

b. The matter should be raised with the MT. The other MT members will discuss the matter with the concerned staff, then with the SG and provide a response to the staff with recommendation(s) to resolve the grievance not more than five days after the discussion.

c. If the matter is still unresolved, a written appeal by the staff will be requested, detailing why the appeal is warranted. This shall be submitted to the EC not later than three days after the response from the MT.

d. The decision of the EC will be final and binding.

There may be times when the defined timeframe mentioned in the procedure above is not practicable. In such cases, an explanation of the reasons and a practicable timeline must be discussed with the staff.

8.2 Disciplinary Procedures

The disciplinary procedure is a formal and a serious process which AIPP promotes through ongoing discussions between staff and MT to take every opportunity to alleviate issues early. The purpose of disciplinary action is to make the staff aware of the breach of the Code of Conduct and to give them every opportunity to take corrective action at the earliest possible time.
If informal discussions between the supervisor and the staff fail to resolve the issue, a formal meeting must take place between the staff and the MT chaired by the SG. The objective of the meeting is to discuss the issue and attempt to agree ways to resolve it. The SG should clearly spell out the expectations of performance and areas for improvement, and set a future date to review staff’s performance again. The immediate supervisor will make a record of the meeting and the agreed outcomes for future reference.

If such a meeting fails to resolve the issue, it may be necessary to formalize the procedure and take disciplinary action. The SG should discuss the proposed disciplinary action with the other MT members prior to implementation. Disciplinary action can be in the form of:

- Verbal warning
- Formal written warning
- Final written warning
- Dismissal

The type of disciplinary action taken will depend on the nature and seriousness of the offense. All warnings will be kept in the staff personnel file. In all cases, staff must have the opportunity to explain and/or reply to the allegations before disciplinary action is taken. The staff should also have the option to have another staff of his/her choice present in the meeting.

### 8.3 Misconduct

#### a) Minor Misconduct:

Staff engaging in any minor offence shall be subject to disciplinary action. For minor misconduct a staff will initially be given verbal warning and failing to adhere to the warning, will be issue a formal warning letter.

Minor Misconduct includes but is not limited to the following offenses deemed unacceptable at the workplace:

- Disrespect or disregard for AIPP policies and regulations.
- Reporting to work under the influence of alcohol or non-prescribed drugs, or the consumption of alcohol or non-prescribed drugs while on duty.
- Gambling while on duty.
- Leave without notice.
- Habitual or chronic absences.
- Unsatisfactory work performance and lack of initiative for improvement even after counselling, training/coaching and guidance.
- Use of AIPP facilities, equipment, materials or vehicles for private interest or personal gains.

#### b) Gross Misconduct:

For gross misconduct a staff will be issued a final warning letter or be terminated. The following include but are not limited to offences constituting gross or serious misconduct and are cause for immediate dismissal:

- Prolonged unauthorized leaves.
- Theft of or intentional damage to AIPP property.
- Abuse, misuse or misrepresentation of AIPP’s name or position.
- Theft or misappropriation of AIPP funds or resources.
- Falsifying or tampering with official records or documents.
- Accepting or offering bribes during the course of the work with AIPP.
- Offences involving gift or corruption during the course of the work with the AIPP.
- Acts of violence or threats of violence or abuse against any AIPP personnel or member/partner.
- Abusive language directed at any AIPP personnel or member/partner.
- Serious infraction of safety, health or disciplinary regulations.
- Non-performance of tasks causing problems or negative implications for AIPP.
- Inciting others to commit violence or serious offences.
- Causing public embarrassment to AIPP.

8.4 Preliminary Enquiry/Investigation

A preliminary investigation will take place to assess the nature and magnitude of the gross misconduct.

a) Suspension Pending Enquiry

If the misconduct is immediately found to be severe, then the staff are suspended pending further enquiry.

b) Show Cause/Explanation

The staff will be offered a chance to show valid reason and explanation for his/her action.

c) Domestic Enquiry

A domestic inquiry will be held in search for the truth, facts, or circumstances concerning charges alleged by AIPP against its staff.

d) Competent Authority

A competent authority is any person or organization that has the legally delegated or invested authority, capacity, or power to perform a designated function. As such, AIPP will ensure a competent authority to solve gross misconduct issues should the need arise.

e) Final Action from the Management Team after all and Third-Party Enquiry

If necessary, AIPP shall reserve the right to terminate a staff’s contract immediately without sixty days’ notice in case the gross misconduct is proved. In such cases, the staff will be paid only up to the last day of actual work. If required, a third party enquiry will also take place.