

No: 28/QĐ-CENDI

Hanoi, 15 March 2019

**DECISION
on the enactment of the Regulation on Financial Management of the
Community Entrepreneur Development Institute (CENDI)**

THE DIRECTOR OF THE COMMUNITY ENTREPRENEUR DEVELOPMENT INSTITUTE

- Pursuant to Decision 1107/QĐ-TWH dated 7 January 2015 of the Central Committee of the Southeast Asian Research Association of Vietnam (SEARA) on the establishment of the Community Entrepreneur Development Institute (CENDI);
- Pursuant to Decision 1108/QĐ-TWH dated 7 January 2015 of the Central Committee of the Southeast Asian Research Association of Vietnam (SEARA) on the approval of the Charter of the Community Entrepreneur Development Institute (CENDI);
- Pursuant to Certificate of Science and Technology registration No: A1244 dated 19 January 2015 of the Ministry of Science and Technology;
- Pursuant to Accounting Law 03/2003/QH 11 dated 17 June 2003 of the National Assembly and related under-law legal documents;
- Pursuant to Decree 93/2009/ND-CP dated 22 October 2009 of the Prime Minister promulgating the regulation on management and use of foreign non-governmental aid, and Circular 109/2007/TT-BTC dated 10 September 2007 of the Ministry of Finance guiding the State financial management of foreign non-refundable aid not classified as State budget revenues;
- Considering the actual needs and management system of CENDI.

DECIDE

Article 1: To enact the Regulation on Financial Management of the Community Entrepreneur Development Institute (CENDI) attached to this Decision.

Article 2: This Decision takes effect from 15 March 2019 in substitution of Decision 02/QĐ- CENDI dated 1 January 2019 of the Director of CENDI.

Article 3: Functional departments and all staff of CENDI are responsible for implementing this Decision.

Recipients:

- *Mentioned in Article 3;*
- *CENDI Office for filing*

DIRECTOR of CENDI
(Signed and sealed)

Tran Thi Lanh

REGULATION ON FINANCIAL MANAGEMENT OF THE COMMUNITY ENTREPRENEUR DEVELOPMENT INSTITUTE (CENDI)

(Attached to Decision 28/QĐ - CENDI dated 15 March 2019)

CHAPTER 1 – GENERAL PROVISIONS

Article 1: This Regulation shall regulate all activities in terms of management and use of financial resources of CENDI.

Article 2: The management and use of financial resources of CENDI are based on the following principles of organization and operation:

- Voluntary, self-reliant, self-responsible and self-financed
- Non- profitable
- Open, transparent and effective
- Compliant to Law

Article 3: Goals

- For the interest of the social community
- For the development of CENDI and interest of its members.

CHAPTER II – SPECIFIC PROVISIONS

Article 4: Sources of revenue

See Annex I

Article 5: Types of costs

See Annex II

Article 6: The Institute Committee

The Institute Committee approves strategies on financial management and objectives of cooperation and development of financial resources of the programs between CENDI and its partners as stated in the Regulation on the organization and operation of CENDI.

Article 7: The chairperson of the Institute Committee

The Chairperson of the Institute Committee shall be responsible in front of the Institute Committee to approve mid-term and long-term general financial plans in

accordance with the contracts signed between CENDI and its partners, and stipulate cost norms that have not been stated in the funding agreements and cooperation contracts.

Article 8: The Director

1. Be responsible for submitting to the Institute Committee financial plans, budgets and cost norms of the cooperation programs based on the signed contracts between CENDI and its partners on a periodical basis.
2. Be responsible for operating the financial resources in accordance with Article 6 & 7 of this Regulation upon the agreement of the Executive Board and the Financial Manager.
3. Take the initiative to promote partnership through signing agreements/contracts within the functions and responsibilities of the Director as stipulated in Article 10 of the Regulation on the Organization and Operation of CENDI in order to increase the financial resources for the development of CENDI provided that it is not contrary to the CENDI's Regulation on Financial Management, Regulation on the Organization and Operation and Law.
4. Decide the adjustment of the financial resources between activities upon the agreement of the Executive Board and Financial Manager in accordance with Article 6 & 7 of this Regulation so as to meet practical needs and ensure the effectiveness of the programs.

Article 9: The Vice Director

Assist the Director as assigned and authorized by the Director.

Article 10: Heads of Departments

1. Collaborate with the Financial Department to build periodical financial plans and development cooperation programs to be submitted to the Director or the authorized person for approval.
2. Be responsible for implementing approved plans from obtaining financial advance to financial finalization in accordance with the agreements signed with partners, CENDI's Regulation on Financial management and Law.
3. Be responsible for writing periodical narrative reports and analyzing the effectiveness and influence of the Department's implementation based on the approved plans (both in Vietnamese and English).

Article 11: The Financial Manager

1. Take a leading role in collaboration with departments and field offices to build, co-ordinate and supervise CENDI's short-term, mid-term and long-term budget plans of and auditing.

2. Manage, monitor and supervise the financial and accounting systems according to the set financial periods.
3. Collaborate with the Heads of the departments to handle financial issues arising during the implementation between the department and the accountant. Monitor, accelerate and complete the periodical financial plans and reports.
4. Aggregate and analyze periodical financial reports (both in Vietnamese and English) to submit to the Director and the Executive Board.
5. Update relevant financial and accounting policies and the reality of the project implementation to submit to the Director and the Institute Committee for appropriate solutions.
6. Periodically update the financial situation of CENDI in order to make immediate proposals to the Director and the Institute Committee for appropriate budget adjustments.
7. Fully comply to the provisions of this Regulation and those of the Accounting Law.

Article 12: Heads of field offices

1. Work under the instruction of the Heads of the professional departments for the implementation of the project activities as requested, and in accordance with the periodical approved financial budget projects.
2. Write project narrative reports (both in Vietnamese and English) and analyze effectiveness of the implemented activities to be submit to the Heads of the professional departments, Financial Department and Administrative Department.

Article 13: Outsourcing

- Type I: Experts in goal orientations and strategies
- Type II: Independent evaluators
- Type III: Experts in research topics and academic writing skills for publication
- Type IV: Experts in finance, capacity building and report writing
- Type V: Collaborators, unskilled workers

See Annex III and IV

Article 14: Contribution to the Risk Reserve Fund

- Employees (full-time and part-time) shall contribute 1.5% of the monthly income to the Fund
- Experts, long-term and short-term collaborators shall contribute 1% of the daily income to the Fund
- Daily-based workers shall contribute 0.7% of the daily income to the Fund

Article 15: Visitors coming for volunteering work, learning, doing internship and conducting scientific research

See Annex IV

Article 16: The volunteers mentioned in Article 15 shall be responsible for writing reports for self-assessment of their performance of the committed tasks, paying for all expenses incurred during their work at CENDI and ending the contract with CENDI in accordance with the CENDI's regulations.

Article 17: Financial management for MECOECOTRA – YIELDS AGREE

See Annex VI

Article 18: Financial support for MECOECOTRA – YIELDS AGREE

See Annex VII

Article 19: Management of assets

See Annex XII

Article 20: Health care for seniors and staff

- CENDI's seniors are entitled to receive the overtime health care.
- Staff are subject to personal insurance 24/24 and financial support when get sick. The level of support depends on the financial status of the Risk Reserve Fund, on the case basis, and upon the decision of the Executive Board.

Article 21: Car management and fuel control

See Annex IX

Article 22: Information confidentiality and violation penalty

1. Employees, who disclose information related to ideas or orientations of development of CENDI that threatens the organization's existence and future development in any form, shall be fired and compensate for the loss.

Information disclosed including:

- Ideas or orientations of the CENDI's seniors in writing for the 3 year period onwards
- Research works of CENDI not formally released on the mass media
- External and internal independent evaluation reports that play a decisive role for the future development of CENDI.

2. Employees, who discloses information related to confidential documents of CENDI's development governance to the wrong person, shall be fired and compensate for the loss on the case basis and upon the decision of the Director.

Information disclosed including:

- CENDI's Regulation on the organization and operation
- CENDI's records on organization establishment
- CENDI's agreements/contracts with partners
- CENDI's Regulations related to CENDI's operation and development
- CENDI's finance, salary and bonus
- CENDI's library and database

Article 23: Financial finalization

1. The annual financial finalization for the whole organization and completed projects shall be executed based on the Accounting Law. The Director or the authorized person shall be responsible for signing the financial finalization documents.
2. For finalization of completed projects, on the case basis, the Director shall decide to set up a team to evaluate the projects and submit the projects outcome to the Institute Committee for further utilization.

Article 24: Financial reports

All settlement reports and annual financial reports shall be submitted to the relevant agencies and publicly released in accordance with the Accounting Law.

Article 25: Financial governance

Stipulate the governance of bank accounts, projects and cooperation programs with partners and internal financial checking.

See Annex XIII

Article 26: Auditing

Annual and periodical project auditing shall be executed in accordance with the commitments signed between CENDI and its partners. The auditing process shall abide by the Auditing Law of Vietnam and that of the partner's country.

Article 27: Management of the Risk Reserve Fund

See Annex XI

Article 28: Management of the Local Initiatives Development Fund

See Annex X

Article 29: Management of members' capital contribution fund

Given the full development and financially self-reliant situation, the financial contribution made by the members before the establishment and during the operation of CENDI shall be refunded to the members including the principal and interest at the prevailing rate applicable by the State Bank of Vietnam.

CHAPTER III – IMPLEMENTATION PROVISIONS

Article 30: This Regulation includes 3 Chapters , 30 Articles and 13 Annexes, and takes effect from the signing date.

Hanoi, 15 March 2019

DIRECTOR

(Signed and sealed)

Tran Thi Lanh

ANNEX I

SOURCES OF REVENUE

1. Legitimate domestic and international bidding contracts of consultancy and the critique on science and technology for non-profit purposes in accordance with the CENDI's Regulations.
2. Legitimate domestic and international contracts for short-term researches and training.
3. Legitimate funding from domestic and international individuals and organizations.
4. Capital contributed by the members of the Institute Committee and voluntary contribution of the CENDI's staff.

ANNEX II

TYPES OF COSTS

I Project costs

I.1 Direct costs for project activities, bidding contracts of consultancy and science & technology critique, researches and training according to the commitments/agreements with partners, including:

- Training courses, study tours, conferences, researches, publication/printing
- Travel allowance
- Management fees
- Assets, equipment, materials, stationary
- Lease of property
- Other expenditures stated in the project documents

I.2 Management and operational costs for projects, programs and topics

II Costs for science and technology services (if any)

- Salaries, wages and allowances
- Assets, equipment, materials and stationary
- Depreciation and repair of fixed assets
- Public utilities (electricity, water, telephone, fax, internet)
- Social insurance, medical insurance, unemployment insurance for CENDI's employees who engage in science and technology services
- Interest for loans
- Other taxes stipulated by Law

III Operational costs

III.1 Recurrent costs

III.1.1 Basic salary

See Point II.1 of Annex V of this Regulation.

III.1.2 Wage for outsourcing

See Point 8 of Annex V of this Regulation

III.1.3 Work performance-based allowance and attendance-based allowance (if any)

1. An employee's work performance-based allowance is based on his/her capability and effectiveness of work or field products, and inclusive of the contribution to the organization's Risk Reserve Fund.

2. Field products

An employee is entitled to benefit from his/her field products that are used by CENDI for library, website and publication in forms of newsletters, books and documentary films, subject to the product valuation under the following categories:

- Applied at the community as initiatives for daily livelihood improvement at family and community levels;
- Applied as findings that are recognized in the community livelihood governance, positively affecting the lobbying;
- Applied to change the perception and behavior in terms of law enforcement of different shareholders in the community (local people, authorities, enterprises, media and education sectors) towards the sustainable livelihood of the community;
- Applied to implement small-scaled development projects at the community, which attract the involvement of different actors;
- Applied to call for funding of financial partners towards a development of: 1) Self-reliance; 2) Small; 3) Slow; 4) Security; 5) Smart; 6) Sustainability; 7) Sustainer.

3. Product valuation

3.1 Information in forms of books, processed tapes, video tapes and photos: The value of the outputs is equivalent to the income that covers the total expenses incurred at the field, depreciation of assets, employee's basic salary, allowance, social insurance, medical insurance, unemployment insurance and personal insurance 24/24. These outputs must be submitted to the CENDI's Administrative Department for supervision of transparency and efficiency of the employee's work.

3.2 Information in forms of short and concise articles posted on LISO websites which include findings, recognition and recommendations regarding the State policies that may affect the 5 interrelated rights of the Livelihood Sovereignty by LISO definition: The value of the outputs is equivalent to the income ranging from VND 200,000 per day per person to VND 1,000,000 per day per person inclusive of the contribution to the organization's Risk Reserve Fund.

3.3 Information in forms of articles that analyze the situation of implementation of the State policies in the project areas, find out the issues that arise beyond the project logframe and propose solutions that are accepted by the community through meetings: The value of the outputs is equivalent to the income ranging from VND 1,000,000 per day per person to VND 3,000,000 per day per person inclusive of the contribution to the organization's Risk Reserve Fund.

3.4 Information in forms of an overview of practical indicators and factors in comparison with the organization's concepts and definitions: The value of the

outputs is equivalent to the income ranging from VND 3,000,000 per day per person to VND 4,000,000 per day per person inclusive of the contribution to the organization's Risk Reserve Fund.

III.1.4 Scholarship

Ethical and capable employees who have long dedicated to CENDI shall be sent for training locally or abroad based on the orientations of the organization development and professional requirements of CENDI.

III.1.5 Reward

- Reward for employees, who have creative ideas that directly contribute to creating prestige and effectiveness for MECOECOTRA as well as to CENDI's strategies for cooperation and development, comes from Reward Fund and Welfare Fund, inclusive of the contribution to the organization's Risk Reserve Fund.
- Other rewards (if any).

III.1.6 Collective welfare

To provide financial support in unexpected difficult situations. The level of the support depends on the financial status of the organization's Risk Reserve Fund, on the case basis, and upon the decision of the Executive Board.

III.1.7 Insurance

- Social insurance as prescribed by Law
- Medical insurance as prescribed by Law
- Unemployment insurance as prescribed by Law
- Personal insurance 24/24.

III.1.8 Public utilities

Bills for electricity, water, postage, television, telephone, fax, gas, security and environment.

III.1.9 Materials and stationary

- Purchase of assets, equipment, materials and stationary.
- Media production (films, photos, video tapes, books, newspapers, newsletters and magazines).

III.2 Non-recurrent costs

- Conferences
- Printing and documents purchase
- Expert fee and allowance for lectures, presenters, researchers, and local and international experts
- Air tickets, rail tickets and bus tickets
- Accommodation
- Travel allowance

- Payment for outsourcing
- Vehicle renting
- House renting
- Land renting
- Equipment renting
- Local and overseas outsourcing

III.3 Costs for invited visitors

- Air tickets, rail tickets, bus tickets and/or other means of transport
- Meals
- Accommodation
- Other related fees

IV Costs for regular repairs of fixed assets, infrastructure maintenance, renovation and repair

- Cars and motorbikes
- Professional equipment
- Housing
- Electricity cables, water supply and drainage system, etc.
- Other fixed assets and facilities

V Costs for purchase and printing

- Purchase of books, documents, printing matters and other work-related items (non- fixed assets);
- Printing and publication contracts
- Royalties based on projects/topics and according to the CENDI's financial situation
- Support and supplement

VI Costs for maintaining internal and external affairs

- Support all types of co-operatives
- Support residents
- Reception of visitors/guests including ethnic minority people
- Working meals with visitors/guests

VII Costs for establishment of Funds

- Local Technological Initiatives Development Fund
- Risk Reserve Fund

ANNEX III

MANAGEMENT OF OUTSOURCING

With regard to activities that require outsourcing of experts, consultants, trainers, technicians or unskilled workers, the spending process goes through the following steps:

Step 1: A person in charge prepares a plan of activities with cost estimates for outsourcing, clearly describing objectives, content of activities, volume of work and duration of implementation.

Step 2: Submit the proposal to the Director or the authorized person for approval

Step 3: Upon the approval, the person in charge concludes a contract for outsourcing and implement the contract

Step 4: Process advance. Paperwork for advances should include documents listed in Step 1, 2, 3 of Annex III.

Step 5: Upon the task accomplishment, the Head of the professional department evaluates, takes over and sends a report to other departments for opinion and comments. The final decision for payment shall be made by the authorized person and informed to the Administrative and Financial Departments.

Step 6: The accountant settles payment in accordance with cost norms stated in Point 8 of Annex V.

ANNEX IV

FINANCIAL CONTRIBUTION OF LOCAL AND FOREIGN VISITORS FOR PURPOSES OF ECOLOGICAL EXPERIENCE, STUDY, INTERNSHIP, RESEARCH AND VOLUNTEERING WORK

I. VISITORS FOR ECOLOGICAL EXPERIENCE AND STUDY

1. Visitors being targeted groups of ethnic minorities coming from the project areas of MECOECOTRA – YIELDS AGREE shall not have to pay fees for training/visiting, but have to cover expenses for lodging, meals, transportation, etc. incurred during their visits to CENDI's field sites for the above mentioned purposes in accordance with the CENDI's financial regulation.

2. Visitors being members of LISO, MECOECOTRA – YIELDS AGREE shall pay:

- Lodging and meals: VND 250,000/person/day for the stay of less than one month; or VND 5,000,000/person/day for the stay of one month and more.

- Instruction fee:

- For a group size less than 10 persons (with one instructor): VND 400,000/instructor/day
- For a group size more than 10 persons (with two instructors): VND 300,000/instructor/day

Benefit sharing and contribution:

+ 25% of the Instruction fee to be benefited by instructor(s)

+ 75% of the Instruction fee to be contributed to the Local Technological Initiatives Development Fund

3. Visitors not being LISO members or MECO-ECOTRA members shall pay:

- Lodging and meals: VND 300,000/person/day for the stay of less than one month; or VND 5,000,000/person/month for the stay of one month or more.

- Instruction fee:

- For a group size less than 10 persons (with one instructor): VND 500,000/instructor/day
- For a group size more than 10 persons (with two instructors): VND 400,000/instructor/day

Benefit sharing and contribution:

+ 25% of the instruction fee to be benefited by instructor(s)

+ 75% of the instruction fee to be contributed to Local Technological Initiatives Development Fund

4. Families visiting and working at eco-farms on self-service basis shall pay:

- Lodging and meals: VND 300,000/person/day.

- *Benefit sharing and contribution:*
 - + 50% of the total amount to be benefited by the farm owner
 - + 50% of the total amount to be contributed to the Local Technological Initiatives Development Fund

5. Students from schools and universities coming for the purposes of visiting, study and sharing knowledge of agro-ecology, natural resources management and community enterprise, shall pay:

- Lodging and meals: VND 300,000/person/day for the stay of less than one month; or VND 5,000,000/month for the stay of one month or more.

- Instruction fee:

- For a group size of less than 10 persons (with one instructor): VND 500,000/instructor/day
- For a group size of more than 10 persons (with two instructors): VND 400,000 /instructor/day

Benefit sharing and contribution:

- + 25% of the instruction fee to be benefited by instructor(s)

- + 75% of the instruction fee to be contributed to the Local Technological Initiatives Development Fund

II. INTERNSHIP AND RESEARCHES FOR MASTER AND PhD DEGREES

1. Interns for agro-ecology practices and nurturing nature shall be responsible for:

- + All types of insurance, transportation and other-trip related expenditures incurred during the internship.

- + Lodging, meals and temporary residence fees: VND 300,000/person/day for the stay of less than one month; or VN 5,000,000/person/month for the stay of one month or more.

For Dutch-citizenship interns under the ICCO farmer network, lodging and food expenditures during the internship shall be supported by CENDI.

2. Researchers of scientific topics for Master and PhD degrees shall be responsible for:

- + All types of insurance, transportation and other-trip related expenditures incurred during the research.

- + Research fee of VND 10,000,000/topic, applicable for Master degree research

- + Research fee of VND 10,000,000/topic, applicable for PhD degree research

- + Responsible for lodging, meals and temporary residence fees of VND 300,000/person/day for the stay of less than one month or VN 5,000,000/person/month for the stay of one month or more.

For Dutch-citizenship researchers under the ICCO farmers network, lodging and meals expenditures during the research will be supported by CENDI.

Benefit sharing and contribution:

- 50% of the instruction fee to be benefited by instructor (s)

- 50% of the instruction fee to be contributed to the Local Technological Initiatives Development Fund

III. VOLUNTEERING WORK

1. Local and overseas volunteers requesting for temporary residence and working at CENDI shall be responsible for all types of insurance, transportation and other-trip related expenditures during the volunteering work.

2. Lodging, meals, and temporary residence fee:
 - + Dutch–citizenship volunteers under the ICCO network will be supported by CENDI during the volunteering work.
 - + Volunteers who have made a significant contribution to CENDI under mutual agreements and strictly follow the rules of Law and the CENDI’s regulation will be supported with lodging and meals according to the CENDI’s financial regulation applicable to each specific field site.
 - + Other volunteers (not listed above) shall pay for lodging, meals and temporary residence fee: VND 300,000/person/day for the stay of less than one month; or VND 5,000,000/person/month for the stay of one month or more.

ANNEX V

COST MANAGEMENT PROCESS AND COST NORMS

I. Cost management process

I.1. With regard to big expenses for training courses, conferences, researches and survey, etc., the following steps should be followed:

Step 1: Make a cost estimate for the approved work plan, including:

- Type of work/ activities or type of cost
- Scope of and location of activities implementation
- Scale of activities or type of cost
- Schedule of implementation
- Brief description of the content of activities
- Number of participants
- Name of the decision-maker
- Detailed cost estimate
- Person in charge and number of participants

Step 2: Request for advance

The advance request paper shall be completed and attached with the cost estimates and approved work plan.

Step 3: Process advance

- An approved work plan is required for advancing
- The accountant or the Financial Manager, upon receipt of the approved plan, the cost estimates and advance request paper, shall consider, check and submit to the Director or the authorized person for approval of the advance.

Step 4: Implementation of the work plan

The person in charge is responsible for implementing the plan. In case of any additional cost incurred during the implementation, a request for additional advance shall be requested following the Step 2.

Step 5: Payment

5.1. Procedure for payment:

- An approved professional report
- A Request for payment attached with reasonable and eligible vouchers
- Submission of the payment documents to the Financial Manager and Director (or the authorized person) by the accountant for approval

5.2. With regard to large-scale and important work/activities, after the completion, the person in charge is responsible for arranging a take-over meeting in group. The participants of the take-over meeting are field staff, partners and local residents.

Basis for payment:

- The volume and quality of work (activities), list of vouchers for payment request, and minutes of take-over (if any)
- An approved budget
- A Report on accomplished work
- The Financial Manager submits all the reports that have been acknowledged by the Head of the department to the Director or the authorized person for approval and payment.

I.2. Implementation of procurement, construction and consultancy contracts

Based on the volume of work (activities) and the contract amount, the Director will consult the Institute Committee for approval. Accordingly, the Chairperson of the Institute Committee will select one of the following modes:

- International bidding
- National bidding
- Competitive bidding
- Bidder appointment

II. Cost norms

The following cost norms are applicable for funding projects and contracts in which no commitments in cost norms are made between donors and CENDI.

1. Employee's total income

- An employee's total income includes:
 1. Basic salary (a basis for the contribution of insurance, including social insurance, medical insurance and unemployment insurance)
 2. Work performance-based allowance (if any)
 3. Attendance-based allowance (if any)

Based on the qualification, capability, experience and work performance, the employee shall benefit additional income from the work performance-based allowance and attendance-based allowance as stipulated in Point III.1.3 of Annex II.

- Basic salary (applicable for full-time employees only)
 - Basic salary is calculated according to salary levels stipulated by the State, which are correspondent to the qualification, experience and time of employment service of the employee
 - Salary levels consist of 10 levels, in which Level 1 is equal to VND 4,000,000, and each of the following level is 10% higher than the previous one.

2. Criteria for assessment of the employee's capability

2.1 The Director

Competency in thinking

- Be able to set out orientations for the organization's development
- Be able to provide professional training (in both Vietnamese and English) to the key staff (Vice Directors, Chief Administrative Officer and Heads of departments) in accordance with the CENDI's orientations.
- Be able to provide training to Vice Directors to build up cooperation programs with donors and to manage, implement and evaluate action plans.

Skills

- Fluent in English
- Good computer skills and typing skills

Competency in cooperation and development

- Good communication and negotiation skills
- Good skills in policies analysis

Ethics

- Not cause any damage to the image, reputation and philosophy of the organization
- Be a good example in behaviors and professional ethics
- No staff bullying

2.2. The Vice Director

Competency in thinking

- Be able to understand the orientations of the Director and demonstrate them during the course of operation of the organization's activities
- Be able to analyze and provide critique to inadequacies of the orientations to the Director for solutions, and be responsible for the implementation of activities
- Be able to set up, manage and coordinate objectives, strategies and priority tasks within 3 years.
- Implement activities based on the actual regional situation, effectively resolve conflicts arising during the 3-year implementation.

Skills

- Fluent in English
- Good computer skills and typing skills

Competency in cooperation and development

- Be able to expand partnership. Share the same thinking with other Vice Director(s) to follow and expand activities in line with CENDI's philosophy

Ethics

- Same as the Director

2.3. The Chief Administrative Officer

Capabilities

- Promptly and flexibly coordinate the communication between the Director and other staff in order to effectively implement and coordinate the role in management and development of the organization.

Skills

- Fluent in English
- Good computer skills
- Demonstrate good skills in negotiations with partners
- Promptly update and provide critique to the State regulations and legal procedures in management.

Competency in cooperation and development

- Understand the organization's philosophy to appropriately demonstrate in seeking for and negotiating with partners within the scope of work.

Ethics

- Honest, eager to learn and maintain good internal relations.

2.4. The Program Coordinator

Capabilities

- Understand the philosophy and orientations of the organization
- Have a good qualification to carry out case studies
- Coordinate the development progress at the community for prompt and appropriate solutions
- Coordinate and connect with young ethnic minority people in order to give them opportunities to become researchers.
- Directly connect with ethnic minority youths for making presentations at the communities and grassroots educational units as well as in contact with the media.

Skills

- Fluent in English and good computer skills.

Competency in cooperation and development

- Understand the philosophy and orientations of the organization to enrich the relationship with communities and resolve problems at the communities within the scope of work.

Ethics

- Honest, eager to learn and honestly reflect on-going situation at the communities.

2.5. The Regional Manager

Capabilities

- Understand the philosophy and orientations of the organization.
- Have a good qualification to coordinate activities in line with the orientations of the organization at the assigned field site.
- Collaborate with program coordinators to promptly update the situation and propose solutions to the CENDI's Executive Board in order to minimize negative impacts to CENDI and communities as well.

Skills

- Fluent in English and good computer skills.

Competency in cooperation and development

- Establish a good relationship with local communities, authorities and partners to facilitate the CENDI's activities.

Ethics

- Respect and be honest with communities, maintain the solidarity between the staff.

2.6. The Financial Manager

Capabilities

- Understand the philosophy and orientations of the organization in order to set up a financial system in line with the organization's philosophy.
- Understand, control and regulate the work of the accountants. Create a standard system of forms/templates for payment, contracts, benefit sharing. Create a healthy and transparent competitive environment.
- Understand professional work/activities of other departments and networks in order to write reports to analyze the effectiveness of the financial spending and propose recommendations and solutions for further activities of the Institute.

Skills

- Fluent in English and good computer skills.

Competency in cooperation and development

- Skills in sharing and connecting with regional accountants

Ethics

- Honest, transparent and modest.

2.7. The Chief Accountant

Capabilities

- In addition to the professional qualification, the chief account should understand the philosophy and orientations of the organization in order to undertake the accounting work in line with the organization's orientations.
- Honestly provide information of the organization's financial status to the Financial Manager. Promptly find out and make proposal toward dishonest acts within the organization.

- Work with the Financial Manager to introduce forms/templates for payment and settlement which are transparent, easy to use both for CENDI and the MECOECOTRA – YIELDS AGREE network.

Skills

- Fluent in English
- Good communication, computer and typing skills.

Competency in cooperation

- Share and connect with regional accountants.

Ethics

- Honest, clear and transparent.

2.8. The Regional Account, Cashier, Regional Field Office Manager, Clerical Staff

Capabilities

- Understand the philosophy and orientations of the organization. Be able to organize work and collaborate with other departments and regional field offices.

Skills

- Be able to communicate in English
- Good computer skills

Ethics

- Honest, transparent.

2.9. The Car team leader

Capabilities

- Understand the philosophy and orientations of the organization. Be able to manage and operate cars. Be able to monitor and supervise cars for maintenance and repair.

Skills

- Be able to communicate in English
- Good computer skills

Ethics

- Honest, calm and modest. Be able to build a good image through attitudes and behaviors to the Director and visitors, and a good example for other drivers.

2.10. Other staff

Capabilities

- Be able to understand the philosophy and orientation of the organization.

Skills

- Be able to communicate in English
- Good computer skills

Ethics

- Honest, calm and modest

3. Regulation for cash transactions

- Transactions of the value of over VND 20,000,000 must be processed via bank transfer.

4. Travel allowances for meals and lodging

4.1 Meals in Vietnam

- On- road meals: VND 200,000/person/day
- Meals at HEPA: VND 150,000/person/day
- Meals for participation in training courses, conferences, workshops, seminars, surveys and researches: from VND 80,000 – 400,000/person/day.

4.2 Lodging in Vietnam

VND 450,000/room for 2 persons for travelling in group

VND 350,000/single room for travelling alone

Lodging for the Director and experts: to be paid per actual amount

The number of travel days shall be calculated based on the travel paper and the approved plan.

In Laos

- On-road travel meals: Kip 100,000/person/day.
- Meals at field sites: Kip 100,000/person/day.
- Cooking meals at field offices: To be paid based on cost norms applicable for field offices
- Lodging: To be paid according to the reality

Overseas business trips: the cost norms for each region are based on the State's regulation. For special business trips, an approval shall be made by the Director.

5. Travel allowance

- In case of using public means of transportation, cost norms shall be based on the State's regulations. Employees are engaged to use the public transportation to save cost for the organization.
- In case of no public transportation available at the field sites or local areas, the allowance for taking motorbikes or taxi motorbike (or *xe om*) shall be as follows:
 - Taxi motorbike: VND 10,000/km
 - Personal motorbike: VND 5,000/km
 - CENDI's own motorbike: based on the task assignment
- Travel allowance at the field sites and in the local areas where public transportation is not available shall be paid based on the use of taxi motorbike in case of travelling alone without carrying a heavy load of documents, tools and equipment necessary for the trips. Travel by taxi shall be paid according to the task assignment.

- Travel allowance for overseas business trips shall be based on the actual amount.

6. Travel allowance for overseas business trips

- The CENDI's Director, when travelling abroad for the purposes of cooperation development and expansion of the strategic partnership, besides receiving the travel allowance covering lodging and meals in the local country, shall benefit an additional per diem of USD 200.00/day. In special cases, a higher per diem can be applicable depending on the financial status of the Institute and the nature of the business on the basis of open sharing and common consensus among the Executive Board's members. A clear and transparent explanation of the trip-related expenses is required after finishing each trip.
- CENDI's Directors, when traveling abroad not for the strategic purposes mentioned above, but for study tours, conferences and scientific workshops, shall only be covered the same expenditure applicable for other staff.

7. Allowance for learners and probationers recruited by CENDI

- Allowance for learners shall not exceed VND 1,000,000/person/month. In special cases, the allowance is subject to the Director's decision.
- Allowance for probationers shall be in accordance with the State regulations. In special cases, the allowance is subject to the Director's decision.

8. Wages for outsourcing

Experts are classified in accordance with Article 13 of this Regulation. Expert's wages are subject to contracts signed between CENDI and the experts as follows:

- Type I: VND 2,000,000 – 5,000,000/person/day (experts in goal orientations and strategies)
- Type II: VND 1,500,000 – 2,000,000/person/day (independent evaluators)
- Type III: VND 1,200,000 – 1,500,000/person/day (experts in scientific research topics and academic writing skills)
- Type IV: VND 500,000 – 1,200,000/person/day (experts in finance, capacity building and analytical report writing about challenges, solutions and effectiveness of programs)
- Type V: VND 100,000 – 500,000/person/day (collaborators and unskilled workers)

9. Insurance

9.1. The contribution of social insurance, medical insurance and unemployment insurance is applicable in accordance with the State's regulation.

9.2. Short-terms employees can be able to self-contribute their insurance upon the agreement between the employer and the employee. In this case, the insurance contribution of the employee shall be paid directly to the employee by the employer in forms of monthly wage for his/her self-contribution.

9.3 Employees that permanently leave their jobs or move to other jobs shall be allowed to pay their insurance through CENDI during the moving period not exceeding 3 months. Employees that temporarily leave their jobs are allowed to pay their insurance through CENDI until they come back to work, on the condition that they have to pay their insurance in advance before the temporary leaving. The prepayment should be made every 6 months or one year. If the employees do not prepay their insurance in time, CENDI reserves the right to stop paying the insurance on their behalf and will return their insurance books for their payment.

9.4. Employees are entitled to benefit personal insurance 24/24.

10. Employee's leave

10.1. Leave with pay (basic salary)

- Lunar New Year holidays -TET, national holidays and weekend in accordance with the State's regulations.
- Annual leave in accordance with the State's regulations.
- Personal leave:
 - Marriage: 5 days
 - Marriage of his/her children: 3 days
 - Death of his/her relatives (parents, parents in law, spouse, children): 5 days
- An employee, who is selected by CENDI to attend the local training in Vietnam for 3 months onwards, shall be paid the basic salary, scholarship and insurance by CENDI in accordance with the State's regulation.
- A full time employee, who takes leave for sickness and accident with legal medical records, shall be paid the basic salary up to 3 months. Beyond this time, the basic salary shall not be paid, but the employee's insurance contribution time shall be further counted for up to 6 months. Beyond this time, CENDI reserves the right to unilaterally terminate the contract with the employee.
- A full-time female employee is entitled to take her maternity leave up to 6 months before and after giving birth as stipulated by Law. A full-time male employee is entitled to take days off upon his wife's giving birth according to the State's regulation.

10.2. Leave without pay

Employees, who are selected by CENDI to attend overseas training courses with scholarship, or who receive the scholarship from other sources guaranteed by CENDI) shall not be paid the basic salary. However, their social insurance contribution time shall be counted. The duration of leave without pay shall be from 1 month to up to 2 years.

10.3 Other leave

Other leave accepted by CENDI without any pay (including the basic salary and other allowances) must not exceed 3 months.

An employee, who takes leave 3 times a year without reasons, shall be subject to the unilateral termination of contract by CENDI at no compensation. The employee must be responsible for paying all debts to CENDI and according to Law.

11. Compensation

- Employees, whose scholarships are offered by CENDI for further education/training in Vietnam or overseas from 3 months to 6 months, should make commitments to continuing working for CENDI at least 2 years from the end date of the training course.
- Employees, whose scholarships are offered by CENDI for further education/training in Vietnam and overseas from 6 months to 18 months, should make commitments to continuing working for CENDI at least 5 years from the end date of the training course.
- Employee, whose scholarships are offered by CENDI for further education/training in Vietnam and overseas, should make commitments to continuing working for CENDI for at least 10 years from the end date of the training course.
- Employees, whose scholarships are offered by CENDI, fail to continue working for CENDI according to the CENDI's regulation, must compensate all training-related costs to CENDI. Levels of compensation shall be decided by CENDI on the case basis depending on their contribution to CENDI.

ANNEX VI

FINANCIAL MANAGEMENT FOR MECOECOTRA - YIELDS AGREE

With regard to MECOECOTRA – YIELDS AGREE related activities, the financial management process will be as follows:

Step 1: Every 6 months or one year, CENDI will inform each group of MECOECOTRA – YIELDS AGREE network of its needs and abilities of cooperation, including:

- Programs and scope of co-operation
- Expected contents, scale and scope of co-operation programs
- Expected financial capacity for cooperation programs

Step 2: Every 6 months or one year, the MECOECOTRA – YIELDS AGREE's groups, based on their activities and village's needs, shall inform CENDI of their co-operation needs and abilities, and make proposals for cooperation programs as the table shown bellows:

Name of Group.....

Proposal for cooperation programs

No	Activities	Time of implementation	Location	Number of participants	Expected outcome	Financial support		
						Total		
							Self-financed	Support from CENDI
1								
2								
3								
TOTAL								

Date.....Month.....Year 201...

On behalf of the Group
(name, signature)

Step 3: Based on the co-operation programs proposed by the group, CENDI will assign its staff to work with the group on each specific program or activity.

Step 4: The assigned staff will work with the group on detailed plans of the programs and request the group to select its representatives from MECOECOTRA - YIELDS AGREE who will, on behalf of the group, organize the implementation of activities to meet the set progress of the co-operation programs.

Step 5: The representative of each MECOECOTRA – YIELDS AGREE group collaborates with the assigned staff to make an estimated budget for each of the activities for each period of time in line with the scheduled progress (see content of the estimates in Point I.1 of Annex V). The assigned staff is responsible for submitting the estimated costs to the CENDI’s Director or the authorized person for approval.

Step 6: The assigned staff will be responsible for requesting advance and collaborate with the group’s representative to implement the co-operation program as planned.

Step 7: Upon the completion of work (or activity), the assigned staff will collect all bills and vouchers to make a list of expenses and submit to the CENDI’s Financial Department for settlement and advance return.

ANNEX VII

FINANCIAL SUPPORT FOR MECOECOTRA – YIELDS AGREE NETWORK

Article 1: General provisions

- This Annex is an integral part of the CENDI's Regulation on Financial Management, which is not contrary to the provisions of this Regulation.
- During the implementation, any issues arising beyond those stated in this Annex shall be considered by the competent person of CENDI.

Article 2: Thematic networks of the MECO ECOTRA – YIELDS AGREE

- Network of customary laws in natural resources management
- Network of agro-ecology and farmer field school
- Network of human ecological village
- Network of herbal medicine
- Network of traditional handicraft textile

Article 3: Coordinators

Community coordinators

Community coordinators represent the MECOECOTRA - YIELDS AGREE, and are responsible for coordinating activities at communal and village levels.

Regional coordinators

Regional coordinators represent the MECOECOTRA – YIELDS AGREE, and are responsible for coordinating activities at district and inter-district levels.

Inter-regional coordinators

Inter-regional coordinators represent the MECOECOTRA – YIELDS AGREE, and are responsible for coordinating activities at provincial and national levels.

Article 4: Principles of financial support

- Coordinators will be financially supported on the basis of implementation of the approved activities for 6 months or one year with concrete outputs in forms of reports, stories, travel diaries, which are acknowledged by the network and can be applicable to training curriculums of the farmer field schools and be shared on the websites and special topics of the MECO ECOTRA - YIELDS AGREE.
- In specific cases, the coordinators would be covered for 24/24 personal insurance upon the approval of the CENDI Director.
- Other network members will be supported with the allowance for travel, food and accommodation when engaging in the network's approved activities.

- Coordinators engaging in the network activities shall contribute 10% of their total supported expenses to the Local Technological Initiatives Development Fund.

Article 5: Financial payment process

Step 1: Make an action plan on the basis of the approved objectives and activities and expected outcomes which are acknowledged by the coordinator in charge.

Step 2: Make an estimated financial budget for approval.

Step 3: Process financial advance

Step 4: Implement activities and collect reasonable and eligible vouchers.

Step 5: Write reports attached with annexes

Step 6: Financial finalization

Article 6: Levels of support for coordinators of the MECOECOTRA – YIELDS AGREE

Coordinators	Level of support (VND)
Communal and community coordinators	VND 100,000/day/person
Inter-regional coordinators at communal level	VND 200,000/day/person
Inter-regional coordinators at district level	VND 300,000/day/person
M & E Committee of the MECO ECOTRA - YIELDS AGREE	VND 400,000/day/person

ANNEX VIII

MANAGEMENT OF REVENUES FROM SERVICES AND ADVISORY CONTRACTS WITH DOMESTIC AND INTERNATIONAL PARTNERS

Revenues gained from external services and advisory contracts will contribute to the CENDI's Risk Reserve Fund to support the development activities of CENDI and the MECOECOTRA – YIELDS AGREE.

ANNEX IX

CAR MANAGEMENT AND FUEL CONTROL

1. Cost for fuel consumption

- 7-seat Land Cruiser and Nissan: 15-16 liters/100km (gasoline/oil powered)
- 30-seat Coaster: 20-21 liters/100km (oil-powered)
- 5-seat car: 12 liters/100km (gasoline powered)

2. Maintenance and repair

- The car maintenance and repair shall be conducted at TOYOTA shops and in accordance with the regulation of the car team.

3. Fuel consumption management

- The fuel consumption is calculated based on the “full tank” principle.

Field trips to provinces

- Drivers departing Hanoi for provinces in the following morning shall be responsible for filling up the tank by the afternoon of the day before, and recording the start number shown on the KM clock. Likewise, when the car gets back to Hanoi from the field trip, the drivers shall be responsible for checking the fuel volume, recording the end number on the clock and filling up the tank.
- Bills for fuel consumed during the trip and the bill for full tank on the arrival date in Hanoi reflect the fuel volume consumed for the trip which must match with the number of KM recorded in the car diary signed by an accompanied person for acknowledgement.

Business trips in Hanoi

- After a long field trip, if the driver also uses the car for running business within Hanoi, a car itinerary should be clearly and accurately made so that the Administrative and Financial departments would be able to monitor.
- For preparation of the next trip, the bill for full tank on the day before that trip reflects the fuel volume consumed for travel days in Hanoi.
- Cars located in one field region shall be managed, monitored and financially settled by the field accountant of that region, which follows the similar process. In case the field trips take longer than scheduled, an additional advance shall be flexibly applied in regions, and the regional accountant shall be responsible for notifying the accountant of the region where the car is under the management.

4. Payment vouchers

- Cost estimates for advance to be made prior to the field trips.
- Car travel itinerary with acknowledgement of an accompanied person or a person at destination.
- Travel papers filled up with detailed information, signed and stamped

- Request for payment attached with bills/vouchers and acknowledgment of the accompanied person.
- It is not allowed to pay for car services that are conducted not by TOYOTA authorized shops, except it is approved by the Director.

ANNEX X

MANAGEMENT AND USE OF THE LOCAL TECHNOLOGICAL INITIATIVES DEVELOPMENT FUND

I. Purposes

- Promote local technological initiatives developed by key farmers of the MECOECOTRA (1995-2005-2015) and young eco-farmers of YIELDS AGREE (2015 – 2025);
- Maximize the application of local technological initiatives to agro-forestry production towards the sustainable ecological livelihood at community and household levels in the countries of the Mekong region.

II. Sources of revenue

- Scientific and technological contracts on research, application and implementation of scientific and technological activities and services with domestic and international partners;
- Agro-ecological models at FFSs and communities of MECOECOTRA – YIELDS AGREE;
- Tour fees and voluntary contribution made by organizations and individuals who engage in study tours at CENDI's models for sharing experience;
- Voluntary contribution made by domestic and international organizations and individuals.

III. Expenses

- To support initiatives of young eco-farmers to engage in application of agro-ecology in the communities in forms of contracts;
- To support and encourage community organizations to engage in experimental application of appropriate technological initiatives based on local knowledge of the various communities of MECOECOTRA- YIELDS AGREE since 1995;

IV. Fund management

- The Director of CENDI shall be the Fund holder;
- The accountant and cashier shall be responsible for bookkeeping to openly and transparently monitor monthly accounting transactions and balance in accordance with this regulation and the CENDI's financial regulation;
- The accountant and cashier shall report periodically and openly to the Institute Committee and Executive Board on revenues and expenses in accordance with the financial regulation of CENDI;
- The total balance of the former Fund for Scientific and Technological Development shall be transferred to the Local Technological Initiatives Development Fund.

- Local technological initiatives shall be approved by the CENDI's Scientific Council. The Institute Committee shall decide the financial support to the Fund.
- It is not allowed to use the Fund for any other purposes rather than those stated in Point III of this Regulation.
- It is not allowed to use the Fund for loans in any form.

V. Applicable subjects

Young eco-farmers, who pursue local technological solutions at household and community levels, and at the FFSs, are the Fund's receivers. The initiatives must meet the contents and assessment criteria described in Point VI & VII of this Regulation.

VI. Aspects of local technological initiatives

The Local Technological Initiatives Development Fund is eligible to consider and approve the initiatives in the following aspects:

- Agro-ecological system planning in co-governance and sustainable use of natural resources in vulnerable upland ecological areas (water, land, forest)
- Energy saving and use of renewable energy
- Development of products from agro-ecological models for ecological trading and niche market networking in upland communities and inter-communities
- Facilitation of inter-system and inter-institution development strategies towards a sustainable and safe ecology.

VII. Assessment criteria

The local technological initiatives, which are subject to the approval, should be of the aspects specified in Point VI, and at the same time, meet the following criteria:

- To be in accordance with the field of operation, objectives and philosophy of CENDI (see CENDI's Regulation on organization and operation);
- To meet the practical needs of the communities living in the vulnerable upland ecosystems;
- To be of creativeness, breakthrough and effectiveness towards an ethical and safe eco-cultural livelihood;
- To be easy to be scaled up, expanded and applied in the upland eco-cultural communities that are vulnerable under the pressure of the market economy and globalization;
- To not infringe intellectual property rights.

VIII. Application for a fund award

An application shall be made in 2 sets, each set includes:

- Application form
- Project summary and full representation of the initiative
- List of references and level of use, particularly for open source software.
- Assessment of the Scientific Council
- List of co-authors
- Other supporting documents (if any)

IX. Level of support

A grant ranging from VND 5,000,000 to VND 100,000,000 shall be awarded to the initiatives based on the assessment of the Scientific Council, the decision of the Executive Board and according to the CENDI's Regulation on Financial Management.

X. Receipt, selection and approval of initiatives

- The Secretariat of the local scientific initiatives development Fund shall be responsible for guiding, receiving and sorting out the projects in accordance with the Point VIII for submitting to the Scientific Council for approval.
- The Fund's Secretariat shall also be the Secretariat of the MECOECOTRA – YIELDS AGREE.
- The Scientific Council shall assess the initiatives and advise the Secretariat to consider an award according to the criteria specified in Point VII for the initiatives valued at VND 10,000,000 and less.
- On the basis of the Scientific Council' assessment, the Secretariat shall consider and submit its proposal for the award to the Executive Board within 30 days from the receipt of the application.
- As for the initiatives valued from VND 11,000,000 to VND 100,000.000, a final approval shall be made by the Institute Committee.

XI. Intellectual property rights

- The selected, approved and awarded scientific and technological initiatives shall be of the intellectual property rights of both initiative's author(s) and CENDI as the co-owners.
- The Fund's Secretariat and Scientific Council shall be responsible to secure interests of the initiatives.
- To protect the intellectual property rights, the initiative's author(s) and CENDI are eligible, at the same time, to file for award application, to apply for patent, utility solution or certificate for copyright.
- During the application for the award, if any solution/initiative is found to be subject to the protection of industrial property rights, the Fund's Secretariat shall notify and assist the initiative's author(s) in completing procedure for intellectual property rights registration

ANNEX XI

MANAGEMENT OF THE RISK RESERVE FUND

I Purposes

This Annex aims to provide provisions on establishment, management and use of the Risk Reserve Fund in order to support and strengthen self-reliance in terms of financial strategies during the organization's development.

II Fund establishment

Sources of revenue for the establishment of the Risk Reserve Fund:

- 1.5% of the total monthly income of full-time employees
- 1% of the total daily income of seasonal contracted persons
- 0.7% of the total daily income of daily-based contracted persons
- A voluntary contribution by domestic and international organizations and individuals.

III Expenses

- To cover risks which critically affect the survival and development of the organization or losses occurring during the implementation of co-operation contracts. These risks shall be considered and assessed independently, objectively and transparently so as to be filed for handling risks by using the Risk Reserve Fund.
- On the basis of the proposal, the Institute Committee shall consider and assess the level of the risks, and approve the appropriate spending taken from the Risk Reserve Fund.

IV Fund management

- The Director (or the authorized person) and the Financial Manager shall be responsible for making records of spending, implementing, managing, supervising, assessing and reporting the expenses approved by the Institute Committee openly and transparently in accordance with the CENDI's Regulation on Financial Management and Law.
- The accountant is responsible for calculating, spending and book keeping for monitoring the revenues and expenses of the Risk Reserve Fund openly and transparently in accordance with the CENDI's Regulation on Financial Management.
- Periodically, the Financial Manager shall inform the Institute Committee, the Executive Board and the Fund's contributors of the revenues and expenses originated from the Risk Reserve Fund.

ANNEX XII

PROCUREMENT, MANAGEMENT AND USE OF ASSETS

1. General provisions

- Materials, equipment, tools, facilities, real estates, documents, information, files, etc. are considered to be assets for the implementation of projects and programs, and for the development of the organization.
- The value of objects classified as fixed assets shall be based on the levels stipulated by rules of Law and Accounting Law. Below the set levels, objects are generally called assets (including tools, equipment).
- Assets must be labeled and attached with basic information which follows the same format.
- The manager of the assets must use them for the purposes that match with the assets' functions and in accordance with the approved objectives, contents and action plans of the activities, while strictly follow the CENDI's Regulation for Financial Management and other regulations.
- The office manager and the regional managers are responsible for their assets allocation within their regions.

2. Procurement

- The procurement of the assets should be based on the actual needs of the organization and of field activities implemented at communities for the most effective use. Before processing the procurement, the assets must be selected, surveyed on the market to ensure their quality and appropriateness.
- The assets valued more than VND 10,000,000 (Vietnamese Dong ten million) shall have 3 quotations provided by 3 different suppliers to ensure the competitiveness in quality and price of the goods on the market. The purchased assets must fully have vouchers/bills issued by the suppliers.
- The office manager, the accountant and the assets manager shall be responsible for setting up a system to monitor the assets and to promptly and accurately update the newly purchased assets with related necessary information, such as: date of purchase, name of asset, brand name, model no., series number, year of production, price, source of fund, address, who manage/maintain/repair, etc., in order to manage the assets, costs and effectiveness of use. Such information will serve as a basis to review and propose further procurement for next years.

3. Management and use of the assets

- The collective assets are allocated to the individuals for the purpose of doing work. Therefore, the allocation of assets to users, or changes of users must be reflected in written hand-over minutes with the acknowledgement of the assets manager, office manager or regional manager.
- The person that is assigned the asset(s) is responsible for reasonably using the assets as required, and for the assets that are under his/her management and use upon the hand-over minutes. During the utilization of the assets, if loss or damages occur, causing consequences to persons or assets of the organization, a written record must be made in order to identify reasons, consequences and affects. The record must have the acknowledgement of the Administrative Department, the witnesses, policemen, local authority or any relevant organization (if possible) for further handling according to the CENDI's regulations and the rules of Law.
- All the consequences and damages caused to the assets by an individual due to his/her carelessness, lack of responsibility or intentional acts, depending on the level of the damages and effects stated in the record, must be compensated by that individual for 100% of the assets' value at that moment, or the asset user shall be responsible for fully or partially paying the repair cost.
- The asset user shall be responsible for management, use, protection, maintenance, replacement of parts based on the approved plan and in accordance with the CENDI's regulations. Damages or troubles of the assets must be reported immediately to the assets manager for checking, advices or submittal to the competent person for repair. If the repair amount is bigger than the remaining value of the asset, it will be considered for liquidation or a new procurement within the budget. If the asset user no longer needs to use the asset, he/she shall be responsible for returning the asset to the office manager/regional manager.
- The office manager/regional manager shall be responsible for informing the assets manager of the transfer of assets for further monitoring and updating the changes. All assets-related activities, such as new procurement, returning, hand-over, liquidation, repair, scrapping... must be recorded and acknowledged by the asset user, the assets manager, the office manager/regional manager, and reflected in the assets monitoring system managed by the assets manager.
 - Assets being vehicles, such as motorbikes, cars: shall be used for work only and given to those who have the driving license and respect Law. In case of damages or accidents, in addition to the record made at scene (if any), the driver shall explain the situation clearly. Depending on the level of the damages and nature of work, the driver's responsibility shall be considered for handling appropriately.

- Use of motorbikes used at field sites: The regional manager shall be responsible for making a diary for monitoring the car use, in which information such as working schedule, itinerary, content of work and outputs must be fully and clearly described and acknowledged by the accompanied people or the Head of the department. The person, who is assigned to manage and use the motorbike, should maintain, protect, clean it and make a plan for periodical maintenance, repair or overhaul of the motorbike, or even for unscheduled repair to ensure the safety of the vehicles.
- Cars: The driver should undertake the car management to make sure the cars are always kept in a good condition and clean. He also needs to take the initiative to make a proposal to the Director and the car team leader for the car overhaul, repair, replacement, etc. to ensure the safety of the car and in accordance with Law.
- Periodically, at the end of the year, the assets manager in collaboration with the accountant conducts the inventory, monitoring and assessment of the overall assets available at CENDI. The monitoring and inventory can also be conducted suddenly at the request of the Director. At the end the process, the assets manager shall be responsible for making a record to clearly describe the status, reasons and solutions. Then a written report shall be made with a proposal for a plan of maintenance to be submitted to the competent person and the office manager.

ANNEX XIII

GOVERNANCE OF BANK ACCOUNTS, PROJECTS AND CO-OPERATION PROGRAMS WITH DONORS AND PARTNERS, AND INTERNAL FINANCIAL MONITORING

I. Governance of bank accounts and committed projects

1. The Executive Board and the Financial Manager (or the Vice Director in charge of finance) of CENDI shall reach a consensus before taking any adjustment of the budget between items of the committed project to ensure the effectiveness of the project activities at the community level based on the following principles:
 - i) The Financial Manager shall be responsible for negotiation with partners in writing 90 days in advance
 - ii) The Financial Manager and the Director (or the Vice Director) are the signatories of documents in external communication.
2. The Financial Manager are responsible, in every 2 months, for reporting to the Executive Board, and at the same time, to the Institute Committee (in forms of a written notification) with regards to: 1) financial balance, project activities, human resource and time of a project and between projects, and 2) balance between the planned budget and the actual expenses of a project and between projects.
3. The Director shall approve the CENDI activities through its every 6-month action plan.
4. Cash at the bank account shall only be withdrawn upon the approval of action plans or financial plans by the Head of the Central Field Office of CENDI. The withdrawn cash shall be deposited into the CENDI Fund and managed as follows:
 - The accountant shall update the data on the accounting software
 - The cashier shall update the data via bookkeeping
5. The Institute Committee shall consider the use of the fund contributed by the members and the local initiatives development Fund in case of incidents, which critically affect CENDI's organizational development strategies. The Chairperson of the Institute Committee shall be responsible for making a decision on the use of the above funds upon the acceptance of all Institute Committee's members.
6. The Institute Committee shall be responsible for approving the level of spending for risks, emergency, natural calamities, charitable activities and/or potential expenditures that are essential for the CENDI's development strategies.

II. Regulation on co-operation with CENDI's financial partners

1. Full-time employees are entitled to take the initiative in negotiating with financial partners that share the same philosophy and action with CENDI via development projects.

2. Before officially signing co-operation agreements, the employee must inform the Institute Committee, the Executive Board and the Financial Manager for further approval in writing according to the CENDI's Regulations on organization and operation and the co-operation regulation.
3. The signed contracts shall be coordinated by the Executive Board and the Financial Manager in line with the CENDI's Regulation on Organization and Operation and other regulations, as well as of the regulation of the Southeast Asian Research Association of Vietnam and rules of Law.

III. Internal financial checks

1. Regular checks

The regular checks shall be executed on a quarterly basis for:

- Cash in safe and at bank
- Assets and materials
- Cost norms and procedures of expenses control
- Vouchers' legitimacy and eligibility

Check reports shall include:

- Check results
- Recommendation for adjustment of procedures, professional skills, staff's behaviors, management and handling of violations
- Recommendation for adjustment of cost norms, financial plans for revenues and expenses, and solutions for exploitation and development of financial resources

2. Unscheduled checks

- The unscheduled checks are executed based on the practical requirements of management, feedbacks from communities, or when unusual things are detected.
- The Director or the Institute Committee shall decide the contents of checks, the check person or check team, as well as objects, scope and level of the checks.