The Global Crop Diversity Trust

Staff Regulations

Personnel Policies and Procedures Manual (PPPM)

1 January 2015
6.6 Social Security ................................................................. 29

6.7 Miscellaneous Costs ...................................................... 30

7. BENEFITS FOR PROFESSIONAL REGULAR STAFF MEMBERS .......... 31

7.1 Introduction ................................................................. 31

7.2 Relocation Costs .......................................................... 31

7.3 Relocation Allowance .................................................... 31

7.4 Temporary Living Expenses ............................................ 32

7.5 Shipping and Storage ..................................................... 32

7.6 Home Leave and Family Visit Travel ................................ 34

7.7 Education Allowance and Travel ..................................... 34

7.8 Emergency Travel and Transportation .............................. 35

8. LEAVE .............................................................................. 36

8.1 Annual Leave ................................................................. 36

8.2 Medical Leave ............................................................... 36

8.3 Maternity Leave ............................................................. 38

8.4 Paternity Leave ............................................................... 39

8.5 Adoption Leave ............................................................. 40

8.6 Special Leave ............................................................... 40

8.7 Compassionate Leave ..................................................... 40

9. PERFORMANCE ASSESSMENT AND STAFF DEVELOPMENT ............. 41

9.1 Performance Assessment .................................................. 41

9.2 Staff Development .......................................................... 41

10. SEPARATION ................................................................. 43

10.1 Completion of Appointment ............................................ 43
13. CONSULTANTS, ADVISORS/EXPERTS AND COMPLEMENTARY STAFF...54

13.1 General..................................................................................................................54

13.2 Consultants ...........................................................................................................54

13.3 Advisors/Experts ....................................................................................................54

13.4 Complementary Staff.............................................................................................55

14. COMMUNICATION BY EMPLOYEES OF CONCERNS ABOUT CROP TRUST COMPLIANCE (“WHISTLE-BLOWER” POLICY)........................................60

14.1 Purpose..................................................................................................................60

14.2 Definition..............................................................................................................60

14.3 Applicability..........................................................................................................60

14.4 What and When to Report ...................................................................................60

14.5 Reporting Channels...............................................................................................61

14.6 Feedback to the Whistle-blower .........................................................................62

14.7 Protection Against Retaliation.............................................................................62

14.8 Actions not Protected under the Policy...............................................................62

14.9 Implementation of this Policy.............................................................................63

ANNEX A - CLASSIFICATION SYSTEM AND SALARY SCALES ..................64

ANNEX B - RECRUITMENT AND SELECTION GUIDELINES .......................68

ANNEX C - GUIDELINES ON THE SUPERVISION OF ASSOCIATE EXPERTS....92

ANNEX D - PERFORMANCE ASSESSMENT GUIDELINES...............................95

ANNEX E - PERFORMANCE MANAGEMENT – DISAGREEMENT PROCESS.....96

ANNEX F - PERFORMANCE MANAGEMENT – CHANGE OF SUPERVISOR OR POSITION..........................................................98

ANNEX G - FREQUENTLY USED FORMS AND TEMPLATES .........................100
1. INTRODUCTION TO THE STAFF REGULATIONS

1.1 The Global Crop Diversity Trust (Crop Trust)

The Crop Trust is an international fund with its own legal personality established under the Agreement for the Establishment of the Global Crop Diversity Trust, which entered into force on 21 October 2004, and has as its objective to ensure the long-term conservation and availability of plant genetic resources for food and agriculture with a view to achieving global food security and sustainable agriculture. The Trust entered into a relationship agreement with the Governing Body of the Treaty on 16 June 2006 recognizing the Trust as “an essential element of the funding strategy of the Treaty in relation to the ex situ conservation and availability of plant genetic resources for food and agriculture” and providing for the Governing Body to provide overall policy guidance to the Trust.

1.2 The Crop Trust’s Commitment to Staff

The Crop Trust considers its staff its most important asset. The Crop Trust devotes considerable resources towards ensuring their well-being and the establishment of a productive environment. It is the aim of the Executive Board and the Executive Secretary (hereinafter referred to as the Executive Director) to employ the most competent, experienced, innovative and energetic professional talent that can be found. The Crop Trust strives to attract, retain and develop staff of the highest quality, encourages professional and personal growth, provides a safe and well-equipped work environment and provides opportunity for staff participation in matters that affect the staff and their work.

The Organization is an “equal opportunity employer”, committed to hiring staff regardless of nationality, race, gender, religion, political persuasion, marital status, or sexual orientation. The Crop Trust strives to provide a fair and equitable treatment to its staff, and discourages all forms of unfair discrimination.

In order to attract staff of the highest quality, to retain them, and to further develop their talent, the Executive Board and Management strive to establish conditions of employment that are fully competitive within the relevant labor markets. The Crop Trust will aim at providing a working environment that is safe, intellectually stimulating and professionally challenging.

1.3 The Crop Trust’s Legal Status

The Crop Trust is an international fund with its own international legal personality. Its legal status is regulated by its Establishment Agreement and Annexed Constitution, and by the headquarters agreement with its host country.

The Crop Trust has its headquarters in Bonn in the Federal Republic of Germany.

1.4 Scope and Purpose of the PPPM

The Staff Regulations, as articulated in the Personnel Policies and Procedures Manual (PPPM), embody the fundamental conditions of service and the basic rights, duties and obligations of Regular Staff Members of the Crop Trust and provide guidance for the uniform and equitable administration of the personnel activities involved in the operation of the Organization.
It is the desire of the Executive Board of the Crop Trust and its Management to establish conditions of employment that are recognized as being fair to the interests of those concerned and that encourage the staff to take sincere interest and pride in the Organization and its program of work and to exert their best talents and efforts in the discharge of their responsibilities.

1.5 Approval and Amendment of the PPPM

Authority of the Board and Management - The Executive Board has within its authority the establishment of Staff Regulations (personnel policies and procedures), including salaries and benefits. The Executive Director is the Chief Executive Officer for the interpretation and execution of such policies and procedures.

Maintenance of the Personnel Policies and Procedures Manual (PPPM) – The PPPM is to be submitted to the Executive Board for its approval. The Executive Director is responsible for the maintenance and administration of the PPPM once approved. As the need arises, the Executive Director may make recommendations for change to the Executive Board and will report approved changes to the staff. The PPPM, as a whole, will be formally reviewed when the need arises. The Executive Director will consult with the staff of the Organization on proposed changes and give due consideration to their comments and advice. The Executive Director will report the outcome of the review and consultations, with such recommendations as may be required to the Executive Board for its consideration. The PPPM will be updated and reissued following the Executive Board’s decision.

1.6 Other Manuals and Administrative Issuances

The Executive Director has the authority to issue and amend other manuals and administrative issuances for the implementation of the PPPM as necessary.

Except where indicated, the Executive Director shall approve other manuals and administrative issuances required to implement the PPPM and report to the Executive Board.

1.7 Exceptions

When the interests of the Organization so require, the Executive Director may make individual exceptions to these provisions. Major exceptions will be reported to the Executive Board.

1.8 Delegations

The Executive Director may issue instructions delegating authority given in the PPPM, unless expressly stated otherwise.

1.9 Application to Staff

The policies and procedures outlined in this manual apply to all Regular Staff Members of the Crop Trust. The terms and conditions of employment of Consultants and Complementary Staff Members of the Crop Trust shall be set out in their individual contracts of employment. Consultants, Advisors/Experts and Complementary Staff are subject to the provisions of the regulations of the PPPM only in so far as specified in their contracts of employment, or as may be otherwise specified in the PPPM.
1.10 Definitions

Advisors/Experts: Persons who are recognized as senior experts in their field and whom the Trust has contracted (generally on a longer term basis than a consultancy which is more suitable for a specific project-based need) to provide expert knowledge/advice to the Organization as the need arises.

Authorized Home Location: The city and country designated by a Professional Staff Member and accepted by the Crop Trust in accordance with Article 7.1.3 for the purpose of calculating benefits to which Professional Regular Staff Members are entitled.

Base Salary: Base salary is that part of remuneration, paid in cash, exclusive of all other payments in cash or kind for allowances, entitlements, benefits etc. It is stipulated in the letter of appointment and may be revised from time to time. It is the only emolument that is considered “pensionable”. All other emoluments, allowances and benefits are “non-pensionable”.

Complementary Staff: Persons not having the status of Regular Staff Members and hired under contracts to complete a specific task or undertake activities that are limited in time and scope. Complementary Staff include Temporary Staff, Interns, Fellows, Associate Experts, Persons on Secondment.


Consultants: Consultants are Staff Members who are contracted for a limited period (normally not exceeding one year) to provide specialised professional expertise, skills or knowledge, not normally available in the Organization, and for which there is no continuing need. On occasion, Consultants may also be employed to perform professional staff functions when regular staff resources are not immediately available.

Dependents: a. a spouse or partner; and b. children recognized by the Crop Trust as dependents in accordance with Article 2.8.

Executive Board: The Executive Board of the Crop Trust

Executive Director: The Executive Secretary of the Crop Trust (referred to in this Manual as the Executive Director)

General Service Staff: Staff occupying General Service positions as defined in Article 4.3.2
Home country: The home country is defined as the country of which the Staff Member is carrying a valid passport or similar identity document. In case of dual nationality, only one home country will be recognized by the Crop Trust. The Staff Member will be asked to provide rationale for his/her choice of home country. In exceptional and compelling circumstances, the Executive Director may authorize the designation of a country other than that of which the Staff Member is a national, upon provision of satisfactory evidence by the Staff Member that they maintained a normal residence in such other country for a prolonged period immediately preceding appointment, and that they continue to have close personal ties in that country.

Letter of Appointment: A letter signed by or on behalf of the Crop Trust notifying a person of his or her appointment as a Regular Staff Member of the Crop Trust and stating the conditions of such appointment.

On Secondment: Refers to persons who, with their agreement, the agreement of the Crop Trust and the agreement of their parent employer are seconded to the Organization for a specific period of time.

Parent Employer: The employer from whom a person is seconded to work with the Crop Trust and with whom a person so seconded retains a continuing relationship with a view to returning to such an employer.

Partner: A partner recognized by the Crop Trust for the purpose of dependents' benefits in accordance with Article 2.8.4.


Professional Staff: Staff occupying professional positions as defined in Article 4.3.2

Regular Staff Member: A person appointed as a Regular Staff Member of the Crop Trust by a Letter of Appointment signed by the Executive Director (or by a person delegated to sign on his or her behalf) holding an appointment of one year or more, who occupies a position that has been budgeted and designated as requiring recruitment for a Regular Staff position. These Staff Members hold positions that have been identified by Organization’s management as an essential requirement to attain the longer-term objectives of the Organization. Regular Staff Members will hold defined, fixed-term contracts as specified in Article 5.4.1. Regular Staff Members include those staff recruited for fixed-term positions on specific project funding holding positions of one year or more.
<table>
<thead>
<tr>
<th><strong>Staff:</strong></th>
<th>Regular Staff Members, Consultants, Advisors/Experts and Complementary Staff in so far as they have been made subject to the regulations of the PPPM or individual provisions thereof in their contracts of employment.</th>
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<tbody>
<tr>
<td><strong>Staff Regulations:</strong></td>
<td>The Staff Regulations embody the fundamental conditions of service and the basic rights, duties and obligations of Regular Staff Members of the Crop Trust and provide guidance for the uniform and equitable administration of the personnel activities involved in the operation of the Organization. The Staff Regulations are embodied in the Personnel Policies and Procedures Manual (PPPM).</td>
</tr>
<tr>
<td><strong>The Crop Trust</strong></td>
<td>The Global Crop Diversity Trust</td>
</tr>
<tr>
<td>(or &quot;Organization&quot;):</td>
<td><strong>The Crop Trust</strong> (or &quot;Organization&quot;) refers to the Global Crop Diversity Trust. This organization is involved in the management and administration of crop diversity. Its staff, regulations, and policies are essential for ensuring the efficient operation of the organization.</td>
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2. GENERAL PROVISIONS AND OBLIGATIONS

2.1 Obligations of the Crop Trust

2.1.1 The Crop Trust and its Executive Board undertake to provide a working environment that will permit staff to achieve the highest level of personal and institutional performance.

2.1.2 The Crop Trust shall seek at all times to:
   a. treat all staff fairly and equitably;
   b. provide employment policies and conditions that are comparable to those provided by similar institutions;
   c. encourage and provide opportunities for personal and professional growth and advancement;
   d. actively discourage unfair discrimination in every form in employment and in its programs;
   e. provide a safe and well-equipped working environment;
   f. make every reasonable effort to accommodate persons with disabilities; and
   g. assure staff participation in decisions and actions that concern them.

2.1.3 The application of the regulations in this Personnel Policies and Procedures Manual (PPPM) shall be made without distinction as to nationality, race, gender, religion, political persuasion, marital status, or sexual orientation.

2.1.4 The provisions of Article 2.1 also apply to Consultants, Advisors/Experts and Complementary Staff of the Crop Trust.

2.2 Obligations of Staff Members

2.2.1 All Staff Members of the Crop Trust are international civil servants. Their responsibilities are exclusively international and, by accepting appointment, they pledge to discharge their functions and regulate their conduct with the interest and objectives of the Organization in view. In the performance of their duties, Staff Members of the Crop Trust shall neither seek nor accept instructions from any government or from any other authority external to the Organization.

2.2.2 Staff Members shall conduct themselves at all times in a manner befitting their status as international civil servants. They shall not engage in any conduct or activity that adversely reflects on the Crop Trust or is incompatible with the proper discharge of their duties with the Organization, including any action designed to influence decisions relating to appointment or employment with the Crop Trust. They shall avoid any action and in particular any public pronouncement, which may adversely or unfavorably reflect on their status or on their integrity, independence and impartiality.

2.2.3 Any breaches of the provisions regarding staff obligations and conduct described in this Section 2 of the PPPM may be regarded as a disciplinary matter under the provisions of Section 11 of this Manual. Serious cases of misconduct indicated in Article 11.2.3 may lead to summary dismissal.
2.2.4 All Staff Members of the Crop Trust are subject to the authority of the Executive Director, to whom they are responsible in the exercise of their functions, and who has the authority to assign them to any of the activities or offices of the Crop Trust, to establish new assignments, and to specify and modify the original duties and responsibilities. Any such changes will give due consideration to both the Organization’s interests and the Staff Members’ qualifications and expertise. All such changes will be undertaken in consultation with the supervisor of the Staff Member(s) concerned.

2.2.5 Staff Members shall comply fully with the requirements of these policies, the provisions of their employment and such manuals, administrative issuances, procedures, rules and orders as the Executive Director may promulgate.

2.2.6 Staff Members shall comply fully with all legitimate directives from the Executive Director and from their supervisors.

2.2.7 Staff Members are responsible for informing the HR representative promptly in writing of any change that might affect their status and entitlements under the PPPM. Such changes include, but are not limited to, marital status and dependency status.

2.2.8 Staff Members have a financial obligation to the Crop Trust in respect of any loss suffered as a result of their negligence or as a result of contravention of any regulation, rule or procedure. The Crop Trust normally takes no action to pay or recover balances from Staff Members for amounts equivalent to Euro 10.00 (ten) or less.

2.2.9 The right of a Staff Member to claim any allowance, grant or payment to which they are entitled but which is unclaimed lapses one year after the date on which the entitlement arose unless otherwise specified. Where exceptional circumstances did not permit the claim to be made earlier, the Executive Director may waive the time limit of one year.

2.2.10 The right of the Crop Trust to claim from a Staff Member any overpayment made and received in good faith lapses 1 (one) year after the date on which the overpayment was made.

2.2.11 The provisions of Article 2.2 also apply to Consultants, Advisors/Experts and Complementary Staff of the Crop Trust.

2.3 Conduct of Staff Members

2.3.1 Working Relations:
   a. The Crop Trust works to foster a corporate environment where teamwork and open communication can flourish. All Staff have a responsibility to help create such an environment.
   b. Staff should conduct themselves with integrity, fairness and honesty in their dealings, and treat others with dignity.
   c. There should be honest and open communication on professional activities, respecting lines of reporting and professional confidentiality.
   d. Staff should respect authority as well as use it responsibly. Use of authority for intimidation or personal favoritism will not be tolerated.
   e. Staff should always use discretion with respect to the privacy of colleagues. Personal correspondence, including email messages, should always be respected and under no circumstances should they be accessed unless prior consent of the interested person/s is given.
f. Interpersonal conflicts should be handled with an open attitude through private and respectful dialogue. Staff should not allow speculations or unfounded rumors about colleagues to circulate either inside or outside the Organization, thus causing damage to the persons involved and/or the Organization itself.

2.3.2 Harassment, intimidation and discrimination:

a. All Staff should be able to enjoy a working environment free from mental, verbal, sexual or any other form of harassment and discrimination, whether on the basis of race, national origin, religion, gender or any other form of personal identity. Accordingly, the Organization will not tolerate any action or conduct by any Staff Member that can be established as harassment or discrimination.

b. General harassment is defined as unwanted conduct affecting the dignity of men and women in the workplace. It may be related to age, sex, race, disability, religion, nationality or any personal characteristic of the individual, and may be persistent or an isolated incident.

c. Sexual harassment is defined as unreciprocated and unwelcome comments, gestures or physical conduct of a sexual nature that are found personally offensive and that might create an intimidating working environment.

d. Any substantiated form of harassment, intimidation and discrimination will lead to disciplinary measures as provided in Article 11.2.3.

e. Employees have the responsibility to take assertive action if they feel they are being subjected to harassment, intimidation or discrimination regardless of who the alleged offender is, by making the unwelcome conduct immediately known to the offender, who may be unaware of the possible offense.

f. Supervisors and managers are expected to:
   i. set an example of high standard of professional behavior and personal conduct;
   ii. clearly communicate the institutional policy in these areas;
   iii. be alert in order to promptly detect behavior that runs counter to the principles for staff conduct set forth in this Manual;
   iv. ensure that any incident of unacceptable behavior is promptly dealt with and corrective action taken.

2.3.3 Safety and security: The Crop Trust aims to fulfill its duty of care by providing a safe working environment. The Organization will take all necessary and reasonable measures to protect the safety and security of its Staff, and to this end will establish adequate Occupational Health and Safety policies, procedures and practices. All Staff are expected to behave responsibly and to comply with all policies, procedures and instructions designed to protect their safety and security.

2.3.4 Use of Assets of the Crop Trust (including funds, equipment and supplies): All Staff will use the Organization’s assets responsibly and in the best interest of the Organization.

2.3.5 Gifts: No Staff Member shall encourage or solicit gifts in circumstances related to his or her official duties. If such a gift is spontaneously offered, the Staff Member may, if courtesy, decorum, or custom require, accept the gift. All such gifts of a substantial value shall be accepted in the name of the Crop Trust and shall, as soon as practical, be turned over to the Executive Director for appropriate disposition, including display. For the purpose of this section any gift in an amount that exceeds the equivalent of Euro 50.00 (fifty), shall be considered a gift of a substantial value. Gifts from suppliers, including items bearing the supplier's name, logo or other identifying trade term shall not be encouraged.
2.3.6 Favors: No Staff Member shall solicit any favors in connection with or related to the Staff Member's official work or, whether or not related to official duties, from any individual, or Organization which has a present or prospective business or programmatic relationship with the Crop Trust.

2.3.7 The provisions of Article 2.3 shall also apply to Consultants, Advisors/Experts and Complementary Staff of the Crop Trust.

2.4 Outside Activities

2.4.1 Outside Employment: Staff Members of the Crop Trust must seek prior approval of the Executive Director to engage in any consultancy or outside employment. When an outside assignment is related to the Crop Trust's program or it is in the Organization's interest to have the Staff Member undertake the assignment, the Executive Director may establish the conditions under which the assignment may be accepted.

2.4.2 Board Memberships: No Staff Member shall serve as a member of the Board of Directors or in a similar position of an Organization other than the Crop Trust, except with the prior written approval of the Executive Director, which approval may be given subject to such conditions as he or she may specify. Approval shall generally be given by the Executive Director for membership in Boards of Directors and other such governing bodies if such membership is:
   a. compatible with the overall purpose of the Crop Trust and the Staff Member's status as an international civil servant; and
   b. the duties required by such membership do not interfere with the Staff Member's ability to carry out his or her official duties in the Organization.

2.4.3 Honors and Decorations: Any honor or decoration presented to a Staff Member for work with or related to the Staff Member's official duties shall be accepted in the name of the Crop Trust, except as otherwise approved by the Executive Director in advance in writing.

2.4.4 Conflict of Interest: No Staff Members may be actively associated with the management of, or hold a financial interest in, any business concern if it is possible for them to benefit from such association by reason of their official position with the Crop Trust. Any Staff Member who has a present or prospective, direct or indirect private interest in any matter in which the Organization has or may have an interest shall immediately declare his or her interest to the Executive Director who shall advise the Staff Member as to whether a potential or actual conflict of interest exists. The Executive Director shall also issue guidance to the Staff Member on such matter, which the Staff Member shall comply with. The holding of shares in a publicly quoted company shall not constitute a financial interest within the meaning of this provision.

2.4.5 Political activities: Staff Members must not publicly comment on or interfere in the political, governmental or religious affairs of the host country. Staff are not expected to give up their national sentiments or their political and religious convictions. However, they shall at all times bear in mind the reserve and tact incumbent upon them by reason of their employment in an international institution. Any Staff Member who becomes a candidate for public office of a governmental character shall immediately disclose such information to the Executive Director, who shall decide whether such activity is compatible with the Staff Member's status as a Staff Member of the Crop Trust.
2.4.6 The provisions of Articles 2.4.3-2.4.5 also apply to Consultants, Advisors/Experts and Complementary Staff of the Crop Trust.

2.5 Security of Information

2.5.1 Except with the permission of the Executive Director, a Staff Member or former Staff Member shall not, for any purpose unconnected to the work of the Crop Trust, directly or indirectly, communicate, use or allow the use of information obtained in the course of employment, which is not available to the public generally.

2.5.2 Staff Members shall exercise the utmost discretion in regard to all matters of official business. They shall not communicate to any person any information known to them by reason of their official position, which has not been made public, without the prior authorization of the Executive Director. Nor shall they at any time use such information to private advantage. These obligations continue after separation from the Crop Trust.

2.5.3 The provisions of Article 2.5 also apply to Consultants, Advisors/Experts and Complementary Staff of the Crop Trust.

2.6 Privileges and Immunities

2.6.1 Staff Members may be eligible to enjoy certain privileges and immunities pursuant to a headquarters agreement negotiated with the country in which the Organization has its headquarters or by virtue of International Conventions, Customs, Agreements or Understandings between the Organization and various States. These privileges and immunities are not for the personal benefit of the Staff Member. The Executive Director reserves the right to exclude or waive their application to any Staff Member.

2.6.2 Those privileges and immunities granted to Staff Members shall furnish no excuse for non-performance of private obligations or failure to observe laws and police regulations. Whenever the possibility of invoking immunities arises, the Employee shall immediately inform the Executive Director, who shall decide whether such immunities shall be invoked or waived.

2.6.3 The provisions of Article 2.6 also apply to Consultants, Advisors/Experts and Complementary Staff of the Crop Trust.

2.7 Intellectual Property Rights

2.7.1 All intellectual rights, including title, copyright and patent rights, in any work performed by a Staff Member as part of official duties with the Organization shall be vested in the Crop Trust.

2.7.2 The provisions of Article 2.7.1 shall be included in the Letters of Appointment of all Regular Staff Members, Consultants, Advisors/Experts and Complementary Staff Members.

2.7.3 Data, research findings, information or discoveries made by a person whose partial or total salary is paid by the Crop Trust and accruing from the employment by the Organization or use of facilities or funds made available by the Crop Trust, become the sole property of the Crop Trust unless the Staff Member obtains special exemption from the Organization. The obligation to obtain exemption does not cease upon separation from the Organization.
2.7.4 The Crop Trust wishes to ensure that data, research findings, information or discoveries accruing to the Organization, and to such other programs as the Crop Trust may be associated with as a grantor, grantee or collaborator, shall be of maximum public benefit. The Crop Trust is committed to use intellectual property rights exclusively in support of the Organization’s objectives and in a manner consistent with its mission and strategies.

2.7.5 The provisions of Article 2.7 also apply to Consultants, Advisors/Experts and Complementary Staff of the Crop Trust.

2.8 Dependents

2.8.1 The Crop Trust recognizes as dependents for the purposes of dependents’ benefits the legal and declared dependent spouse, partner, legal children and disabled children of the Staff Member or spouse or partner as prescribed by the Executive Director in Articles 2.8.4 to 2.8.6 below.

2.8.2 The types and amounts of the dependents’ allowances are set out in the relevant sections of this PPPM.

2.8.3 If both husband and wife or partner are Staff Members, only one may claim for dependent children.

2.8.4 Spouse and Partner - The Crop Trust recognizes that one legal spouse or partner is eligible to receive Dependent’s benefits under the regulations in the PPPM. The Crop Trust recognizes declared partners residing with the Staff Member as equivalent to legal spouses. A Staff Member with a legal spouse may not also declare a partner unless officially separated from the legal spouse and not claiming benefits for him/her.

Conditions for recognizing a declared partner are that:

a. the partner be recognized in writing by a relevant official authority; exemption of such requirement may be granted by the Executive Director on the basis of a formal declaration by the Staff Member. Such declaration needs to indicate the reason for not obtaining an official recognition; and

b. the declaration attests that the relationship between the Staff Member and the partner has been in effect for at least 2 (two) years.

2.8.5 Children – The Crop Trust recognizes dependent status for children of a Staff Member:

a. who are a natural or adopted child, or a step-child residing with the Staff Member, or any other child residing with the Staff Member legally considered as a member of the family but for whom legal adoption is not possible, and

b. for whom the Staff Member provides main and continuing support, and

c. who are under the age 26 (twenty-six), provided that they are unmarried and that the Staff Member has elected family coverage.

2.8.6 The Crop Trust also recognizes as dependent the children of Staff Members who meet the criteria in (a) and (b) above, but who are physically or mentally incapacitated from employment. Such recognition will apply at any age.
3. WORKING ARRANGEMENTS

3.1 Hours of Work

3.1.1 Official Operating Hours – The official operating hours for the Crop Trust are from 08:00 to 17:00 Monday through Friday.

3.1.2 Staff Working Hours - The Organization’s basic workweek will be 40 (forty) hours, excluding lunch periods. Staff are required to complete 8 (eight) hours per working day and are expected to take a minimum 30 (thirty) minute lunch break. Staff may set their own working hours but are expected to establish a working pattern that has the consent of their immediate managers and takes account of work unit needs. To facilitate Staff interaction and work, it is expected that Staff will be available during the core hours of 10:00-15:00 Monday through Friday.

3.1.3 Staff Members are subject to call for duty at reasonable times outside the basic workweek and the basic workday.

3.1.4 All Staff are expected to devote the time and effort necessary to fulfill the requirements of their appointment. Although this may occasionally require work outside of office hours, the Crop Trust does not expect this of Staff routinely. Informal arrangements may be entered into to meet particular work demands. These may take the form of longer working days at particularly busy times, which are offset by later starts; longer lunch breaks or earlier finishes. These types of informal and flexible arrangements are encouraged, provided that the necessary offsetting occurs within a period of no more than 12 (twelve) weeks. Compensatory leave may not be accrued or cashed out on separation. This is in the best interests of both the Staff Member and the Organization. Any record-keeping that is deemed necessary is informal.

3.2 Flexible Work Arrangements

3.2.1 The Crop Trust recognizes the strategic importance of having a diverse workforce and that such diversity includes Staff Members at various stages of their life cycles. The Crop Trust is committed to providing a work environment that is sufficiently flexible to accommodate the different needs that Staff may have, thus contributing to higher motivation, long-term productivity and well-being of Staff.

3.2.2 The Crop Trust's policies and practices seek to provide flexibility in establishing work locations and hours, and transferring from full-time to other work arrangements. More specifically, the Organization is prepared to consider options for Staff Members, either for a limited period or on an on-going basis, to:
   a. work from an alternative location to their normal Crop Trust office;
   b. work within a flexible working hours system;
   c. transfer from full-time to part-time work.

3.2.3 As a general principle, the above options will be considered where they do not impair the Crop Trust's productivity or the level of service of the work unit concerned. In recognizing this principle, Supervisors will consider requests for flexible working arrangements on the basis of their feasibility based on the type of position and the work area.

3.2.4 When appropriate, flexible working arrangements for individuals or groups may be introduced on a pilot basis, with more formal arrangements decided in light of the results of the pilot exercise.
3.2.5 Significant variations to normal work arrangements shall be documented in writing. In particular, where arrangements for distance working by electronic means may have an impact on the benefits to which a Staff Member is entitled, the arrangements and the impact on benefits shall be set out in writing.

3.2.6 Supervisors and Staff Members are responsible for ensuring that when urgent business requires a change, Staff Members on flexible work arrangements revert to normal working hours for the necessary period.

3.3 Official Holidays

3.3.1 Staff Members will be entitled to 10 (ten) Official Holidays per year to be granted as leave with pay. 8 (eight) of these days will be fixed by the Organization before the beginning of each year. The remaining 2 (two) days may be selected by each Staff Member (at their discretion) to participate in cultural, religious or customary rituals and require notification of the Supervisor in advance. The 2 days that are at the discretion of the Staff Member must be taken within the calendar year. Any days not taken as of 31 December will be lost. Staff joining the Organization after 30 June of a given year will be entitled to only 1 official day at their discretion.

3.3.2 If a Staff Member is prevented from taking an official holiday because of being on official duty at the request of his/her supervisor or the Executive Director, the Staff Member shall be credited with one day of annual leave for each such official holiday.
4. ORGANIZATIONAL STRUCTURE OF THE CROP TRUST

4.1 General

4.1.1 The Executive Director shall establish the Organizational Structure of the Crop Trust, delineating work clusters of the Organization and their functions and the allocation of those functions and related tasks to specific established positions. The Organizational Structure shall be submitted to the Executive Board for information.

4.2 Description of Positions

4.2.1 Every Regular Staff position within the Organizational Structure shall be defined in a position description to be used in the process of recruitment and selection and in the appraisal of the performance of the incumbents as well as for the evaluation of such positions.

4.3 Professional and General Service Positions

4.3.1 Every position within the Organizational structure shall be defined as a Professional or General Service position in accordance with its functions.

4.3.2 For the purposes of this regulation:
   a. Professional positions means positions essentially concerned with the provision of executive functions or the application of specific knowledge and experience in substantial areas of the Crop Trust's activities or a combination of both;
   b. General Service positions means positions essentially concerned with the provision of administrative/office assistance, entry-level technical assistance that is limited in scope, or other assistance.

4.4 Evaluation of Positions

4.4.1 The Executive Director shall organize and maintain a program of systematic position evaluation the purpose of which, within the overall remuneration policies of the Crop Trust, is to establish the relative value of positions to the Organization.
5. RECRUITMENT AND APPOINTMENT

5.1 Recruitment

5.1.1 The Organization shall establish and maintain a recruitment and selection system for the purpose of obtaining the type, number and quality of candidates required by the Crop Trust. Selection for all Crop Trust positions shall be based on securing the highest level of knowledge, skills and personal qualities available and shall be carried out through competition.

5.1.2 The Crop Trust is an equal opportunity employer. It believes that the gender, cultural and national diversity of staff groups contributes towards its intellectual strength and effectiveness as an international fund. The Crop Trust will therefore make selection of staff without regard to nationality, race, gender, religion, political persuasion, marital status, or sexual orientation.

5.1.3 All advertisements for Staff Member positions shall be approved by the Executive Director and made known to Staff.

5.1.4 Vacancies for Professional Staff shall be advertised on a worldwide basis and selection made from among both internal and external candidates. Vacancies for General Service Staff shall be advertised on a national basis and selection made from internal and external candidates.

5.1.5 For the purpose of this Manual Section, an internal candidate is one who is currently a Regular Staff Member, Complementary Staff Member, Consultant or Advisor/Expert of the Crop Trust, or who has been a Regular Staff Member, Complementary Staff Member, Consultant or Advisor/Expert at any time during the 6 (six) months preceding the date on which the application for a vacancy has been made.

5.1.6 The Crop Trust shall not discriminate against qualified individuals with a disability in regard to job application procedures, the hiring, advancement, or discharge of employees, employee compensation, job training, and other terms, conditions, and privileges of employment. The term "disability" means, with respect to an individual, a physical or mental impairment that substantially limits one or more of the major life activities of such individual.

5.1.7 Guidelines on recruitment and selection procedures for Regular Staff, Temporary Staff, Consultants and Advisors/Experts are provided in Annex B.

5.1.8 The Executive Board has the function and power to appoint the Executive Director, determine his/her terms of employment, monitor his/her performance and dismiss the Executive Director if his/her performance is inadequate. Panel composition for the position of Executive Director will be at the discretion of the Executive Board.

5.2 Employment of Family Members

5.2.1 Spouses, recognized partners and other family members as defined in Article 2.8 may be appointed as Regular Staff Members if the following conditions are met:
   a. there is an approved vacancy;
   b. normal recruitment and appointment procedures are followed;
   c. selection is agreed by a panel that does not include a family member;
   d. the appointee will not be supervised by the family member or vice versa;
   e. the appointee shall not serve in a post which would place the Staff Members in a real or potential conflict of interest;
f. neither Staff Member shall participate in any review or decision-making process which affects the other.

5.2.2 In the event of the marriage of one Staff Member to another or a recognized partnership while employed by the Crop Trust, neither shall serve in a post which is higher or subordinate in the line of authority to the other, or which would place the Staff Members in a real or potential conflict of interest. Neither Staff Member shall participate in any review or decision-making process that affects the other.

5.2.3 In the event that a superior or subordinate reporting relationship exists at the time of marrying, the Organization will implement the necessary changes in the reporting relationship to comply with this regulation.

5.2.4 The marriage of one Staff Member to another or a recognized partnership between two Staff Members, shall not affect the contractual status of either spouse or recognized partners, but their entitlements and other benefits shall be modified as provided in the relevant provisions.

5.2.5 Spouses, recognized partners or other family members as defined in the PPPM may be employed as Consultants, Advisors/Experts or Complementary Staff, without normal recruitment procedures, only for a period of up to 10 (ten) working days in a 12 (twelve) month period. For periods from 11 (eleven) days up to 3 (three) months, the approval of the Executive Director is required. For a period of more than 3 (three) months, the normal recruitment process will apply.

5.2.6 Suppression of information or failure to provide information on family relationships will render the family member’s appointment null and void and makes the Staff Member liable to disciplinary action.

5.3 Appointment

5.3.1 All appointments of Regular Staff Members shall require the approval of the Executive Director.

5.3.2 In making appointments to Regular Staff positions with the Crop Trust, the Executive Director shall give primary consideration to securing the highest standards of efficiency, competence and integrity.

5.3.3 The Executive Director shall make appointment decisions without regard to internal or external pressures or influence. The Executive Director’s appointment decisions shall be final.

5.3.4 Appointment offers and letters of appointment must be made in writing and signed by the Executive Director or a person delegated by him/her. A copy of the Personnel Policies Manual (PPPM) shall be provided to all new Staff Members.

5.3.5 The Letter of Appointment shall state, *inter alia*:
   a. type of appointment;
   b. title and grade level of the post;
   c. major duties and responsibilities;
   d. salary, allowances and general benefits;
   e. the date on which the employee is expected to commence duties;
   f. the expiry date of the appointment;
   g. any specific conditions relating to the offer;
h. that the appointment is subject to the applicable provisions of the PPPM, and to changes that may be made to these provisions, with approval of the Executive Board;
i. nationality and Authorized Home Location of the Staff Member;
j. the duration of the probationary period;
k. the provisions relating to intellectual property included in Article 2.7.1;
l. any special arrangements regarding working arrangements (hours or location).

5.3.6 Until the signed letter of appointment is received by the Crop Trust, it may be rescinded by written notification by the Executive Director.

5.3.7 Persons accepting an appointment with the Crop Trust shall resign from their previous employment not later than the time when they officially take up their position with the Organization.

5.4 Duration of Appointments for Regular Staff Members

5.4.1 Regular Staff Members will be employed on fixed-term contracts according to the circumstances and needs of the Crop Trust.

5.4.2 The normal duration of initial appointment will be for a fixed term of 3 (three) years. Extensions of appointment will normally be for a fixed term of 3 (three) to 5 (five) years.

5.4.3 If circumstances so warrant, fixed-term contracts for one year or more but less than 3 (three) years may be issued.

5.4.4 For all Staff Members extension of the period of appointment will be subject to the continuing need of service, satisfactory performance, and availability of funds.

5.5 Part-Time Work

5.5.1 Compensation for part-time work (maximum allowable is 50% time) shall normally be based upon the applicable grade level, calculated on a pro rata basis for services actually performed. The actual amount of compensation for part-time work shall be communicated to the Staff Member in the Letter of Appointment.

5.5.2 Part-time work (to a maximum of 50% time) may also be offered to Complementary Staff Members. The terms of the arrangement will be set out in the contract of employment.

5.6 Probation Period

5.6.1 Except as otherwise determined by the Executive Director, new Regular Staff Members shall serve a period of probation.

5.6.2 The length of the probation period for new Regular Staff Members as calculated from the new member's starting date shall be as follows:
   a. for appointments of 3 (three) years or more - 12 (twelve) months;
   b. for appointments of less than 3 (three) years - 6 (six) months.
5.6.3 Evaluations during the probationary period shall be carried out in accordance with the following:

a. In the case of a probationary period of 12 (twelve) months, a mid-point evaluation is required 6 (six) months following the initial appointment and a final evaluation is required 2 (two) months prior to the end of the probationary period.

b. In the case of a probationary period of 6 (six) months, a mid-point evaluation is required 3 (three) months following the initial appointment and a final evaluation is required 1 (one) month prior to the end of the probationary period.

c. The outcomes of each evaluation shall be documented in writing and communicated to the probationer who shall have the right to submit comments in writing.

d. At or before the end of the probationary period the probationer is notified in writing that:
   i. The contract is confirmed;
   ii. The contract is not confirmed and terminated in accordance with Article 10.7.2;
   iii. The probationary period is extended in accordance with Article 5.6.4.

e. If a Regular Staff Member is on certified sick leave for more than one month during the probationary period, the probationary period shall be extended by the amount of the certified sick leave.

5.6.4 The Executive Director may terminate the employment of a Regular Staff Member at any time during the applicable probation period on 1 (one) month's notice and, in exceptional circumstances, may extend the probation period for a further period of no more than one half of the original probation period.

5.6.5 A Regular Staff Member may resign at any time during the probationary period on 1 (one) month's notice.

5.7 Liability

5.7.1 The Crop Trust shall have no liability in respect to employment offered in accordance with these policies until an offer of employment has been communicated formally by the Organization and accepted formally by the Staff Member and any specified internal and external clearances have been completed.

5.7.2 The Crop Trust shall have no liability for non-renewal of any fixed term appointment, the duration of which has expired, except as provided in this PPPM.

5.7.3 The Crop Trust shall have no liability for separation of any Regular Staff Members, Consultants, Advisors/Experts or Complementary Staff Members except as provided in this PPPM or in the relevant Contract of Employment.

5.8 Information to be Provided By Staff Members

5.8.1 Before or on appointment, Staff Members shall provide whatever information or supporting evidence is required by the Crop Trust for the purposes of recruitment and selection, for determining their status under these policies or for completing administrative arrangements in connection with their appointment.
5.9 **Medical Examination**

5.9.1 Staff Members or persons being considered for any type of employment may be required to undergo medical examination by a medical practitioner acceptable to the Crop Trust prior to employment and to provide a certificate of fitness. The results of such medical examinations will remain entirely confidential.

5.9.2 Staff Members may be required or advised from time to time to take preventative medical actions, inoculations and other steps necessary to minimize the risk of illness or disease in certain geographic areas. Eligibility for travel may be dependent upon the acceptance of the applicable medical advice. Ultimate responsibility to minimize risk of illness or disease when travelling is the responsibility of the Staff Member - the Organization assumes no liability.

5.9.3 A Staff Member will be reimbursed for the actual cost of physical examinations and preventative medical treatment required by the Organization.

5.10 **Personal Files**

5.10.1 A personal file shall be established and kept current for each Staff Member. The file shall contain all pertinent information relating to the service of the Staff Member with the Crop Trust, including a copy of the Letter of Appointment, Performance Evaluation reports covering the Staff Member's competence, efficiency and behavior in the service and comments, if any, made by the Employee, records of any disciplinary action taken, and such other documents relevant to the employment of the Staff Member as may be required by the Personnel Policies Manual or other administrative issuances of the Crop Trust or as may otherwise be determined appropriate by the Executive Director. Such files shall be maintained for a period of at least 10 years following a Staff Member's separation from the Organization. Some records, including but not limited to, retirement, disability, job-related illness, disciplinary action must be retained permanently in accordance with general practice regarding record retention. Such records may be kept in electronic or hard copy or in both electronic and hard copy formats, as appropriate.

5.10.2 Personal medical records shall be kept confidential except as permitted by the Staff Member. Other personal records shall be kept confidential except, as the Executive Director considers essential to the management of the Organization.

5.10.3 Staff Members shall have the right, upon request to the Executive Director, to review their own personal files. The Executive Director shall facilitate access to the file under conditions designed to protect the confidential nature of other files and the integrity of the filing and retention systems.

5.10.4 Personal files shall also be maintained for Consultants, Advisors/Experts and Complementary Staff Members. Consultants, Advisors/Experts and Complementary Staff Member shall have the right to review his or her personal file on request.
6. **SALARIES AND BENEFITS**

6.1 **General Remuneration Policies**

6.1.1 In maintaining, administering and proposing amendments to the Crop Trust's remuneration package, the Executive Director shall have the following purposes in mind:
   
a. To attract, motivate and, as appropriate, retain the types, numbers and quality of Staff Members required for the efficient and successful conduct of the functions and operations of the Crop Trust; and
   
b. To ensure that the levels and structure are such that remuneration as a whole and salaries in particular are internally compatible, externally competitive and reflect the value of each position to the Organization.

6.1.2 The salary scale and benefits for Professional Staff shall be competitive with those enjoyed by others in comparable jobs in Bonn, Germany.

6.1.3 The salary scale and benefits for General Service Staff shall be established on the basis of the best prevailing conditions of employment in Bonn, Germany.

6.1.4 The Executive Board will consider inflationary adjustments to salaries and benefits annually. Funds permitting, adjustments to salaries and benefits will be made to take into account part of the cost of inflation in the host country as demonstrated in official national statistics. Inflationary adjustments will be applied from 1 January for the year in which the adjustment was approved by the Executive Board.

6.1.5 Staff Members may be eligible for increases in their base salaries at the time of contract renewal subject to performance. At the time of contract renewal, a Staff Member may propose a salary increase based on their performance over time. Such proposals must include a self-assessment by the Staff Member, supported by the Performance Assessments for the appraisal cycles of the current contract. The proposal must have endorsement of the Supervisor. The proposal should be submitted to the HR representative who will review the documentation for completeness and submit to the Senior Management Team for consideration.

6.1.6 Special skills required by the Crop Trust to carry out its programs shall be taken into account in hiring and the determination of a Staff Member’s placement on the salary scale. The Organization’s classification system is described in Annex A.

6.1.7 The Crop Trust is committed to exercising consistent treatment in salary determination for all Staff based on the principles, policies and processes described in this Manual. In this regard, the Organization shall apply consistent criteria to men and women performing work of equal value to ensure equality in pay. The Crop Trust will ensure that any pay differentials between individuals performing work of equal value are based on clearly established policies that are non-discriminatory.

6.2 **Currency of Salary Payments**

6.2.1 Salary scales and benefits and allowances for both Professional and General Service Staff will be paid in Euro.
6.3 **Salaries**

6.3.1 The Executive Director, with the approval of the Executive Board, will determine the salary schedules and the level of benefits for Staff Members. The schedules shall be reviewed periodically with a view to ensuring that they achieve the general remuneration policies set forth in Article 6.1 above.

6.3.2 The staff salary schedules are set out in Annex A (Table A.2) to this PPPM.

6.4 **Host Country Income Taxes**

6.4.1 In accordance with the Crop Trust’s host country agreement, all Staff Members (except locally-recruited Staff employed on hourly rates) are exempt from the payment of host country income taxes on salaries and other emoluments derived from their employment with the Crop Trust.

6.4.2 All Staff Members are exempt from host country Social Security levies if the Crop Trust enrolls its Staff Members in the Organization’s retirement plan and insurance program.

6.5 **Home Country Taxes**

6.5.1 Staff Members are individually responsible for compliance with the income tax laws of their home country (of citizenship and/or residence) as they apply to all income derived from the Crop Trust and as may be required in the host country agreement.

6.5.2 Home country taxes, which are assessed on income derived from the Crop Trust, are not compensated or equalized by the Crop Trust separately or within its remuneration program.

6.6 **Social Security**

6.6.1 Health and Other Insurance: The Organization shall establish, or arrange participation in, social security plans for Staff Members and their Dependents. Such plans may include insurance for compensation in the event of illness, injury, accident, medical evacuation, disability and death. Additional programs may be established for other types of insurance as the need arises. The insurance schemes shall be fully funded by the Crop Trust. No deductions from base salary are required of the Staff Member.

6.6.2 Medical costs resulting from a work-related accident are covered under the standard medical benefits, except that the insurance provider may apply a deductible. In such case, the deductible that relates to the work-related accident will be reimbursed by the Organization to the Staff Member concerned. The medical leave provisions of Articles 8.2.6 and 8.2.7 also cover work-related absences.

6.6.3 Retirement Fund: The Organization shall establish a Retirement Fund in accordance with the Executive Director’s guidelines.

6.6.4 For all Regular Staff Members, the Crop Trust shall make a contribution to the fund of up to 20% of the Staff Member’s base salary. The Staff Member may make additional voluntary contributions to the retirement plan.
6.7 Miscellaneous Costs

6.7.1 In addition to the costs made specifically reimbursable hereunder, the Organization shall reimburse authorized Staff Members for costs of eligible miscellaneous expenses reasonably necessary to the performance of the work hereunder and not personal in nature. The Executive Director shall establish the eligibility criteria for reimbursement of such costs.
7. BENEFITS FOR PROFESSIONAL REGULAR STAFF MEMBERS

7.1 Introduction

7.1.1 Except as otherwise expressly provided in this PPPM or other administrative issuances, the Crop Trust will provide the benefits and allowances described in this Section 7 only to Professional Regular Staff Members.

7.1.2 In order that a payment of a benefit by the Crop Trust does not result in a duplication of benefits to the Staff Member, if a Staff Member's spouse/partner receives from the Crop Trust or from another Organization a benefit or allowance substantially similar to a benefit or allowance described below, the Staff Member shall not be eligible to receive all or part of the benefit or allowance in question. If the spouse/partner elects not to receive the similar benefit or allowance from the Crop Trust or from other Organization, the Staff Member shall remain eligible for the payment of the benefit.

7.1.3 Upon becoming a member of the Regular Staff, a Professional Staff Member shall designate the city and country acceptable to the Crop Trust to be used as a reference for calculating such benefits as home leave travel. Such location shall normally be in the Staff Member's home country and shall normally be the city in the country where the Staff Member resided prior to appointment, unless the Staff Member can produce satisfactory evidence that his or her closest ties were in another city of the same country. Such location shall be referred to as the "Authorized Home Location". In exceptional and compelling circumstances, the Executive Director may authorize changes to the Authorized Home Location upon provision of satisfactory evidence substantiating such request.

7.1.4 Professional Staff Members whose Authorized Home Location is Bonn or Cologne (or surrounding areas), Germany are not entitled to the relocation allowances described in Articles 7.2. to 7.6 and 7.8 below.

7.2 Relocation Costs

7.2.1 Professional Regular Staff Members shall be compensated for relocation costs for themselves and their authorized accompanying Dependents to cover costs of relocation to Bonn, Germany.

7.2.2 The Crop Trust will provide economy-class air transportation (by the most direct and economical routing) for the Staff Member and authorized Dependents to Bonn, Germany and, upon termination of service with the Crop Trust, return to the Employee's Authorized Home Location or other authorized location.

7.2.3 Staff Members may be authorized to use their personal automobiles for relocation travel upon appointment and separation, in accordance with the Crop Trust's Travel Policies and Procedures.

7.3 Relocation Allowance

7.3.1 The relocation allowance is a non-accountable payment made to a Professional Regular Staff Member on first appointment. It is designed to assist with the costs of moving to Bonn, Germany and is paid in a lump sum upon arrival. The relocation rate shall be as follows:
7.4 Temporary Living Expenses

7.4.1 Temporary living expenses are DSA (Daily Subsistence Allowance) authorized for any Professional Regular Staff Member and authorized accompanying Dependents to cover living costs immediately prior to departure from his/her Authorized Home Location or other authorized location and upon arrival in Bonn, Germany prior to taking up residence in transitional temporary housing or more permanent housing.

7.4.2 Payments are made up to a total of 3 (three) calendar days DSA at originating location and up to 3 (three) calendar days in Bonn, Germany for the Staff Member and 50% of the DSA rate for each accompanying Dependent. In unusual situations the Executive Director may extend the period. The DSA payments are made to cover the actual period of temporary accommodation.

7.4.3 Temporary living expenses are not provided upon return to the home country after completion of appointment.

7.5 Shipping and Storage

7.5.1 For Professional Regular Staff Members, the Crop Trust will pay the cost of transportation of personal effects and household goods from the Staff Member's Authorized Home Location or other authorized location to the Staff Member's residence in Bonn, Germany and return. The details of this coverage are set out below.

7.5.2 Transportation and Temporary Storage of Household Effects

For employment arrangements of more than 18 (eighteen) months, the Crop Trust will pay for the packing, insurance, crating and surface shipment of the Staff Member's personal effects and household goods from the Staff Member's Authorized Home Location or other authorized location to the Staff Member's residence in Bonn, Germany and return. Payment or reimbursement will also be made for temporary storage (for a maximum of three months) in Bonn from the time of the goods' arrival until their transfer to the Staff Member's residence in Bonn. The amount of personal effects and household goods, which may be transported and stored under this provision, are as follows:

<table>
<thead>
<tr>
<th></th>
<th>Surface (net weight)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff Member</td>
<td>3,500 Kg / 35m³</td>
</tr>
<tr>
<td>Spouse/Partner</td>
<td>1,000 Kg / 10m³</td>
</tr>
<tr>
<td>Each authorized dependent child</td>
<td>500 Kg / 5m³</td>
</tr>
</tbody>
</table>

Surface shipments are net weight, which includes the weight of all internal packing materials, crates and boxes but not the outer lift van or crating.
7.5.3 Short-term Assignments

For employment arrangements of more than 12 (twelve) and less than 18 (eighteen) months, the Crop Trust will pay or reimburse the Staff Member for the cost of storage of personal and household goods in the Staff Member's Authorized Home Location or other authorized location up to the surface volume limits in Article 7.5.2 above.

7.5.4 Unaccompanied Air Freight

In addition to the volume allowances shown above for personal effects and goods, the Staff Member and each Dependent may ship the following amounts of unaccompanied household effects via air freight from the Staff Member's Authorized Home Location or other authorized location to the Bonn, Germany and, upon completion of his or her duties, return:

<table>
<thead>
<tr>
<th>Unaccompanied airfreight (gross weight)</th>
</tr>
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<tbody>
<tr>
<td>Staff Member only</td>
</tr>
<tr>
<td>Married/Couple</td>
</tr>
<tr>
<td>Each authorized dependent child</td>
</tr>
</tbody>
</table>

7.5.5 Staff Members may change from sea/surface to unaccompanied airfreight or vice versa provided the total cost does not exceed the entitlements of transportation as per 7.5.2 and 7.5.4 above.

7.5.6 Cost

The estimated cost of transporting personal effects and household goods shall be approved by the Crop Trust in advance and shall not exceed the cost of packing, crating and transportation by surface common carrier. Costs associated with the transportation of a privately owned motor vehicle, boats, camper or other recreational vehicles for a Staff Member will not be paid by the Organization. Pets may be sent to Bonn, Germany at the Staff Member's cost (it is the responsibility of the Staff Member to ensure compliance with the local health and quarantine rules of Germany regarding importation of animals). Costs of insurance shall be borne by the Organization for "all-risk" coverage for up to the following values:

<table>
<thead>
<tr>
<th>Maximum Insured Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff Member only</td>
</tr>
<tr>
<td>Married/Couple</td>
</tr>
<tr>
<td>Each authorized dependent child</td>
</tr>
</tbody>
</table>

The balance of insurance costs shall be borne by the Staff Member.

7.5.7 Taxes, Customs Duties, Transit Charges

The Organization shall inform the Staff Member with respect to any exemptions or other arrangements with respect to custom duties, taxes, transit, storage and similar charges accorded or made available to the Organization or its staff by any country and/or any political subdivision thereof. Except as specified above, the Organization shall pay or reimburse the Staff Member for all costs resulting from the process of clearance of the Staff Member's authorized personal property through port or airport customs facilities, for temporary storage charges and transportation of such property to Bonn, Germany or a temporary storage location as the case may be. The Organization shall also pay or reimburse the Staff Member on a one-time only basis for transportation costs from such temporary storage location to the Staff Member's first permanent residence in Bonn.
7.6 **Home Leave and Family Visit Travel**

7.6.1 The Organization recognizes that Professional Regular Staff Members who accept employment with the Organization in a city and/or country other than their recognized home location should be, along with their Dependents, afforded assistance to return periodically to their home locations in order to retain their family, occupational and cultural links if they so desire.

7.6.2 A home leave/family visit travel allowance shall be provided once for every period of 2 (two) years of service, provided that the period of appointment is for more than 1 (one) year.

7.6.3 Staff Members are eligible for payment in the first month of the second year of service with the Organization and payment of the lump sum entitlement will be made automatically with the Staff Member’s salary for that month. If the Staff Member becomes eligible after the payroll cutoff date, then payment will be made with the following month’s salary.

7.6.4 The home leave/family visit travel allowance is calculated according to the most direct and economical route between Bonn, Germany and the airport nearest to the Staff Member’s Authorized Home Location. Economy class fares will be used as published by international commercial airlines. Special fare reductions may apply to children. In cases where the Staff Member’s home location is in Germany or the surrounding area and where an airport is not easily accessible, 2nd class rail travel (with reservations) or car mileage rate may be applied. Fare calculation will be based on rates of:
- July - for those staff who become eligible in the first half of a given year (1 January to 30 June)
- December for those staff who become eligible in the second half of a given year (1 July to 31 December)

7.6.5 The entitlement is a non-accountable allowance giving flexibility to Staff to travel where they wish. No proof of travel is required although all staff are encouraged to take leave.

7.6.6 As indicated in Article 7.7.4 below, Staff Members may not receive both the education travel entitlement (where applicable) and the home leave entitlement in the same calendar year. In this regard, education travel requests will not be approved in the same calendar year that a home leave travel entitlement was paid for the eligible dependent.

7.6.7 Should a Staff Member resign sooner than twelve months after payment of the home leave entitlement, this amount will be recovered in full from the staff member through salary deductions.

7.7 **Education Allowance and Travel**

7.7.1 Professional Regular Staff Members will be granted an annual education allowance to assist the Staff Member in meeting the cost of adequate education for his/her children.
7.7.2 The education allowance entitlement is limited to 85% of the registration/admission fees, regular tuition and capital assessment fees (if any) of the recognized local International Schools in Bonn, Germany. The Executive Director issues a list of recognized International Schools in Bonn. Parents may elect to enroll their dependent children in other than a designated International School in Bonn or elsewhere. In this case, the entitlement will be limited to the costs of the entitlements payable for a recognized international school in Bonn, or 85% of the actual cost of registration/admission fees, regular tuition and capital assessment fees (if any) at the schooling selected by the parent, whichever is the lesser. Payment of the education allowance shall be made to the Staff Member based on actual costs incurred, supported by paid receipts detailing the charges. Staff Members are encouraged to make early payment to take advantage of any discounts. Any late fees will be the responsibility of the Staff Member. It is possible for a Staff Member to obtain an advance on the education allowance. In such cases, the Crop Trust will pay the Staff Member the full entitlement described above on receipt of the invoice from the educational institution showing the charges applied. Once the Staff Member makes payment, he/she must provide the Crop Trust with a copy of the paid receipt in order to close the administrative procedure. Failure by a Staff Member to provide receipts for an advance received will result in recovery of this amount from the Staff Member. The education allowance shall not be payable for education beyond the high school, secondary school or baccalaureate level, or for any child below 3 (three) years of age or above 21 (twenty-one) years of age.

7.7.3 An education allowance will also be granted to any Staff Member, whether Professional or not, whose dependent children are unable by reason of physical or mental disability to attend a normal educational institution and therefore require special teaching or training to prepare them for full integration into society or, while attending a normal educational institution, require special teaching or training to assist them in overcoming the disability.

7.7.4 In addition to the education allowance, Professional Regular Staff Members whose dependent children are receiving education in a city and/or country outside of Bonn, Germany shall be entitled to education travel for their dependent children consisting of one round trip ticket once a year from Bonn, Germany to the place of education or vice versa. Education travel shall be provided by economy class air by the most direct route (or by train or automobile, dependent on the location of the educational institution of the student). If the dependent child also qualifies for home leave/family visit travel allowance in the same calendar year, the education travel allowance will not be approved since the Staff Member is not entitled to both entitlements.

7.8 Emergency Travel and Transportation

7.8.1 Upon death of a Professional Regular Staff Member, or Dependant the Crop Trust shall pay the expenses of preparation and transportation of the body from the place of death to the deceased’s home city and country, and transportation of the surviving Staff Member and or Dependents to such location and back to Bonn, Germany. If the deceased is the Staff Member, then the Dependents will then be entitled to the repatriation benefits as if the Staff Member were ending a contract.
8. LEAVE

8.1 Annual Leave

8.1.1 The Crop Trust recognizes that in the interest of the health and well being of Regular Staff Members, arrangements should be made for their annual leave for vacations and personal purposes. As far as practicable, such leave shall be taken within a reasonable time after it is earned.

8.1.2 Regular Staff Members shall be entitled to 30 (thirty) working days per calendar year as annual leave (earned at the rate of 2.5 working days per month of service).

8.1.3 Annual leave earned in any calendar year may be accumulated; provided that the total amount of accrued annual leave to be carried forward at the end of the leave year shall not exceed 30 (thirty) working days. Days over 30 (thirty) are lost as of 31 December of each year unless the Executive Director approves retention when taking leave was not possible because of exigencies of service.

8.1.4 A Staff Member may be required to take his or her accrued leave before separating from the Crop Trust. In any case, where a Staff Member is unable to take his or her leave before separation due to the exigencies of service, the total amount of accrued annual leave for which compensation is payable on separation from the Crop Trust shall not exceed 30 (thirty) working days. Such payment shall be calculated on the basis of the rate of base salary, exclusive of any other allowance or benefits.

8.1.5 Annual leave may be taken in not less than half-day increments upon approval of the Staff Member's Supervisor, who will ensure scheduling to facilitate the use of leave.

8.1.6 Annual leave shall not be earned during any period of special leave or suspension in excess of 4 (four) weeks.

8.1.7 If during annual leave periods in excess of 5 working days, medically certified illness or sickness occurs in excess of 3 (three) working days, such period of illness or sickness shall not be regarded as annual leave, but shall be regarded as certified sick leave.

8.1.8 In exceptional circumstances, a Staff Member may be granted advance leave up to a maximum of 5 (five) working days, provided his/her service is expected to continue for the period necessary to accrue entitlement to the leave so advanced.

8.2 Medical Leave

8.2.1 The Organization recognizes that Staff Members may be afflicted at any time by occasional minor ailments or by more lengthy illnesses, which prevent them from attendance at work. The Organization also recognizes that on occasion the condition may be such that there is little likelihood of the Staff Member being able to resume normal duties in the foreseeable future. Medical leave shall be available to Regular Staff Members in the amounts and subject to the conditions prescribed below.

8.2.2 Regular Staff Members are entitled to 22 (twenty-two) working days of medical leave with full pay each calendar year, if needed. Staff joining the Organization midway through the year are entitled to the pro-rated allowance. Medical leave and family medical leave shall be approved in not less than half-day increments.
8.2.3 Medical Leave may be accumulated without limitation; however, it is not convertible to cash or additional leave at separation.

8.2.4 A medical certificate must be provided to support all medical leave of more than 3 (three) consecutive days.

8.2.5 Of the medical leave allowance mentioned in 8.2.2 above, up to 11 (eleven) of these days may be used in a calendar year in cases of health issues related to immediate (or dependent) family members (for example, sickness of a child or spouse/partner), if needed. A medical certificate must be provided to support medical leave requests related to immediate (or dependent) family members where the absence is more than 3 (three) consecutive days.

8.2.6 A Staff Member unable to work because of an accident or illness accepted by the Crop Trust as work-related, will be granted short-term disability paid leave at full pay to a total of 6 (six) months, without deduction from medical leave credits. The work-related nature must be documented in a medical report prepared by a medical practitioner. The Crop Trust may request an external evaluation of such medical report.

8.2.7 Extended Sick Leave
a. In cases where a Staff Member who has exhausted all entitlements to medical leave and also all accrued annual leave due to an extended illness or accident that is not work-related, extended sick leave with full or partial pay may be authorized by the Executive Director.

b. To receive consideration for extended sick leave, a Staff Member shall provide a medical certificate indicating the reasons for the absence and the expected duration of absence.

c. Such extended sick leave is granted solely for the purpose of providing a bridge to the Staff Member to become eligible for disability benefits under the Organization’s social security scheme. Extended sick leave will be paid for a maximum period of 6 (six) months.

d. A Staff Member may from time to time be required to submit a medical certificate as to the state of his/her health or to undergo examination by a medical practitioner designated by the Executive Director. If, based on the medical report, the Executive Director is satisfied that the Staff Member on extended sick leave is fit to resume his/her duties, he may refuse to grant further extended sick leave or cancel leave already granted. If the Staff Member so requests, documentation supporting continued absences that have been denied by the Executive Director may be referred to an independent medical practitioner acceptable both to the Executive Director and the Staff Member for review and recommendation.

e. Annual leave shall not be earned during any authorized period of extended sick leave.

8.2.8 Long-Term Disability
a. The Long-Term Disability Insurance plan will provide disability payments starting the 181st calendar day if the Staff Member is still unable to work.

b. In case of medical absence for more than 180 calendar days, unused medical leave may be used at a rate of 40% to top up the partial disability insurance rate (60%) to a full 100% of salary.
8.3 Maternity Leave

8.3.1 A Regular Staff Member who has worked for the Crop Trust for at least 9 (nine) months, is entitled to maternity leave for up to a maximum of 16 (sixteen) weeks at full pay in the case of a single birth, or a maximum of 20 (twenty) weeks in the case of multiple births. Staff who have worked for less than 9 (nine) months will be entitled to maternity leave on a pro-rated basis.

8.3.2 Staff who work on a part-time schedule shall be entitled to maternity leave for the full period of sixteen (16) weeks but shall receive leave credit at the same percentage as their part-time schedule during the maternity leave period (for example, a Staff Member on a 50% schedule shall receive maternity leave at 50% for sixteen (16) weeks).

8.3.3 The request for maternity leave must be made at least 3 (three) months before the expected date of delivery and must be accompanied by a certificate from a medical practitioner indicating the expected date of delivery.

8.3.4 The maternity leave will comprise a pre-delivery and post-delivery period. Pre-delivery period will commence 6 (six) weeks before the anticipated date of delivery.

8.3.5 If the Staff Member is on sick leave for any problem associated with the pregnancy prior to commencing maternity leave, and then subsequently gives birth earlier than the anticipated delivery date, any continuous period of such sick leave that falls within the 6 (six) week period immediately prior to the actual delivery date will be charged against the maternity leave entitlement.

8.3.6 At the Staff Member’s request, and upon production of a medical certificate certifying that she is fit to work, a shorter period of pre-delivery leave may be granted, provided it is not less than 2 (two) weeks.

8.3.7 If a shorter period of pre-delivery leave is granted, the Staff Member may also be permitted to work part-time for the period between the sixth and the second week preceding the expected date of delivery. During this period of part-time work, the Staff Member’s working hours may be reduced by up to 50% of a normal full-time schedule. A Staff Member who chooses this option may elect for the working hours charged to her maternity leave entitlement to be reduced accordingly, or otherwise for her salary and related benefits to be pro-rated in accordance with her part-time schedule during this period. The Staff Member may also negotiate the option of working from home with her supervisor provided that the nature of the job would enable such an arrangement, and this is considered to be in the interests of the Organization.

8.3.8 Staff Members who are working during a reduced pre-delivery period will not be granted sick leave for any problem associated with the pregnancy during this period. Such absences will be charged against the maternity leave entitlement.

8.3.9 If less than 6 (six) weeks of pre-delivery leave is approved, and it subsequently becomes apparent that she is not physically fit to continue working, the Organization may require her to commence her maternity leave at once.

8.3.10 Post-delivery leave shall extend for a period equivalent to the difference between sixteen weeks and the actual period of pre-delivery leave taken before the birth.
8.3.11 No sick leave shall be granted during the maternity leave period. If the Staff Member is unable to return to work upon expiration of the maternity leave due to ill health, sick leave may be granted upon presentation of a medical certificate.

8.3.12 Annual leave shall not be earned during any authorized period of maternity leave.

8.3.13 A Staff Member who is granted maternity leave as set forth above, and who resumes her employment upon the expiration of the maternity leave, shall be guaranteed reinstatement in the same or comparable position occupied by her at the time she commenced maternity leave.

8.3.14 A Staff Member wishing to stay away from work for longer than the stipulated period in order to care for the infant may apply for special leave without pay if no vacation leave credit is available. Provided the total absence does not exceed 6 (six) months, the Crop Trust will reinstate the Staff Member upon return from such extended leave in the same position occupied by her at the time she commenced maternity leave, or in a comparable position with not less than the salary and benefits to which she was entitled at the beginning of the maternity leave.

8.3.15 If the appointment of a Staff Member is due to expire during the period of maternity leave, without prejudice to the normal contract renewal procedure, the appointment shall in all cases be extended to cover the full duration of the maternity leave. This policy does not apply in cases where the contract expires more than six weeks before the anticipated date of delivery. Under no circumstances should the fact that a Staff Member is, or will be, on maternity leave be a factor affecting a decision on contract renewal.

8.3.16 When an appointment is extended solely to enable a Staff Member to utilize her maternity leave entitlement, no credit towards annual leave or sick leave shall be accrued during the period of extension.

8.3.17 Where both parents are Staff Members, any unused portion of maternity leave, subject to a minimum of 10 (ten) weeks maternity leave, may be used by the other parent up to the maximum total entitlement of 16 (sixteen) weeks.

8.3.18 A mother who needs to leave the work premises to nurse her child or express milk shall be given up to 2 (two) hours daily including commuting time for that purpose until the child reaches 1 (one) year of age. The timing of these daily absences shall be agreed between the Staff Member and her supervisor, and should to the greatest extent possible be determined by the needs of the Staff Member.

8.4 Paternity Leave

8.4.1 Regular Staff Members are entitled to a maximum of 10 (ten) weeks of paid leave in the event of their wife or recognized partner giving birth, to be taken during birth or within the first year after the birth.

8.4.2 Annual leave shall not be earned during any period of paternity leave.
8.5 Adoption Leave

8.5.1 Upon the presentation of satisfactory evidence of the adoption of a child, a Regular Staff Member shall be entitled to adoption leave with full pay for a total period of 10 (ten) weeks provided that the adopted child is not step-child nor has been living with the Staff Member for an extended period.

8.5.2 Special leave for adoption purposes must be taken on a continuous basis starting from the date of child's arrival in the adopting Staff Member's home.

8.5.3 Where both parents are Staff Members, adoption leave may be used by the other parent up to the maximum total entitlement of 16 (sixteen) weeks.

8.5.4 Annual leave shall not be earned during any authorized period of adoption leave.

8.6 Special Leave

8.6.1 The Executive Director may authorize special leave in exceptional cases, including study leave, and may grant this with pay or benefits, without pay or benefits or with partial pay and/or benefits, as he or she deems appropriate.

8.6.2 As per Article 8.1.6 annual leave shall not be earned during any period of special leave in excess of 4 (four) weeks.

8.7 Compassionate Leave

8.7.1 All Regular Staff Members are entitled to up to 3 (three) days of paid leave, and travel time by the most direct route, in the event of a serious illness or death of an immediate member of the Staff Member's and spouse's/partner's family (parents, children, brothers and sisters). All time over the 3 (three) days and travel time must be charged to the 11 (eleven) days sick leave under Article 8.2.5 if not already utilized, or may be taken as leave without pay upon prior approval.
9. PERFORMANCE ASSESSMENT AND STAFF DEVELOPMENT

9.1 Performance Assessment

9.1.1 Every Staff Member will have his/her work performance and contribution towards the Crop Trust’s objectives evaluated periodically.

9.1.2 The Crop Trust’s Performance Management System is based on a formal Performance Agreement that is negotiated annually between each Staff Member and his/her Supervisor. It is based on the Staff Member’s individual workplan that should contribute to and be aligned with the Organization’s larger strategic goals.

9.1.3 The Staff Member’s performance is appraised at the end of each annual cycle. A written assessment of performance against planned outputs is undertaken using a standard rating system.

9.1.4 At least one formal mid-cycle review shall be conducted to discuss progress with work, any changes in institutional or group priorities that will have an impact on the Staff Member’s workplan and issues such as professional development needs and performance expectations. Additional informal periodic reviews are encouraged.

9.1.5 The performance assessment exercise shall be utilized to identify areas where staff development may be required or opportune.

9.1.6 All performance agreements are treated as confidential. Written permission of the Staff Member is required for them to be made available to persons other than the Staff Member or his/her immediate and higher level supervisors.

9.1.7 The Performance Management System is compulsory for all Regular Staff Members (except the Executive Director whose performance is evaluated by the Executive Board). Participation in the system forms the basis for contract renewal, salary assessments and staff development opportunities. For more information see Section 6.1.5.

9.1.8 Participation in the Performance Management System is encouraged but optional for Temporary Staff who are to be employed by the Crop Trust for a minimum of 6 (six) months.

9.1.9 The Crop Trust’s performance appraisal forms and guidelines are provided in Annex D.

9.1.10 Guidelines on processes to follow in cases of disagreement on an annual performance assessment are provided in Annex E.

9.1.11 Guidelines on processes to follow in cases of change of supervisor/position (including new Staff joining) during a performance assessment cycle are provided in Annex F.

9.2 Staff Development

9.2.1 Staff development is an investment in the future of the Organization and the individual. The Crop Trust wishes to encourage all staff to both maintain and add to their abilities to master and improve the skills required in the position they currently hold or to which they might next be assigned.
9.2.2 The Organization shall endeavor to provide appropriate staff development utilizing internal or external facilities for the purpose of:
   a. introducing new Staff Members to the objectives and functions of the Crop Trust, personnel policies, programs, procedures and rules related to the Staff Members' work and responsibilities; and
   b. sustaining and improving the skills and knowledge required of Staff Members in their present or future work with the Crop Trust.

9.2.3 Staff development needs shall normally be addressed in the context of the performance assessment exercise described in Article 9.1. Training must have a clear and direct relationship to the Crop Trust’s overall program direction and goals as well as to the Staff Member’s abilities and responsibilities with the Organization.

9.2.4 In considering requests for Staff Development, the Crop Trust must balance longer-term, strategic needs with shorter-term operational needs of the Organization. Consequently management must retain flexibility in the ability to resource any staff development requests.

9.2.5 Where possible, opportunities for internal staff development activities (such as in-house peer-to-peer training and self-learning) will be promoted.

9.2.6 All Regular Staff Members are eligible to apply for staff development opportunities when they are available.

9.2.7 In the interest of equity, resources for staff development shall be accessible to all Regular Staff with equal application of criteria for evaluating development requests.

9.2.8 Should the Staff Member resign sooner than 1 (one) year after completing the staff development activity, he/she will be required to repay the Organization for the cost of the staff development on a pro-rated basis.

9.2.9 At the end of a learning activity, the Staff Member is expected to evaluate the activity to indicate to what extent their learning goals and expectations have been met. In addition, approximately 6 (six) months following completion, the supervisor will be requested to evaluate the impact of the staff development on work performance.
10. SEPARATION

10.1 Completion of Appointment

10.1.1 A Staff Member may be separated from the Organization for any of the following reasons:
   a. expiration of fixed-term contract
   b. resignation
   c. attainment of retirement age
   d. termination by the Organization
   e. death

10.2 Expiration of Fixed-Term Contract

10.2.1 Upon completion of a fixed-term appointment in good standing, a Regular Staff Member is entitled to the following payments if his/her contract is not renewed:
   a. payment of base salary to the last day of appointment;
   b. payment of earned but unused vacation leave;
   c. continuation of Group Insurance Plans to the last day of the month when employment terminates, as stipulated in the Plan documents;
   d. payment of retirement plan contributions on final salary and on earned but unused vacation leave in accordance with Article 8.1.4.

10.2.2 The Crop Trust’s additional responsibilities to Professional Regular Staff Members are as follows:
   a. payment of base salary for days of direct travel time between Bonn, Germany and the Authorized Home Location;
   b. air ticket between Bonn, Germany and the Authorized Home Location for each authorized Dependent and Staff Member;
   c. arrangements for, or the reimbursement of, shipment of personal possessions between Bonn, Germany and the Authorized Home Location.

10.3 Resignation

10.3.1 A Regular Staff Member who resigns, with requisite months of notice, has the same separation entitlements as provided under Article 10.2 above.

10.4 Retirement

10.4.1 Regular Staff Members shall normally retire on reaching the age of sixty-five (65). The Executive Director may, on an extraordinary basis, extend the retirement age of a Regular Staff Member if two conditions are met:
   a. the Executive Director concludes that such extension is in the best interests of the Organization;
   b. the Executive Board has given its prior approval in cases where the extension is for more than one year beyond the normal retirement age.

10.4.2 Where the extension relates to the appointment of the Executive Director, the decision to extend rests with the Executive Board.
10.4.3 Base salary, benefits, allowances and entitlements will continue for those taking delayed retirement, with the exception that contributions to the Retirement Plan cease at age 65.

10.5 Termination

10.5.1 Termination is defined as the separation of a Staff Member which is initiated by the Organization. The Organization has the right to terminate the contract of a Staff Member for due and valid reasons, such as:
   a. for unsatisfactory performance;
   b. as a result of a long-term disability;
   c. as a result of disciplinary action;
   d. redundancy;
   e. an unauthorized absence exceeding 5 (five) days for which no satisfactory explanation has been offered.

10.6 Termination for Unsatisfactory Performance

10.6.1 The contract of a Staff Member may be terminated if his or her performance, assessed in accordance with the Performance Assessment process established in Article 9.1 of the PPPM, is not satisfactory.

10.6.2 After careful consideration and review of a Staff Member’s unsatisfactory performance, the Executive Director will give written notification to the Staff Member of an intention to terminate his/her appointment unless significant improvement can be achieved within a reasonable and stated period of time. A second review will be held towards the end of that period and a final decision communicated to the Staff Member concerning his/her continuance or termination.

10.6.3 In case of termination for unsatisfactory performance a Staff Member has the following separation entitlements:
   a. payment of base salary to the last day of appointment;
   b. payment of earned but unused vacation leave;
   c. continuation of Group Insurance Plans to the last day of the month when employment terminates, as stipulated in the Plan documents;
   d. payment of retirement plan contributions on final salary and on earned but unused vacation leave in accordance with Article 8.1.4.

10.6.4 The Crop Trust’s additional responsibilities to Professional Regular Staff Members are as follows:
   a. payment of base salary for days of direct travel time between Bonn, Germany and the Authorized Home Location;
   b. air ticket between Bonn, Germany and the Authorized Home Location for each authorized Dependent and Staff Member;
   c. arrangements for, or the reimbursement of, shipment of personal possessions between Bonn, Germany and the Authorized Home Location

10.7 Termination During or at the End of the Initial Probationary Period

10.7.1 The Organization must ensure that in cases of unsatisfactory performance or other shortcomings, at any time during the probationary period, probationers are given timely feedback so that measures can be taken to remedy the situation.
10.7.2 In case of termination during or at the end of the probationary period the Staff Member has the same separation entitlements as in Article 10.2 above (Expiration of Fixed-Term Contract).

10.8 Termination as a Result of Long-Term Disability

10.8.1 During the course of an appointment a Regular Staff Member may no longer be able to carry out his/her assigned duties and responsibilities because of a serious physical or medical disability. In such circumstances the Executive Director, on professional medical advice, shall place the Staff Member on Medical Leave. This medical leave may be supplemented as necessary by the use of Vacation Leave credits and short-term disability payments by the Crop Trust for a period of 6 (six) months. The Staff Member’s responsibility will then be transferred to the Long Term Disability Insurance Plan.

10.8.2 When a Staff Member is transferred to the Long Term Disability Insurance Plan, his/her appointment will be terminated and the Crop Trust will provide the arrangements and entitlements under Article 10.2 (Expiration of Fixed-Term Contract).

10.8.3 The Executive Director, on professional medical advice, shall transfer a Professional Regular Staff Member and Dependents to their Authorized Home Location prior to their termination of appointment.

10.9 Termination as a Result of Disciplinary Action

10.9.1 A Staff Member’s appointment may be terminated as a result of a disciplinary penalty imposed under the procedure described in Article 11.2.

10.9.2 In case of termination as a result for disciplinary action the Executive Director will determine the termination conditions and entitlements taking into account the specific circumstances of each case.

10.10 Redundancy

10.10.1 A position is defined as redundant when it is considered in excess of requirements, for example as a result of retrenchment stemming from changed operational needs or because the nature of the duties and requirements of the post have changed to an extent to which that the post in question is abolished and another post needs to be established with different duties and requirements.

10.10.2 In such cases the Organization has the right to terminate the contract of a Regular Staff Member whose post is made redundant and for whom no suitable alternative internal placement is found. Should the Staff Member find employment outside of the Crop Trust and resign between the time he/she is formally notified of the redundancy and the last day of employment, he or she will not be entitled to the redundancy indemnity upon separation.
10.10.3 Redundancy indemnity: If the employment of a Regular Staff Member is terminated by the Crop Trust before the expiration date of the appointment, except in the case of termination for unsatisfactory performance or for disciplinary reasons, in addition to the end of contract payments under Article 10.2 (Expiration of Fixed-Term Contract), a Staff Member will receive payment of a redundancy indemnity equal to the base salary for 12 (twelve) months or to the end of the appointment, whichever is less.

10.11 Death

10.11.1 If a Staff Member dies during his/her appointment, his/her designed beneficiaries will receive all the entitlements as defined in Article 10.2 calculated to the last day of the month in which death occurred. The Executive Director will determine the Crop Trust's response to the family and provide any further assistance to help alleviate the difficulties they may experience in coping with the situation and returning to their Authorized Home Location.

10.12 Notice

10.12.1 A minimum notice of 90 (ninety) calendar days shall be given in writing by the Crop Trust to a Regular Staff Member in effecting separation under any of the circumstances set out in Articles 10.1.1.a and 10.1.1.d above except that in the event of dismissal with notice as a disciplinary measure the Executive Director may reduce the period of notice to no less than 30 (thirty) calendar days. No notice shall be required in effecting a summary dismissal under Article 11.2.3.

10.12.2 A Regular Staff Member shall notify the Crop Trust in writing a reasonable time in advance of the Staff Member's intention to resign or take early retirement. In this context a reasonable time shall mean:
   a. Professional positions as defined in Article 4.3.2.a above: 90 (ninety) calendar days, unless a longer period is specified in the Letter of Appointment.
   b. General Service positions as defined in Article 4.3.2.b above: 30 (thirty) calendar days.

These periods may be reduced with the approval of the Executive Director.

10.12.3 Unless dismissed without notice, Members of the Complementary Staff shall give or receive the period of notice specified in their Contracts of employment.
11. DISCIPLINARY CODE

11.1 General

11.1.1 Staff Members facing charges of contravening the standard of conduct required of them under these regulations shall be entitled to fair and consistent treatment and to due process in accordance with the provisions set out in the PPPM.

11.1.2 The provisions of Article 11.1 also apply to Consultants, Advisors/Experts and Complementary Staff of the Crop Trust.

11.2 Misconduct and Serious Misconduct

11.2.1 The Executive Director may impose disciplinary measures on Staff Members for misconduct.

11.2.2 Misconduct for which disciplinary measures may be imposed includes:

a. failure by a Staff Member to comply with his or her obligations under the Constitution, the PPPM and any other relevant procedures, rules, orders, conditions of appointment or to observe the standards of conduct generally expected of an international civil servant;

b. unlawful acts (e.g., theft, fraud, possession, use or sale of illegal substances, smuggling) on or off the Crop Trust premises, and whether or not the Staff Member was officially on duty at the time;

c. misrepresentation, forgery or false certification in connection with any Crop Trust claim or benefit;

d. misuse of office including breach of confidentiality, abuse of authority, retaliation, harassment, or threats to other Staff Members;

e. misuse of the Crop Trust property, equipment or files, including electronic files;

f. abuse of the Crop Trust privileges and immunities; and

g. acts or behavior that would discredit the Crop Trust;

h. unwillingness to perform prescribed duties in a satisfactory manner;

i. unauthorized absence from duty for a period of more than 5 (five) days without a satisfactory explanation.

11.2.3 The Executive Director may summarily dismiss a Staff Member for serious misconduct. Summary dismissal is mandatory for the following acts of misconduct:

a. assault or intimidation of other Staff Members;

b. serious cases of harassment or discrimination;

c. theft, sabotage or willful damage to Crop Trust property;

d. fraud or dishonesty involving the Crop Trust, or which brings the Organization into disrepute;

e. giving false information in respect of educational qualifications or experience to obtain employment.

11.2.4 A person who has been summarily dismissed must leave the Crop Trust premises on receiving advice of this penalty.
11.2.5 The provisions of Article 11.2 also apply to Consultants, Advisors/Experts and Complementary Staff of the Crop Trust.

11.3 Disciplinary Process

11.3.1 The disciplinary process is described below.

a. Preliminary investigation
   i. Where a Staff Member is suspected of having behaved in a manner that constitutes a breach of discipline, either through misconduct, or other substantial reason, the supervisor will conduct a preliminary investigation with minimum delay. Depending on the circumstances and the significance of the issue, the preliminary investigation may be required immediately. In the preliminary investigation, the supervisor will ascertain:
      • what is alleged to have happened;
      • what parties (within and/or external to the Crop Trust) were involved in the issue;
      • what evidence exists about the alleged offence; and
      • what the impact of the alleged breach of discipline has been, or is likely to be.
   ii. Based on the outcome of the preliminary investigation, the supervisor will consult with the Deputy Executive Director to decide whether a sufficient case exists to pursue the issue on a formal basis, or whether the matter should be dropped. If the case is to be pursued, the supervisor and Deputy Executive Director should consult with the Executive Director as necessary.

b. Formal inquiry
   i. If it is decided that there are sufficient grounds for pursuing the matter formally, the Deputy Executive Director shall initiate a formal enquiry. The first step in the process for a formal enquiry is to advise the Staff Member verbally of the details of the suspected offence, and confirm this in writing as soon as possible.
   ii. In addition to providing the Staff Member with information about the offence to be investigated, the Deputy Executive Director may need to issue appropriate instructions to the Staff Member. For example, if the matter involved a complaint about assault, intimidation or harassment of another Staff Member, the Staff Member under investigation would normally be instructed to refrain from any contact with the other party until the investigation had been completed. In some circumstances it may be necessary to request the Staff Member to leave the Crop Trust premises immediately and suspend the Staff Member for a limited period, on full pay and benefits, pending the outcome of the formal review.
   iii. The Deputy Executive Director shall also consider the interests and circumstances of the Staff Member being investigated, and ensure that the Staff Member understands his/her right to seek advice.

c. Hearing
   i. When the Deputy Executive Director confirms the charge in writing, he/she shall advise the Staff Member of the date and time of a hearing, and of the Staff Member’s right to be accompanied by a fellow employee during the hearing. The Deputy Executive Director will normally conduct the hearing.
ii. When the hearing takes place, other than in exceptional circumstances the Staff Member (and his/her accompanying colleague) may be present throughout the proceedings. The intention is for the Staff Member to be fully aware of the offence that he/she is alleged to have committed, and to have the opportunity at the appropriate time to respond to evidence taken from other parties. The Deputy Executive Director shall also advise the Staff Member of any information about the matter being investigated that may have been acquired from other parties who have not attended the hearing.

iii. After the Deputy Executive Director has heard, relayed or personally provided the information relating to the alleged offence, he/she shall give the Staff Member the opportunity to respond and to consult with his/her accompanying colleague.

d. Establishing the offence and report to the Executive Director
   i. Within 3 (three) working days of the end of the hearings, the Staff Member will be advised whether or not the offence has been established.
   ii. If the offence has been established, the Deputy Executive Director will submit a confidential report to the Executive Director, within one week of the end of the hearings. This report should summarize:
       • the preliminary inquiry;
       • the formal inquiry;
       • the hearings; and
       • the conclusions and recommendations.
   iii. After review of this report, the Staff Member will be notified about the penalty. The Staff Member will be advised of his/her right of appeal against the decision and/or the penalty.

11.3.2 The provisions of Article 11.3 also apply to Consultants, Advisors/Experts and Complementary Staff of the Crop Trust.

11.4 Disciplinary Measures

11.4.1 Disciplinary measures may take one or more of the following forms:
   a. formal written censure to be placed in the Staff Member’s file for a fixed period;
   b. deferment, for a specified period, of eligibility for within-grade level increment;
   c. deferment, for a specified period, of eligibility for promotion;
   d. suspension without pay for a defined period;
   e. dismissal, with notice of termination or compensation in lieu;
   f. summary dismissal;
   g. termination of contract in the case of Consultants, Advisors/Experts and Complementary Staff of the Crop Trust.

11.4.2 The following measures shall not be considered to be disciplinary measures:
   a. oral or written warnings and reprimands;
   b. recovery of moneys owed to the Crop Trust.

11.4.3 The provisions of Article 11.4 also apply to Consultants, Advisors/Experts and Complementary Staff of the Crop Trust as indicated above.
12. GRIEVANCES AND APPEALS

12.1 General

12.1.1 It is of primary concern to the Crop Trust that Staff Members should feel that they are treated fairly and equitably. The Executive Board and Management of the Crop Trust recognize that occasions may arise when a Staff Member feels that he/she has not received the treatment or obtained the satisfaction he/she was expecting, either from the Crop Trust, a supervisor or a second-level supervisor. In such a situation it is important that the Staff Member be given the opportunity to seek a review of the decision/outcome that concerns him/her.

12.1.2 All Staff Members should be given a fair hearing by the immediate supervisor, second-level supervisor or manager concerning any grievance that they may wish to raise. Where this hearing does not resolve the issue(s) to the Staff Member’s satisfaction, and where it is so significant to the Staff Member that he/she wishes to have the matter reconsidered at a higher level, there is also a formal appeals procedure.

12.1.3 In most cases, it is expected that Staff Members and their supervisors will be able to resolve difficulties without elevating the issue to the appeals procedure. Seeking evidence that attempts at conciliation have been made will form part of the inquiries of an Appeals Committee.

12.1.4 The provisions of Article 12.1 also apply to Consultants, Advisors/Experts and Complementary Staff of the Crop Trust.

12.2 Right of Appeal

12.2.1 All Staff Members who have been subject to disciplinary action, or who have strong reasons to believe that they have not received the treatment they could expect from their employer, have the right of appeal.

12.2.2 An appeal should be submitted for consideration by the Appeals Committee, except in cases where the appeal is against the person of the Executive Director, in which case the Staff Member may elect to lodge the appeal directly with the Board Chair without first going through the Appeals Committee.

12.2.3 An appeal against the imposition of a penalty is allowed provided that the grounds of appeal are related to:
   a. the procedural correctness of the disciplinary process;
   b. lack of evidence;
   c. a claim that the penalty is unjust or unreasonable, because of a disproportionate punishment in relation to the offence;
   d. a claim that the penalty is unwarranted, because the offence did not take place.

12.2.4 Action based on expiration of an appointment by its own terms is not disciplinary in character, nor may such action form the basis of a grievance.
12.3 The Appeals Committee

12.3.1 The Executive Director shall establish an Appeals Committee within the Crop Trust to advise him or her in cases of appeal by individual Regular Staff Members and Complementary Staff Members regarding a grievance arising out of disciplinary action or arising out of an administrative decision which Staff Members allege to be in conflict, either in substance or in form, with the terms of their appointment or with any pertinent staff regulation or administrative directive. At the request of the Staff Member, the Executive Director may render a final decision without recourse being made to the said Committee.

12.3.2 The Appeals Committee is an ad hoc body, convened by the Executive Director or his/her designate within 10 (ten) days of receipt of an appeal.

12.3.3 The Appeals Committee shall comprise:
   a. one Staff Member appointed by the Executive Director;
   b. a Staff Member, elected by the staff as a whole;
   c. an independent Chair appointed by the Executive Board.

The Executive Board shall appoint an alternate Chair to serve when the Chair is unavailable; if the Chair and alternate Chair are unavailable, the remainder of the Committee may select an ad hoc Chair, who shall not be a Staff Member. The Executive Director shall appoint a Secretary to the Appeals Committee and such other Staff Members as may be required for its proper functioning.

12.3.4 Any person who has been directly or closely involved in the case pending investigation, e.g. the relevant supervisor, is excluded from serving on the Appeals Committee.

12.4 Procedure of an Appeals Committee

12.4.1 A Staff Member who wishes to lodge an appeal must present a written statement of the grounds of appeal to the Deputy Executive Director within 10 (ten) working days of receipt of the disciplinary measure or the administrative action who will inform the Executive Director.

12.4.2 Depending on the complexity and seriousness of the grievance, the Executive Director may convene an Appeals Committee to review the case, conduct whatever additional hearings it believes required, seek outside advice if appropriate, interview all parties and take whatever other action it deems necessary to present a report and recommendation to the Executive Director. Should the Executive Director deem it necessary to convene an Appeals Committee, such Committee will be convened within ten (10) working days of receipt of the Staff Member’s statement with grounds of appeal.

12.4.3 The Appeals Committee may summon any person or examine any evidence that it deems pertinent to the case under discussion.

12.4.4 At all hearings and meetings between the aggrieved Staff Member and the Appeals Committee, the Staff Member may be accompanied by a fellow employee when presenting his/her case.

12.4.5 The Staff Member has the right to present either or both a written or verbal presentation to the Appeals Committee of his/her case.
Within twenty (20) working days of the convening of an Appeals Committee, the Committee will submit its written report to the Executive Director.

The Appeals Committee report will be prepared by the Chairman in the form of a summary of the background to the appeal, a report of the proceedings of the Committee that reflects all deliberations (including dissenting views), any documents submitted to the Committee by the appellant, and the recommendation of the Committee representing the majority view.

The Executive Director will consider the report and may question any of the Committee members or the Staff Member, for clarification, before making a final decision.

Within 10 (ten) working days after the submission of the Committee's report, the Executive Director will reach a decision, which will be communicated to the Staff Member in writing. A copy of the Executive Director's letter to the Staff Member will be sent to each member of the Appeals Committee, to the Deputy Executive Director, and to the relevant supervisor.

The Executive Director's decision is final in all cases except when the Staff Member is contesting the penalties of termination or summary dismissal. Where the Executive Director decides on or confirms either of these penalties, the Staff Member may lodge a further appeal to the Board Chair or his/her representative.

In such cases, the Board Chair will reply to the Staff Member within 1 (one) month of receiving the appeal. Such letter will either confirm the Executive Director's decision or will request that a second and final appeal be undertaken.

In cases in which the Staff Member has appealed directly to the Board Chair without first going through the Appeals Committee process, the Chair shall decide whether an investigation should be carried out or whether the appeal should be dismissed. The Board Chair shall decide on the receivability of the appeal, and with the agreement of the appellant may instead refer it to the Appeals Committee if, in his/her opinion, the appeal does not specifically relate to the Executive Director. The Board Chair shall report to the full Board regarding any appeals submitted to him or her.

**Whistle-blower Protection**

"Whistle-blowing" is defined as the deliberate, voluntary disclosure of any suspected or anticipated misconduct within the Organization that is within its ability to control. A whistle-blower is any Staff Member who makes such a disclosure. Retaliation against a Staff Member for reporting misconduct or for cooperating with audit or other investigations constitutes misconduct. More information on the Crop Trust’s Whistle-blower Policy can be found in Section 14 of this Manual.

A Staff Member alleging retaliation may submit those allegations directly to the Chair of the Appeals Committee who shall advise the Executive Director on appropriate action.

The provisions of Article 12.5 also apply to Consultants, Advisors/Experts and Complementary Staff of the Crop Trust.
12.6 Appeals to the Administrative Tribunal of the International Labor Organization

12.6.1 Regular Staff Members and Complementary Staff Members may appeal against a final decision of the Executive Director to the Administrative Tribunal of the International Labor Organization in accordance with the conditions prescribed in its Statute.

12.7 Arbitration

12.7.1 Consultants and Experts/Advisors have the right of recourse to arbitration in the case of disagreement over the interpretation or execution of their contracts that cannot be settled by negotiation in accordance with the terms and conditions of those contracts.
13. CONSULTANTS, ADVISORS/EXPERTS AND COMPLEMENTARY STAFF

13.1 General

13.1.1 In addition to Regular Staff positions, the Crop Trust recognizes the need for Consultants, Advisors/Experts and Complementary Staff (defined in Article 1.10) who may be hired to complete a specific task or undertake activities that are limited in time and scope.

13.2 Consultants

13.2.1 Consultants are Staff Members who are contracted for a limited period (normally not exceeding one year) to provide specialized professional expertise, skills or knowledge, not normally available in the Organization, and for which there is no continuing need. On occasion, Consultants may also be employed to perform professional staff functions when regular staff resources are not immediately available.

13.2.2 A Consultancy Contract of Employment is of a definite duration during which the person appointed is contracted to provide services of a professional nature to the Crop Trust for such period of time and on such conditions as are mutually agreed in advance.

13.2.3 The terms of employment of Consultants shall be set out in the individual Contract of Employment. The terms of employment set out in PPPM sections 6-10 and elsewhere in this Manual will not be applicable unless expressly included in the individual contract.

13.2.4 Guidelines on recruitment and selection arrangements for Consultants can be found in Annex B (Section B.3).

13.3 Advisors/Experts

13.3.1 The Crop Trust aims to attract the highest possible level of expertise to contribute toward its long-term goals and objectives. Such expertise is often available with individuals who are retired, or are employed by universities, national or international research institutes. In order to acquire this specific or high-level expertise, the Crop Trust employs Advisors/Experts.

13.3.2 Definition – Advisors/Experts are persons who are recognized as senior experts in their field and whom the Crop Trust has contracted (generally on a longer term basis than a consultancy which is more suitable for a specific project-based need) to provide expert knowledge/advice to the Organization as the need arises.

13.3.3 Eligibility - Advisors/Experts should be recognized as senior experts in their field.

13.3.4 Identification and recruitment - Identification and recruitment of Advisors/Experts is made by utilizing one or more of the following methods:

- recommendation from an external source;
- recommendation from a Crop Trust Staff Member or Executive Board Member.

Proposals for persons to be appointed as Advisors/Experts should be presented to the
Deputy Executive Director and should include:
a. terms of reference;
b. proposed duration of the assignment and starting date;
c. location of employment
d. the cost and funding source as well as an explanation for the basis of remuneration (if applicable);

Final approval for the appointment of Advisors/Experts rests with the Executive Director.

13.3.5 Employment conditions
a. Appointments are normally for two years with the possibility of renewal;
b. The employment conditions for Advisors/Experts may vary:
   • Normally, any fees for Advisors/Experts will be limited to the payment of an agreed stipend, based on the time spent on Crop Trust work. Other arrangements may include expenses-only arrangements.
   • Advisors/Experts are not eligible for benefits such as retirement plan, medical coverage or accidental death and dismemberment insurance are not entitled to any right, benefit, payment or compensation except as expressly stated in their contract.
c. The determination of conditions of employment will be made in consultation with the HR Unit and subject to approval by the Executive Director.

13.4 Complementary Staff

13.4.1 Complementary Staff include:
• Temporary Staff
• Interns
• Fellows
• Associate Experts
• Persons on Secondment

13.4.2 Temporary Staff

13.4.2.1 Definition - Temporary Staff are generally employed when there are peaks of workload that require additional resources or to replace a Regular Staff Member on prolonged sick leave or maternity leave, when such a replacement is justified.

13.4.2.2 Eligibility - The candidate selected must satisfy the basic requirements the employment calls for in terms of education and experience.

13.4.2.3 Recruitment - For Temporary Staff employed for a period of 3 (three) months or less no selection panel is necessary. If the services of a Temporary Staff Member are required for a period of more than 3 (three) months, a limited recruitment process, to be determined by the Deputy Executive Director, will be required. Guidelines on recruitment and selection arrangements for Temporary Staff can be found in Annex B (Section B.2).

13.4.2.4 Employment conditions
a. The Deputy Executive Director and HR representative will determine the skills and experience required by a candidate, and will make a determination of the level of the position for the purposes of setting remuneration.
b. For Temporary Staff employed for a period of more than 3 (three) months, the Organization will provide limited medical insurance coverage.
c. Temporary Staff employed for a period of up to 3 (three) months are not entitled to paid vacation leave or sick leave. Any absences will be treated as unpaid leave.

d. Temporary Staff employed for a period of more than 3 (three) months are entitled to vacation leave of 2.5 (two and one-half) days and sick leave of 2 (two) days per month of service commencing from the fourth month of service until the end of the temporary appointment. In cases where the hiring manager subsequently extends the initial appointment of a Temporary Staff Member resulting in a total period of continuous appointment of more than 3 (three) months, the above leave entitlements will apply to the extension period only.

e. Temporary Staff are not eligible to participate in the retirement plan, and are not entitled to any right, benefit, payment or compensation except as expressly stated in their contract.

f. The contract of a Temporary Staff Member may be terminated by either party by giving formal written notice to the other party. For temporary contracts with duration of more than three months, at least two weeks notice will be provided. No notice shall be required in effecting a summary dismissal described under Article 11.2.3.

g. The notice period for Temporary Staff will be specified in their contract of employment.

h. No temporary employment can be extended beyond a continuing total period of 11 (eleven) months. After eleven months any temporary employment has to be discontinued. The same employee cannot be recruited as Temporary Staff until a period of 1 (one) month has elapsed.

13.4.3 Interns

13.4.3.1 The Crop Trust has three major objectives for engaging Interns:

a. to offer young undergraduate students (or recent graduates) an opportunity to acquire direct practical experience in their field of specialization;

b. to promote a better understanding of the Crop Trust;

c. to provide the Crop Trust with the assistance of outstanding young students specializing in fields relevant to its activities.

13.4.3.2 Interns will be fully involved in the work program of the group that has selected them for an internship and will be assigned a specific task with defined outputs, carrying out their assignments under the supervision of a Professional Staff Member. The supervisor must be prepared to invest considerable time in the guidance and supervision of Interns.

13.4.3.3 Eligibility - Applicants for Crop Trust internships must be currently enrolled in a university or graduate school and have completed at least 2 (two) years of undergraduate studies, or alternatively, have completed their university studies within the past 6 (six) months.

13.4.3.4 Employment conditions

a. Interns may be employed for a maximum period of 1 (one) year, with a possible extension for a further period of up to 6 (six) months. Interns will not be considered Regular Staff Members.

b. Interns do not receive any payment from the Crop Trust, and must be fully supported by the sponsoring university or by the intern himself or herself.

c. Interns employed for a period of more than 3 (three) months are entitled to vacation leave of 2.5 (two and one-half) days and sick leave of 2 (two) days per month of service commencing from the fourth month of service until the end of the internship appointment. In cases where the hiring manager subsequently extends the initial appointment of an intern resulting in a total period of continuous
appointment of more than 3 (three) months, the above leave entitlements will apply to the extension period only.
d. Interns are not eligible for benefits such as retirement plan, medical coverage or accidental death and dismemberment insurance, and are not entitled to any right, benefit, payment or compensation except as expressly stated in their contract.
e. The notice period for interns will be specified in their contract of employment.

13.4.3.5 Supervisors are required to provide appropriate activities for the Intern's area of interest and shall be required to provide clarity on performance expectations. Interns and Supervisors will be required to complete an evaluation form to document the performance expectations, but also to allow the Intern to provide feedback to the Organization on the internship experience. The Internship/Fellowship evaluation form can be found in Annex G.9.

13.4.4 Fellows

13.4.4.1 Definition - The employment of Fellows aims to promote a better understanding of the Crop Trust, provides the Crop Trust with the assistance of recent graduates specializing in fields relevant to the Organization’s activities, and offers an exceptional first employment experience to young graduates of Masters, or other post-graduate programs.

a. Fellows are involved in the work of the Crop Trust, carrying out their assignments under the supervision of one or more professional Staff Members. Although these young professionals are expected to make contributions to the work and objectives of the Crop Trust, their work needs to be closely supervised and guided. Designated supervisors must be prepared to invest considerable time in the guidance and supervision of Fellows.

b. Fellows are not considered Regular Staff Members. There are three reasons for this:
   • their assignment is limited in time;
   • they do not hold positions which have been identified as long-term positions; and
   • their recruitment may be handled without going through a full recruitment process.

13.4.4.2 Eligibility - Fellows must possess a Masters degree (or other post-graduate degree) in an area that is relevant to the Crop Trust and demonstrate an interest in the specific area in which they may operate at the Crop Trust. They will normally be recent graduates who have completed their Master’s degree and have no or very limited professional experience.

13.4.4.3 Recruitment
a. Following consultation with the Deputy Executive Director, the unit head will submit a proposal to employ a Fellow, to the HR representative together with a copy of the candidate’s resume. The proposal should include:
   • terms of reference;
   • starting date and duration of the assignment;
   • basis of remuneration;
   • the cost and funding source.

b. Recruitment is made by utilizing one or more of the following methods:
   • through unsolicited requests by students or recent graduates seeking such experience;
   • recommendation from an external source;
   • recommendation from a Crop Trust Staff Member;
   • advertisement through relevant media, networks and Organizations;
c. Fellows will normally be recruited locally. In case of recruitment outside of Germany, the reasons for such recruitment and its cost implications will be determined in consultation with the HR representative.

13.4.4.4 Employment conditions
a. Fellows may be recruited for a limited period of time, of not less than one year and not exceeding a period of two years.
b. The employment conditions of Fellows shall be as follows:
   • They will be paid a salary within the Junior Support category (Level 1) of the Regular Staff salary scale. The salary will be set in consultation with the HR representative.
   • They will be included in the Crop Trust insurance schemes and retirement plan.
   • Fellows will be entitled to annual leave accumulated at 2.5 days per month and 22 days of medical leave per year (if needed) (11 of these days/year may be used for illness of immediate family members, if needed). Fellows must provide a medical certificate to support all medical leave of more than 3 (three) consecutive days. In cases where a Fellow takes more than 3 (three) consecutive days of family medical leave a medical certificate must also be provided for the immediate family member concerned.
   • Where the Fellow is recruited for a position outside of their home country, the following additional conditions may apply:
     • reimbursement of the costs of travel to and from their home city/country to Bonn
     • Fellows are not entitled to any right, benefit, payment or compensation except as expressly stated in their contract.

13.4.4.5 Supervisors are required to provide appropriate activities for the Fellow’s area of interest and shall be required to provide clarity on performance expectations. Fellows and Supervisors will be required to complete an evaluation form to document the performance expectations, but also to allow the Fellow to provide feedback to the Organization on the internship experience. The Internship/Fellowship evaluation form can be found in Annex G.9.

13.4.5 Associate Experts

13.4.5.1 Some donor countries establish and finance schemes whereby young professionals can be assigned for a limited number of years to international development efforts, such as the Crop Trust. These young professionals, mainly scientists who have completed their masters or doctoral degree, are selected in agreement between the sponsoring agency and the Crop Trust. The employment of Associate Experts promotes a better understanding of the Crop Trust, and provides the Crop Trust with the assistance of outstanding young students specializing in fields relevant to the Organization’s activities. Associate Experts are fully involved in the work program, carrying out their assignments under the supervision of one or more professional Staff Members. Although these young professionals make major contributions to work and objectives of the Crop Trust, their work needs to be supervised and guided. Therefore, designated supervisors must be prepared to invest time in the guidance and supervision of Associate Experts.

13.4.5.2 Associate Experts are not considered Regular Staff Members. There are three reasons for this:
   a. their assignment is limited in time by the originating agency;
   b. they do not hold positions which have been identified as part of the long-term Crop Trust positions; and
c. their recruitment may be handled by the originating agency, rather than through international advertisements.

13.4.5.3 Eligibility - Eligibility criteria differ from country to country, and are dictated by the country recruiting the Associate Expert.

13.4.5.4 Recruitment - The selection process of Associate Experts may be handled by the originating agency and/or the Crop Trust.

13.4.5.5 Employment conditions - Associate Experts may be employed directly by their sponsoring government, which may also establish compensation and other benefits, or as Crop Trust staff. In the latter case the conditions of employment will be agreed with the sponsoring government.

13.4.5.6 Guidelines concerning the supervision of Associate Experts can be found in Annex C.

13.4.6 Persons on Secondment to the Crop Trust

13.4.6.1 Salaries and other benefits of Persons on Secondment shall be as established by agreement between the Crop Trust and the parent employer.

13.4.6.2 During a Secondment, the Employee will retain the right of employment in the parent employer but, except as otherwise agreed between the parent employer and the Crop Trust, be under the supervision of the Crop Trust and subject to the staff regulations of the Crop Trust outlined in this PPPM.

13.4.6.3 On the completion of the duration of assignment, a Person on Secondment to the Crop Trust, will return to the parent employer or otherwise conclude the assignment, unless the duration of Secondment is extended by agreement between the two Organizations with the consent of the Employee concerned.
14. COMMUNICATION BY EMPLOYEES OF CONCERNS ABOUT CROP TRUST COMPLIANCE ("WHISTLE-BLOWER" POLICY)

14.1 Purpose

14.1.1 The Crop Trust and its Executive Board are committed to good corporate governance. This policy is intended to facilitate the functioning of the Organization in an open, transparent, and fair manner by providing protection to Staff Members who report misconduct and/or action, so they are encouraged to raise concerns rather than overlook them due to concerns about the risk of subsequent retaliation. This enables the Organization to investigate possible misconduct that might otherwise go unaddressed, and take appropriate steps to deal with it.

14.2 Definition

14.2.1 For the purpose of this policy, whistle-blowing is defined as the deliberate, voluntary disclosure of any suspected or anticipated misconduct within the Organization that is within its ability to control. A whistle-blower is any Staff Member who makes such a disclosure. Retaliation against a Staff Member for reporting misconduct or for cooperating with audit or other investigations constitutes misconduct (as indicated in Article 12.5.1 of the PPPM).

14.3 Applicability

14.3.1 This policy applies to all Staff Members working for the Organization, regardless of their position, type of employment, or location. Any Staff Member who has observed reportable misconduct and/or action has an obligation to report it.

14.3.2 This policy supplements the Crop Trust's code of staff conduct, and disciplinary and grievance procedures described in this PPPM.

14.4 What and When to Report

14.4.1 Alleged wrongdoing becomes reportable when it occurs, or is likely to occur, and may either be an act, or a failure to act. Employees are encouraged to report concerns or complaints regarding conduct by managers, Staff Members or the Crop Trust Board members which they feel:

a. is a breach of, or failure to implement, or comply with, the Organization's governing rules, procedures, policies, or established standards of practice, e.g. accounting, procurement; human resources; or
b. is illegal or unlawful conduct (e.g. fraud); or

c. is unethical or inconsistent with the standards the Organization subscribes to; or

d. is, or will result in, a waste of the Crop Trust's resources or pose a risk to the Organization’s reputation and integrity; or

e. represents scientific fraud (e.g. data falsification, plagiarism) or ethical violation (e.g. regarding use of data, authorship, rights); or

f. are dangerous practices likely to cause physical harm or damage to a person or to property; or

g. is abuse of power or authority for any unauthorized or ulterior purpose; or

h. is unfair discrimination in the course of employment, or in the provision of services; or

i. represents a conflict of interest; or

j. is an attempt to cover up any of the above types of actions.
14.4.2 Where the matters being reported relate to: (a) employee grievances over decisions regarding the employee’s salary and benefits, employment status or other human resource issues affecting them; (b) discrimination, harassment and other offensive or disruptive behavior in the workplace; and (c) interpersonal difficulties between staff and their supervisors, or between Staff Members (including settlement of personal disputes or habitual grievances); these will be reviewed in accordance with the specific procedures established in the PPPM.

14.5 Reporting Channels

14.5.1 The following channels are available to employees for reporting their concerns:
- their immediate supervisor
- their second-level supervisor
- the Deputy Executive Director
- any other member of management
- the Executive Director
- the Chair of the Executive Board

14.5.2 Internal channels

a. Employees are encouraged to convey their concerns in writing to their immediate supervisor in the first instance. If they are not comfortable doing so or if the concern relates to their supervisor, or if the supervisor has not acted on similar earlier complaints, employees may convey their second-level supervisor.
b. In those instances where they are not comfortable doing so or if the concern relates to their second-level supervisor, employees may make written reports to the Deputy Executive Director (in their capacity of oversight of human resources matters) another member of the Senior Management Team, or to the Executive Director, who may, in consultation with the whistle-blower, decide to appoint an appropriate Staff Member to investigate the matter reported.
c. The recipient will act immediately on any disclosure made under this policy. Once the disclosure is received, an initial assessment will be made to determine what action should be taken. If the concern is considered to fall more properly within a different type of complaints procedure, such as a grievance or appeal, the Staff Member will be informed accordingly and provided with advice on how to proceed under this alternate procedure. Otherwise, an initial enquiry will be undertaken to decide whether a formal investigation is appropriate and, if so, what form it should take. If urgent action is required, this will be taken before any investigation is conducted.
d. After completion of the investigation the recipient of the disclosure will prepare a report which determines the existence or otherwise of misconduct, and which provides a recommendation for decision by the Executive Director on what action is appropriate, for example imposition of disciplinary action ranging from written censure up to summary dismissal. The Executive Director will report all cases of whistle-blowing to the Chair of the Executive Board.

14.5.3 External channels

a. The employee may make a written submission to the Chair of the Executive Board if he/she:
   i. has grounds to believe that he/she will be subjected to retaliation by the persons he/she should report to under the established internal mechanism; or
   ii. considers it likely that evidence relating to the misconduct will be concealed or destroyed if it is reported under the internal mechanism; or
iii. has previously reported the same information through the established internal mechanism and believes the Organization failed to take appropriate action within a reasonable period of time.

b. The Board Chair will decide whether an investigation should be carried out and what form this should take. The Board Chair may also recommend to the whistle-blower that the case instead be reported using the established internal mechanism if, in his/her opinion, it does not meet the criteria required to utilise the established external mechanism. The Board Chair shall report to the full Board regarding any whistle-blower report submitted to him/her.

c. On the basis of the outcome of the investigation conducted, the Board Chair will request the Executive Director to decide on what action is appropriate, for example disciplinary action against the wrongdoers involved, and ensure that the necessary steps to implement his/her decision are taken. If the case involves wrongdoing by the Executive Director, the Board Chair will decide what action to take.

d. It is recommended that employees identify themselves when reporting under the above confidential options because this facilitates the investigation of the matter being raised, however, they may also choose to remain anonymous.

14.6 Feedback to the Whistle-blower

14.6.1 The Crop Trust acknowledges the right of the whistle-blower to receive confirmation that the matter has been properly addressed. Therefore, he/she will be given, as much feedback as is appropriate under the circumstances, and subject to legal constraints, will be informed of the final outcome of the process.

14.7 Protection Against Retaliation

14.7.1 In making their reports in good faith, employees are discharging their duty to protect and serve the Organization. The Crop Trust will therefore respect and protect the confidentiality of the identity of employees who make such reports, and must ensure that there is no retaliation against them. Breaches in this regard will be treated as serious violations and will be subject to disciplinary provisions.

14.7.2 If a situation arises where the matter cannot be resolved without revealing the whistle-blower’s identity, the Organization will first discuss with him/her whether, and how best, to proceed.

14.8 Actions not Protected under the Policy

14.8.1 Where a whistle-blower makes a report under this policy in good faith, reasonably believed to be true, there will be no action taken against him/her should the disclosure turn out to be misguided or false. Good faith shall be deemed lacking when the whistle-blower does not have personal knowledge of a factual basis for the report or where he/she knew or reasonably should have known that the report is malicious, false, or frivolous. The Organization will regard the making of any deliberately false or malicious allegations as misconduct, which may result in disciplinary action.

14.8.2 If a whistle-blower has any personal interest in the matter he/she must make this clear at the time the alleged misconduct is reported. The act of whistleblowing will not shield whistle-blowers from the reasonable consequences flowing from any involvement in misconduct. A Staff Member’s liability for his/her own conduct is not affected by his/her disclosure of that conduct. However, in some circumstances, an admission may be a mitigating factor when considering disciplinary or other action.
14.9 Implementation of this Policy

14.9.1 The Executive Director will put in place and communicate other appropriate procedures, which will ensure the proper implementation of this policy.
ANNEX A - CLASSIFICATION SYSTEM AND SALARY SCALES

A.1 General

A.1.1 All Regular Staff positions in the Organization are classified according to their broad function. The classification of positions takes into account the role and responsibilities of the position and the relevant knowledge, skills, abilities and personal qualities necessary to perform the role effectively. The purpose of a classification system is to help ensure equality and transparency in establishing remuneration for staff.

A.1.2 The classification system used by the Crop Trust consists of scale containing Grade Levels. “Grade Level” corresponds to the broad function of a position based on:
- kind or subject matter of work;
- level of difficulty and responsibility; and
- qualification requirements that warrant similar treatment in personnel and pay administration.

Determination of a Staff Member’s salary level within a Grade is based on a combination of the Staff Member’s:
- level of qualifications within a broad range (experience, education, training); and
- relevant knowledge, skills, abilities and personal qualities.

A.1.3 All Regular Staff positions in the Organization will be classified according to this system. Temporary Staff positions will also be classified according to this system in order to determine the appropriate pay level.

A.1.4 The classification of positions in the Organization is undertaken at 3 levels:
- Staff Group: the staff group defines the generic function of a position;
- Position: describes the specific role and responsibilities;
- Performance Standards: the professional qualifications and personal qualities, skills and abilities required for a given position (determines placement within a Grade Level)

A.1.5 Staff Groups

Below is a description of the Staff Groups that are used to broadly define the functions in the Organization.

Executive Management – This Staff Group (which falls under the Professional category) includes positions that are responsible for the overall management of the Organization. Positions in this group have broad authority on matters of policy and planning, are responsible for high-level project and resource management, are responsible for explaining and defending Crop Trust policy and practices and are responsible for providing strategic leadership and overall direction for the Organization. Positions in this Staff Group include positions such as Deputy Executive Director and Director of Finance.

Professional Management – Positions in this Staff Group manage a range of significant functions, many of which require substantial knowledge and skills that are specific to the individual position. Staff in this Group are responsible for ensuring success in areas for which they are specifically responsible (for example, Partnerships and Communications, Finance, Corporate Operations, and Scientific/Technical. Typically, staff in this group manage or coordinate a component of the Organization’s corporate functions. Positions in this Staff Group are likely to have a supervisory component. Positions in this Staff Group include positions such as Corporate Operations Manager, Finance Manager and Senior Scientist.
Professional Technical – Positions in this Staff Group are responsible for leading activities that take forward a major component of the technical/scientific program of the Organization. Typically they are responsible for the full spectrum of technical activities, from conceiving activities to developing them, negotiating support, providing leadership and coordination, and ensuring that activities are completed and reported. Positions in this Staff Group include Scientists and Managers (for example Managers in the areas of Partnerships and Communications, Contracts and Grants, IT Systems Managers, etc.). Positions in this Staff Group typically do not include a supervisory role.

Specialist Administrative Support – This Staff Group (which falls under the General Service category) includes positions that are responsible for providing high-level support for activities that require specialist knowledge such as finance, communications or IT support. This Staff Group includes positions such as Finance Officer, ICT Systems Administrator, etc.

General Administrative Support – Positions in this Staff Group (under the General Service category) perform a wide range of high-level and complex administrative support functions in support of senior staff and/or projects. These positions are classified as Assistants (for example in the areas of Finance, Corporate Operations, Travel, Executive Office, Technical, etc.).

Junior Support - Positions in this Staff Group (under the General Service category) perform a variety of basic or routine administrative support functions. This staff group typically includes entry-level positions or positions that require little training or experience such as for routine administrative tasks, basic and routine computer help-desk support, basic office help, etc. Fellows who are employed by the Organization as Complementary Staff would also be paid a salary within this level.

A.1.6 Positions

As indicated in Article 4.2 of the PPPM, all Regular Staff positions are defined in a position description. The position descriptions outline the role and responsibilities of each position within the Organization as well as the minimum professional qualifications and personal skills required to fulfill the role. The classification level is also provided on the position description.

A.1.7 The Organization’s classification structure and salary scales for Professional and General Service Staff can be found in Table A.2.

A.1.8 The need for reclassification of a position from one level to another level may be warranted in very exceptional cases. It is essential to achieve the best possible comparability among positions in relevant classification groups when considering the need to reclassify a position. The process for reclassifying a position is provided below:

• Stage I: reviewing the current classification grade for the position based on the original Terms of Reference and compared to the new Terms of Reference. This evaluation is carried out by the Deputy Executive Director and the HR representative in consultation with the supervisor of the position (and if needed, in consultation with the current incumbent of the position).
• Stage II: where a reclassification of the positions appears to be warranted, a "Position Reclassification Form" (attached as Annex G.11) must be completed (which will include a narrative justification for the required reclassification together with the old and new Terms of Reference) for submission to the Senior Management Team. This form should be completed by the supervisor of the position and endorsed by the HR representative.

• Stage III: evaluation of the classification proposal by the Senior Management Team who will either approve the revised classification grade or confirm classification at its current level.

• Stage IV: if the Senior Management Team approves the reclassification of the position, then an assessment must be made of the current incumbent of the position and whether he/she possesses the required skills for the position at the new level. This assessment will be made by the Deputy Executive Director and the HR representative in consultation with the supervisor of the position. Performance appraisals and other supporting documentation will be referred to in conducting this analysis.
  o Where the current incumbent is deemed to be a suitable fit for the position, consideration of salary level will be taken into account in light of the changes Terms of Reference and in level of responsibilities (reclassification of positions does not always imply a salary increase). Any increase in salary requires final approval by the Executive Director.
  o Where a current incumbent is not considered to be qualified for the newly classified position, a determination must be made regarding possibility of reassignment of the Staff Member to another position (where this is possible) or termination of the contract due to redundancy. This decision will be made by the Senior Management Team and where termination of a contract due to redundancy has been decided, the justification for this must be clearly documented. In such cases, regulations regarding redundancy apply (see Section 10.10).
### A.2 Classification Structure and Salary Scales for Regular Professional and General Service Staff

<table>
<thead>
<tr>
<th>Grade Level</th>
<th>Staff Group*</th>
<th>Min (Euro)</th>
<th>Max (Euro)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Executive Management</td>
<td>130,000</td>
<td>175,000</td>
</tr>
<tr>
<td>5</td>
<td>Professional Management</td>
<td>90,000</td>
<td>140,000</td>
</tr>
<tr>
<td>4</td>
<td>Professional Technical</td>
<td>55,000</td>
<td>100,000</td>
</tr>
<tr>
<td>General Service</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Specialist Administrative Support</td>
<td>40,000</td>
<td>75,000</td>
</tr>
<tr>
<td>2</td>
<td>General Administrative Support</td>
<td>30,000</td>
<td>55,000</td>
</tr>
<tr>
<td>1</td>
<td>Junior Support</td>
<td>15,000</td>
<td>35,000</td>
</tr>
</tbody>
</table>

* Positions in Staff Groups include:
  - Executive Management: Deputy Executive Director (DED), Director of Finance
  - Professional Management: Corporate Operations Manager, Finance Manager, Senior Scientist
  - Professional Technical: Partnerships Manager, Communications Manager, Contracts and Grants Manager, Scientist
  - Specialist Administrative Support: Finance Officers, ICT Systems Administrator
  - General Administrative Support: Assistant to the Executive Office, Corporate Operations Assistant, Travel and Meetings Assistant, Communications Assistant, Finance Assistant, Technical Assistant,
  - Junior Support: Office Assistant, Fellow
ANNEX B - RECRUITMENT AND SELECTION GUIDELINES

Introduction

The Crop Trust’s process of recruitment and selection is founded on the core principles of fairness, equity, and open competition on merit. The principle of merit comprises adequate publicity; assessment against realistic standards; absence of unjustified discrimination; and ranking on the basis of the assessment of ability. The Crop Trust commits to adhering to these core principles and to demonstrating its adherence to these principles if so required.

As indicated in Article 1 of this Manual, the Crop Trust is an “equal opportunity employer”, committed to hiring staff regardless of nationality, race, gender, religion, political persuasion, marital status, or sexual orientation. In this regard, the Crop Trust will ensure that this is applied in all recruitment activities. Particular attention will be paid to ensuring appropriate gender balance.

Section 5 of the Crop Trust’s Personnel Policy Manual (PPPM) sets out the broad approach and principles to be followed in selecting and recruiting Crop Trust Staff. The purpose of this Annex is to describe the procedures and practices for the recruitment of:

1. Regular Staff;
2. Temporary Staff; and
3. Consultants.

B.1 Recruitment and Selection of Regular Staff

B.1.1 The PPPM defines “Regular Staff” as persons holding an appointment of 1 (one) year or more, who occupy a position that has been budgeted and designated as requiring recruitment for a Regular Staff position. These Staff Members hold positions that have been identified by Crop Trust management as an essential requirement to attain the longer-term objectives of the Organization. Regular Staff Members include those Staff recruited for fixed-term positions on specific project funding holding positions of 1 (one) year or more.

B.1.2 All Regular Staff positions will have a job description and a set of objective selection criteria against which any selection is made. These will be prepared by the requesting Staff Member in consultation with the office of the Deputy Executive Director who will assess the position descriptions to determine the position classification and appropriate salary range. The agreed description and selection criteria will serve as the basis for the position advertisement.

B.1.3 All requests for Regular Staff positions will be made using a Request to Recruit form (attached as Annex G.1) and will be subject to approval by the ‘unit head’, the Finance Manager (to certify funds availability), and the Deputy Executive Director. Final approval rests with the Executive Director.

B.1.4 Prior to circulating the Request to Recruit form, the hiring manager must consult with the Deputy Executive Director and HR representative to determine the appropriate classification level/salary scale based on the position description and duties. The approved classification level/salary scale must be provided on the Request to Recruit form. The policy for setting the actual salary of the selected candidate is provided in paragraphs B.1.35-B.1.40 below.
Advertisements

B.1.5 All Regular Staff positions shall be advertised in the most appropriate media. In the case of Professional staff, this entails a full international search and therefore the advertisement shall normally be placed on the Crop Trust website and in other media as appropriate. For General Service Staff, the advertisements shall be placed on the Crop Trust website as well as websites of other local relevant Organizations and in appropriate local print and electronic media.

B.1.6 In the interest of providing opportunities for lateral movement and promotions, Crop Trust Staff should be encouraged to apply for vacant positions as they arise. All advertisements shall be well publicized internally through the Crop Trust’s email system. For General Service positions, it will be at the discretion of the Deputy Executive Director whether a vacancy should be advertised only internally rather than internally and externally simultaneously.

B.1.7 Position descriptions for Regular Staff should contain the following information:
• A brief description of the Crop Trust and its objectives;
• The major responsibilities of the position;
• Qualifications and experience requirements;
• The duration of the appointment;
• The location of the position;
• Referee requirements (three references for all Regular Staff positions);
• Address for forwarding applications;
• A statement that “The Global Crop Diversity Trust is an equal opportunity employer and strives for staff diversity in gender and nationality”;
• A statement indicating that only shortlisted candidates will be contacted;
• Deadline for receipt of applications.
A sample position advertisement is attached as Annex G.2

B.1.8 The Executive Director will clear all position advertisements for Regular Staff.

Timeframe required to ensure adequate circulation of the advertisement

B.1.9 In the case of Professional Staff positions where a full international search is required, the advertisement will be issued for a minimum of 3 (three) weeks. A minimum period of 2 (two) weeks is required to arrange the interviews.

B.1.10 For General Service positions, the advertisement will be issued for a minimum period of 2 (two) weeks. A minimum period of 10 (ten) days is required to arrange interviews.

Composition of Selection Panel

B.1.11 Selection Panels should consist of 3-4 people and must include the hiring Staff Member, the Deputy Executive Director and an HR representative who will serve as the Panel secretary. The secretary is to be regarded as a full member of the Panel. The panel will be chaired by the Deputy Executive Director or his/her delegate or will be appointed by the Executive Director. The hiring Staff Member may make a recommendation to the Deputy Executive Director as to the additional membership of the Selection Panel.

B.1.12 To give effect to the Equal Employment Opportunities principles, it is desirable that all panels have a good balance in terms of gender and geographical representation.
B.1.13 If relevant and deemed appropriate for a given position, Panel Members may be drawn from outside the Crop Trust.

B.1.14 Should a spouse, recognized partner, other family member, friend or other close associate apply for a Regular position, the related Staff Member may not serve on the Selection Panel.

Receipt of applications and shortlisting

B.1.15 The HR representative shall log all applications received for a position on an Applicant Listing sheet (sample attached as Annex G.3). The Applicant Listing serves as a permanent record of all applications received for a given position and summarizes key information that is useful for collecting statistics (gender analysis, geographical representation, usefulness of advertising in various journals, etc.). See example of statistical data sheet attached in Annex G.3. Once the deadline for applications has closed, the full Applicant Listing with CVs will be provided to the Hiring Manager for the purpose of medium-listing.

B.1.16 Normally, the hiring manager will review the full Applicant Listing and CVs against the essential and desirable criteria identified in the position advertisement to identify a medium-list of potential candidates. The hiring manager may request the HR representative to conduct or to assist with the medium-listing process, in particular when large numbers of applications are received. In all cases, the hiring manager shall always be provided with the full Applicant Listing.

B.1.17 Once a medium-list is developed, it is possible to either proceed directly to short-listing with the full Panel or it may be preferable to administer a practical test to the medium-listed candidates in order to assist Panel Members in the short-listing process. Practical tests may also follow the short-listing process and be administered in conjunction with the interviews as described in Articles B.1.25-B.1.27 below. Refer to these Articles also for the process to be followed for administration of practical tests.

B.1.18 Once a medium-list has been developed, the Panel will be provided with the full Applicant Listing, the selected medium-list of potential candidates with their CVs, cover letters and any test results (if administered prior) together with the Vacancy Announcement. They will also be provided with a set of selection criteria (with numerical weighted rankings) against which each Panel Member is requested to objectively score the candidates. Each Panel Member will independently identify those candidates meeting the essential and relevant qualifications for the position and those having any of the additional desirable qualifications listed on the position description. They should also screen for candidates having any additional experience or skills that are relevant for the position and that could be of benefit to the Organization. Panel Members will confidentially send their assessment of candidates to the HR representative who will consolidate the information and prepare a list of the identified candidates to be interviewed (shortlist). The HR representative will send this shortlist (together with the full information on the medium-listed candidates) to the Deputy Executive Director who will review it with particular attention to diversity and gender balance.

B.1.19 In the process of evaluating applications for medium- and short-listing, care should be taken to ensure consideration is given to applications from internal candidates, as these Staff – if appropriately qualified and experienced – should expect to be interviewed.
B.1.20 Once the shortlist of candidates has been determined, the HR representative on the Panel will seek written references for the shortlisted candidates. Reference requests will include a copy of the advertisement and the selection criteria. Referees shall be requested to frame their comments around the position requirements and selection criteria. Referees shall also be asked if they wish to have their comments kept confidential from the applicant, or whether the comments can be used for post-selection feedback. In cases where Crop Trust staff are requested to provide references on internal candidates, it is unusual to invoke confidentiality as this runs counter to the Crop Trust's performance assessment and transparent feedback practices. In the case of an interview with an internal Crop Trust Staff Member, it is obligatory to request a reference from their direct supervisor.

B.1.21 There may be occasions where it is considered necessary to consult referees who have not been nominated by the candidate. In these circumstances, if such referees are unsupportive or make comments that are deleterious to the candidate's claims, then such comments should be brought to the attention of the candidate during the interview in order to provide them with an opportunity to provide an explanation.

B.1.22 There may also be occasions where it is necessary to contact candidates to obtain additional information that will be helpful in the shortlisting process or that is missing from an applicant's package. Such instances may include where the Panel agrees it would be useful to obtain clarification or missing information on employment history or in cases where required information is missing (such as whether the applicant has family members or friends already employed by the Organization, etc.).

**Interviews**

B.1.23 Once the shortlist has been determined, the HR representative will arrange the interviews.

B.1.24 When arranging interviews, consideration should always be given to ensuring consistency in interview conditions where possible (i.e. location and length of interview, standardization of questions, etc.).

B.1.25 Consideration should also be given to administering practical tests relevant to the position or, in the case of Professional positions requesting the candidate to meet with other staff or to give a seminar during their visit. The suitability of this additional assessment should be discussed with the Chair of the Recruitment Panel (including how this input will be evaluated and its weighting in the overall evaluation of candidates) prior to arranging interviews.

B.1.26 When additional assessments are included as part of the evaluation process, candidates must be informed before they attend the interview of the type of assessment, its purpose and how it links into the role that is being recruited.

B.1.27 Should practical tests be administered, candidates should be provided with clear instructions on how to complete the test, the procedure for administering/returning the test and the time available. Should a presentation be required, the candidate should be given clear guidance on the topic and the criteria that will be used to assess them (communication skills, knowledge of subject matter, ability to present to a non-technical audience, etc.). The subject of the presentation should be relevant to the position and candidates should be notified of what equipment will be available to them and who their audience will be.
B.1.28 Should applicants be provided the opportunity to meet other staff or to join them for a meal, the applicant must be informed of the purpose of the invitation and whether it is an element of the interview process or an opportunity for them to find out more about the Organization.

B.1.29 Any Staff Members attending a seminar or meeting with the candidate outside of the formal interview should be provided with clear information about the purpose of the seminar/meeting and their role (if any) in the assessment.

B.1.30 During the interview, candidates will be assessed by each Panel member against a set of consistent selection criteria, agreed in advance of the interview. Selection criteria will be developed for each position based on the requirements of the position. Evaluation of any additional assessments agreed in advance will complement the interview assessment.

Decision and documentation

B.1.31 The HR representative will record Panel discussions and upon conclusion of the interviews, prepare a draft report on the selection. This report consists of a package including:

- A Memorandum to the Executive Director recommending appointment. This Memorandum shall provide an evaluation of each interviewed candidate against the selection criteria and a recommendation of “appointable” or “not appointable”. For those candidates found “appointable” the Memorandum will further indicate a rating of first choice, second choice, etc. (being the order that the candidates are recommended for the position). The summary report should provide a logical, well-reasoned comparison of the suitability (or non-suitability) of the short-listed candidates and provide clear reasons for the final decision.
- A summary record of reasons for decision on those candidates who were not short-listed.
- A full listing of the applicants.
- Copies of the applications and letters of recommendation of those candidates interviewed.
- Copies of the advertisement and selection criteria.
- Recommended salary placement.
- Should the recommended candidate be a family member of a current Staff Member, the report to the Executive Director will disclose this and confirm that the conditions in Article 5.2.1 for employment of family members have been met.

B.1.32 Once the Executive Director has approved the appointment and a starting salary, the successful candidate may be contacted by the HR representative to ascertain whether they are interested in receiving a formal offer of appointment. Once this has been determined, the HR representative will prepare the formal offer of appointment letter and accompanying package of information. The Executive Director or his/her delegate signs all offers of employment.

B.1.33 New Staff will be required to sign a Disclosure on Family Members, Friends or Other Close Associates working in the Organization (attached as Annex G.4) at the time of signing the contract.

B.1.34 The HR representative also prepares letters to all of the other short-listed candidates advising them that they have been unsuccessful. It is good practice, in particular for internal candidates, to indicate that the Chair of the Panel is willing to provide post-selection feedback (the strengths and weaknesses of their candidacy) should they wish.
Policy for setting salary level on appointment to a Regular position

B.1.35 A Staff Member’s starting salary at the time of appointment will be set in a manner that ensures the Organization is able to attract a high caliber staff while maintaining internal equity with existing Staff Members. To achieve this objective, there is a need to achieve a balance between a candidate’s external worth (in the external marketplace) and their internal worth (the value of his/her work in comparison with colleagues performing work entailing comparable responsibilities and competencies).

B.1.36 Normally, new Regular Staff Members shall normally be appointed at the beginning of the salary range for a given Grade Level.

B.1.37 However, the Executive Director may recognize exceptional qualifications and skills, and appoint a candidate at a higher salary within the relevant Grade Level salary range. This is possible when the candidate demonstrates possession of a level of competence (acquired through formal education, training or experience) significantly higher than that established for the post, and which is directly relevant to the duties of the post in question. The Executive Director may also appoint a candidate at a higher salary level within the range for the relevant Grade Level in recognition of higher market rates for a particular expertise or specialization.

B.1.38 An appointment at a higher starting salary shall normally not exceed the mid-point of the established salary range.

B.1.39 In no case should the need to set a higher salary be addressed by the placement of the candidate at a higher classification level than that entailed by the post and approved in the Request to Recruit form.

B.1.40 If a suitable candidate cannot be identified at the classification level at which the post was advertised (a candidate lacks the skills and experience of the level advertised), the Organization can appoint a candidate one classification level below as long as they still meet those of the lower grade level. In such cases, eligibility of the Staff Member for placement at the higher classification level will be reviewed as part of the annual performance appraisal discussions, and will be subject to confirmation of satisfactory performance of the full duties and responsibilities and attainment of the necessary minimum requirements of the higher level.
Process for Contracting Regular Staff

1. Hiring Manager submits Request to Recruit Form (includes job description and classification/proposed salary level to be agreed in consultation with DED & HR representative).

2. Request to Recruit form is circulated for signature by Unit Head, Finance Director, DED, and final approval by ED.

3. Once approved, advert prepared, posted on Trust and other appropriate websites and circulated as appropriate.

4. HR representative logs all applicants on Applicant Listing sheet.

5. Selection Panel formed.

6. Medium- and shortlisting by Panel and shortlisted candidates contacted for interviews.

7. Interview questions and any additional assessments identified by Panel (selection criteria identified based on position requirements).

8. HR representative organizes interviews.

9. Interviews held and any additional assessments conducted. HR representative documents Panel discussions and prepares selection report for approval by ED.

10. Offer of appointment sent to candidate and unsuccessful short-listed candidates notified.
B.2 **Recruitment and Selection of Temporary Staff**

B.2.1 Temporary Staff are Complementary Staff Members whose services are required for specific tasks and specific periods of time, ranging from a few days to not more than 11 (eleven) months. A Temporary Staff Member may not be continuously employed beyond a total period of 11 (eleven) months, whether this is in the same, or several different positions, until a 1 (one) month period has elapsed.

B.2.2 A Temporary Staff Member will perform tasks for which there is no continuing need. For example, Temporary Staff may be hired: to provide additional administrative support to service meetings or for other projects that generate temporary peaks in workload; to cover temporary staffing shortages due to prolonged absences by Regular Staff on sick leave, maternity leave or special leave; or to temporarily cover new duties or functions when regular staff resources are not immediately available.

**Selection process**

B.2.3 All requests for Temporary Staff positions will be made using a Request to Recruit form (attached as Annex G.1) and will be subject to approval by the ‘unit head’, the Finance Manager (to certify funds availability), and the Deputy Executive Director/HR representative. Final approval rests with the Executive Director (or his/her delegate). The Request to Recruit form shall include the following:

- Duties to be performed (Terms of Reference);
- Supervisory arrangements;
- Duration of the assignment, proposed starting date and working schedule (if not 100%);
- The budget code to which the contract will be charged;
- Details of any official travel required;
- Proposed fee;
- Indication of whether the proposed Temporary Staff Member is related to a Regular Staff Member;
- Any other special conditions;
- Curriculum Vitae of the proposed candidate (where contract is under 3 (three) months and the hiring manager has a proposed candidate in mind).

B.2.4 On the basis of the Terms of Reference, the Deputy Executive Director and the HR representative will determine the skills and experience required by a candidate and will make a determination of the level of the position for the purposes of setting the fee. The classification system will be used as the framework for identifying the appropriate fee. This information will be provided to the hiring manager to include on the Request to Recruit form.

B.2.5 The hiring manager shall ensure that the Request to Recruit form is complete and is submitted within a reasonable period prior to the proposed commencement date for the contract, allowing sufficient time for the necessary processing, clearances, negotiation and recruitment as applicable.

B.2.6 The Office of the Deputy Executive Director will maintain a roster of candidates suitable for temporary employment.

B.2.7 For Temporary Staff employed for a period of 3 (three) months or less no formal Selection Panel is necessary. Recruitment may be made either by selecting a candidate from the roster maintained by the Office of the Deputy Executive Director or on the basis of personal recommendation if, according to an assessment made by the Deputy Executive Director and HR representative that the skills, abilities and qualifications of the proposed appointee are commensurate with the requirements of the position. In this regard, the
hiring manager will be responsible for writing a justification for any candidate he/she is proposing (such justification will be provided on the Request to Recruit form). The hiring manager may also request that the position be advertised if no suitable candidate can be identified.

B.2.8 If the services of a Temporary Staff Member are required for a period of 3 (three) months or less, the hiring manager may undertake a preliminary approach with the intended candidate to assess interest and availability. During this process, the candidate should be clearly informed that the official offer, including the setting of relevant conditions and establishment of the level of the fee will be made by the Office of the Deputy Executive Director.

B.2.9 If the services of a Temporary Staff Member are required for a period of more than 3 (three) months, a limited recruitment process, to be determined by the Deputy Executive Director and HR representative will be required. This applies both in cases of initial appointment and also those in which a hiring manager wishes to subsequently extend the initial appointment of a Temporary Staff Member that would then result in a total period of continuous employment of more than 3 (three) months.

B.2.10 In case a limited recruitment is necessary, the process shall be determined by the Office of the Deputy Executive Director and HR representative in consultation with the hiring manager. The process may involve a combination of the following according to the nature of the position: a face-to-face or telephone interview (with hiring manager, Deputy Executive Director or HR representative, or all or part of a limited recruitment Panel) and/or a skills assessment.

B.2.11 Hiring managers who nominate candidates for any Temporary positions are required to disclose whether the proposed Temporary Staff Member is the spouse, recognized partner, or a family member of a Regular Staff Member. Such disclosure is to be provided on the Request to Recruit form. Temporary Staff will be required to sign a Disclosure on Family Members, Friends or Other Close Associates Working in the Organization (attached as Annex G.4) at the time of signing the contract.

B.2.12 Employment of a spouse, recognized partner or family member of a Regular Staff Member for a period of more than 10 (ten) working days in a 12 (twelve) month period requires special approval of the Executive Director (in accordance with PPPM Article 5.2.5).

B.2.13 The spouse, recognized partner, family member, friend or other close associate of a Regular Staff Member may only be engaged as a Temporary Staff Member if the following additional conditions are met:

a. The Temporary Staff Member will not be supervised by the Regular Staff Member or vice versa;
b. There is no actual or potential conflict of interest;
c. Neither will participate in any review or decision-making process which affects the other;
d. The approval of the Executive Director will be required if the Temporary Staff Member will be employed for more than the equivalent of 10 (ten) working days during any 12 (twelve) month period (in accordance with PPPM Article 5.2.5).

B.2.14 The HR representative will prepare a summary report documenting the process used in selecting the candidate for the temporary position. The summary report shall contain information on any other candidates considered and provide clear reasons for the final decision.
B.2.15 Once the Request to Recruit form has completed the authorization process defined in B.2.3 above and a suitable candidate has been identified, the HR representative will prepare a draft Temporary Staff contract which shall include the following:

- Contract reference number;
- Duration of the contract;
- Terms of Reference;
- Supervisory arrangements;
- Description of fees and benefits;
- Payment instruction form;
- Statement of good health;
- Disclosure on family members, friends or other close associates working in the Organization.

The draft contract will be circulated (together with the signed Request to Recruit form) to the ‘unit’ head, the Finance Manager and the Deputy Executive Director for final clearance. Final approval of the contracts rests with the Executive Director (or his/her delegate).

B.2.16 Once all necessary authorization signatures have been obtained, the HR representative will issue the contract for signature by the Temporary Staff Member.

B.2.17 The HR representative will provide a copy of the signed contract to the hiring manager and a copy of the payment instruction form to the Finance Office.

**Contractual terms and conditions**

**Fees**

B.2.18 For temporary contracts, the fee will normally be based on the General Service salary scale at the beginning salary for the Grade Level that is applicable to Regular Staff performing duties at a comparable level.

B.2.19 The total fee payable by the Organization will be specified in the contract in terms of gross amounts. Payment of any taxes will be the sole responsibility of the Temporary Staff Member who will not be entitled to reimbursement by the Organization of any taxes that he/she may be required to pay.

B.2.20 Fees will be paid to Temporary Staff Members on a monthly basis in arrears.

**Insurance coverage and liability**

B.2.21 The offer of employment will be made to Temporary Staff on the understanding that they are medically fit to meet the position requirements, and they will be required to sign a Statement of Good Health (attached as Annex G.5) certifying their fitness to carry out the assignment.

B.2.22 Temporary Staff employed for a period of 3 (three) months or less will not be provided with any medical or accidental death and disability insurance. These Staff will need to sign the Liability Waiver (attached as Annex G.6). Such Temporary Staff will be responsible for taking out such insurance covering the period of the contract as they consider advisable at their own expense. However, in cases in which the Temporary Staff Member will be required to engage in official travel as part of the assignment (and therefore are travelling as “representatives” for the Crop Trust (and where such travel is approved through a Travel Authorization), such Staff are covered by the Crop Trust’s emergency medical insurance plan for the duration of the travel.
B.2.23 Temporary Staff employed for a period of more than 3 (three) months will be provided with limited medical insurance. This applies both in cases of initial appointment and also those in which a hiring manager wishes to subsequently extend the initial appointment of a Temporary Staff Member which would result in a total period of continuous employment of more than 3 (three) months.

**Travel and subsistence allowance**

B.2.24 All official travel associated with the assignment will be specified in the contract and will be authorized, arranged, and the related costs paid in a manner consistent the Organization’s relevant travel policies.

B.2.25 As indicated in paragraph B.2.22, staff required to engage in official travel as part of their assignment are covered by the Trust’s emergency medical insurance plan for the duration of the travel.

**Working hours, official holidays, vacation leave and sick leave**

B.2.26 Temporary Staff employed for a period of 3 (three) months or less are not entitled to paid vacation leave or sick leave. Any absences will be treated as unpaid leave.

B.2.27 Temporary Staff employed for a period of more than 3 (three) months are entitled to vacation leave of 2.5 (two and one half) days per month of service and medical leave of 2 (two) days per month of service. Half of these medical leave days may be used in cases of illness of immediate family members, if needed. This applies both in cases of initial appointment and in cases where a hiring manager subsequently extends the initial appointment of a Temporary Staff Member resulting in a total period of continuous employment of more than 3 (three) months. In this case, leave applies to the extension period only.

B.2.28 Temporary Staff Members, who are entitled to medical leave, must provide a medical certificate to support all medical leave of more than 3 (three) consecutive days.

B.2.29 A medical certificate must be provided to support a Temporary Staff Member’s medical leave for more than 3 (three) consecutive days.

B.2.30 For Temporary Staff Members who are entitled to medical leave, half of their entitlement may be used for illnesses of direct, dependent family members (spouse/partner or children). A medical certificate must be provided to support family medical leave in excess of 3 (three) consecutive days.

B.2.31 Unless otherwise specified in their contract, Temporary Staff Members shall follow the normal working schedule of the Organization as outlined in Section 3 of this Manual.

**Other entitlements**

B.2.32 Temporary Staff may only be engaged on a local basis, and are not eligible to any travel or relocation benefits to take up employment.

B.2.33 Temporary Staff are not eligible for benefits such as retirement and are not entitled to any right, benefit, payment or compensation except as expressly stated in their contract.
Termination of contract

B.2.34 As indicated in Article 13.4.2 (section e) of this Manual, the contract of a Temporary Staff Member may be terminated by either party by giving formal written notice to the other party. For temporary contracts with duration of more than 3 (three) months, at least 2 (two) weeks notice will be provided. No notice shall be required in effecting a summary dismissal under Article 11.2.3.

B.2.35 In the event of termination by the Organization, the hiring manager should notify the HR representative who will provide this written notice to the Temporary Staff Member. In the case of termination, the Temporary Staff Member will be entitled to a pro rata payment for work already satisfactorily performed.

Other conditions

B.2.36 Any change required to the original terms of the contract will be made by issuing an amendment. The amendment will bear the same base reference number as the original contract, and will be subject to the same clearance procedures as those applicable to the establishment of the original contract.
Process for Recruiting Temporary Staff

1. Hiring Manager submits Request to Recruit Form (includes job description, supervisory arrangements, duration of the assignment, details of any official travel required, budget code, proposed fee (to be agreed in consultation with DED & HR representative))

2. Will the period of employment be for more than three months (initial contract or proposed extension of an existing candidate)?
   - If yes - limited recruitment process conducted
   - If no - Hiring manager undertakes preliminary contact with preferred candidate to determine availability and negotiate informal conditions. HR may be requested for assistance in finding a suitable candidate.

3. HR prepares summary report documenting process used for selection of candidate and draft contract containing final offer.

4. HR circulates draft to obtain clearance signatures from hiring manager, Unit Head, Finance Director, Deputy Executive Director and Executive Director.

5. Final contract issued by HR and given to Temporary Staff Member for signature.

6. After signed contract returned, HR places copy on file. Copy provided to hiring manager and payment instruction form provided to Finance Office to obligate funds and arrange payment.
B.3 Recruitment and Selection of Consultants

Consultants are Staff who are contracted for a limited period (normally not exceeding one year) to provide specialized professional expertise, skills or knowledge, not normally available in the Organization, and for which there is no continuing need. On occasion, Consultants may also be employed to perform professional staff functions when regular staff resources are not immediately available.

Recruitment and selection

B.3.1 All requests for Consultants will be made using a Request to Recruit form (attached as Annex G.1) and will be subject to approval by the ‘unit head’, the Finance Manager (to certify funds availability), and the Deputy Executive Director. Final approval rests with the Executive Director.

B.3.2 The Office of the Deputy Executive Director will maintain an active roster of professionals who may be considered for Consultancies with the Organization. Consultants who have served with the Organization will be assessed to establish eligibility to remain on the roster of experts for future Consultancies. Utilizing one or more of the following methods may also make identification of new potential Consultants:

a. advertisement on the Crop Trust website, other websites or in relevant publications or Organizations;

b. personal recommendation from an internal or external source.

B.3.3 Consultants will be selected based on a comparison of at least 3 (three) candidates identified through any of the means indicated in B.3.2 above. The hiring manager must document in writing (on the Request to Recruit form) the relative merits of the candidate on the basis of a comparison of their qualifications, academic background, professional experience and any other relevant factors.

B.3.4 On an exceptional basis, a Consultant may be engaged for an assignment, even if he or she was the sole candidate to be considered, provided that he/she is adequately qualified. Exceptional situations where this may apply include:

• An approved donor proposal has specified project partners/Consultant and/or remuneration;

• Tasks are a continuation of a previous assignment that the Consultant successfully completed and for which the Consultant was selected through a competitive process;

• Situations where, because of the urgency of the assignment, it would be in the best interests of the Organization not to use a competitive exercise. Such situations must be documented and approved by the hiring ‘unit head’;

• Where the individual is the only Consultant qualified for the assignment. Such situations must be clearly documented and rationale provided as to why the Consultant is deemed the only suitable candidate.

In any situation where a person is proposed as the sole candidate for an assignment, written justification must be provided on the Request to Recruit form.

B.3.5 As with Temporary Staff, hiring managers who nominate candidates for any Consultancy positions are required to disclose whether the proposed Consultant is the spouse, recognized partner, or a family member of a Regular Staff Member. Such disclosure is to be provided on the Request to Recruit form. Consultants will be required to sign a Disclosure on Family Members, Friends or Other Close Associates Working in the Organization (attached as Annex G.4) at the time of signing the contract.
B.3.6 The hiring manager should make a determination of the most appropriate candidate and proposed fee in consultation with the Deputy Executive Director and HR representative and record this information on the Request to Recruit form (see guidelines on Consultancy fees in paragraphs B.3.22-B.3.28 below). It may be necessary for the hiring manager to undertake a preliminary approach with the intended candidate to assess interest and availability. During this process, the candidate should be clearly informed that the official offer, including the final selection of the candidate, setting of relevant conditions and establishment of the fee will be made through an official clearance process requiring final approval by the Executive Director.

B.3.7 A Staff Member wishing to hire a Consultant must ensure that there is no other concurrent contract for the proposed Consultant prior to initiating a Request to Recruit form (in such cases, a contract amendment must be completed instead). Staff Members may do so by contacting the HR Representative.

B.3.8 Employment of a Consultant who is the spouse, recognized partner or family member of a Regular Staff Member for a period of more than 10 (ten) working days in a 12 (twelve) month period requires special approval of the Executive Director (in accordance with PPPM Article 5.2.5).

B.3.9 The spouse, recognized partner, family member, friend or other close associate of a Regular Staff Member may only be engaged as a Consultant if the following additional conditions are met:
• The Consultant will not be supervised by the Regular Staff Member or vice versa;
• There is no actual or potential conflict of interest;
• Neither will participate in any review or decision-making process which affects the other;
• As indicated in Article B.3.8 above, the approval of the Executive Director will be required if the Consultant will be employed for more than the equivalent of 10 (ten) working days during any 12 (twelve) month period (in accordance with PPPM Article 5.2.5).

B.3.10 The hiring manager will prepare and submit a Request to Recruit form at least 2 (two) weeks prior to the proposed commencement date for the consultancy to allow sufficient time for the necessary processing, clearances and negotiation if necessary. The information provided in the form (or attached to the form) will include:
• Curriculum Vitae of the proposed Consultant;
• Names of other candidates considered and rationale as to why the proposed candidate was selected, or justification as to why the proposed Consultant was the sole candidate to be considered;
• The Terms of Reference which should include:
  ▪ A description of the work to be completed;
  ▪ Tangible, measurable outputs of the work assignment against which the work will be evaluated;
  ▪ Realistic delivery dates and details of the form in which the work will be delivered;
• Duration of the assignment, starting date and working schedule;
• Supervisory arrangements;
• Proposed remuneration and an explanation of how it was determined;
• Location of employment;
• Details of any official travel required;
• Indication of whether the proposed Consultant is related to a Regular Staff Member;
• Any special conditions that may apply;
• Budget code to which the consultancy will be charged.
B.3.11 Once the Request to Recruit form has completed the authorization process defined in B.3.1 above, the HR representative will prepare a draft consultancy contract containing the following:

- Contract reference number;
- Terms of Reference;
- Supervisory arrangements;
- Working arrangements (working schedule, and base from which Consultant will work);
- General terms and conditions of service;
- Payment instruction form;
- Statement of good health;
- Disclosure on family members, friends or other close associates working in the Organization.

The draft contract will be circulated (together with the signed Request to Recruit form) for final clearance.

B.3.12 As indicated above, all Consultancy contracts must include standard General Terms and Conditions of Service. These are standard General Terms and Conditions that apply to all Consultants and have been checked and approved by the Crop Trust’s Legal Advisor. Any proposed changes to these General Terms and Conditions of Service must be highlighted and justified/explained by the Hiring Manager, and cleared by either the Deputy Executive Director or the Crop Trust’s Legal Advisor (as appropriate).

B.3.13 Upon final authorization, the HR representative will prepare the final contract for the signature of the Executive Director and arrange to issue the contract to the Consultant for her/her countersignature.

B.3.14 Consultancy contracts must be signed by the Consultant and returned to the Office of the Deputy Executive Director before a Consultant can begin his/her assignment. A copy of the PPPM will be provided to all Consultant with their contract for signature.

B.3.15 On receipt of the countersigned contract, the HR representative will maintain a copy of the contract and relevant background information on file. A copy of the contract will be provided to the hiring manager and the payment instruction form will be provided to the Finance Office.

B.3.16 On receipt of the final signed contract, the Finance office will commit the necessary funds and carry out payments as established in the consultancy contract.

B.3.17 Fees established on the basis of a lump sum or which are deliverables-based will be paid after the hiring manager has certified to the Finance Office (with a copy to the Office of the Deputy Executive Director) that the work has been satisfactorily completed. If the contract provides for payment in installments on completion of clearly identified phases of work, the payment for each phase will be made after the hiring manager has certified that the phase in question has been successfully completed (with a copy to the Office of the Deputy Executive Director).

B.3.18 If the Consultant fails to complete the service specified in the contract to a satisfactory standard or is terminated due to failure to conform to the standards of conduct outlined in Article 2.3 of this manual, a determination will be made by the hiring manager and the Deputy Executive Director as to what amount, if any, is to be paid for any work that has been completed. The HR representative will notify the Consultant in writing of the amount to be paid on the basis of any portion of work that has been satisfactorily completed and will provide a copy to the Finance Office so that the payment schedule can be modified as necessary.
B.3.19 The hiring manager will notify the Finance Office if any reduction should be made to any payments specified in the payment instruction form in relation to items such as unpaid leave taken by the Consultant.

B.3.20 Upon completion of the consultancy assignment and prior to releasing final payment, the hiring manager will be required to complete a Consultant Performance Evaluation form (attached as Annex G.7) and submit this to the Deputy Executive Director for review. On the basis of the assessment, the Deputy Executive Director will give instructions to the HR representative regarding release of final payment. The HR representative will prepare a letter to the Consultant including a copy of the evaluation and will request the Finance Office to release any final payment due. A copy of the Consultant’s evaluation should be kept in the Consultant’s file. Such evaluation is not required for Consultants working less than 30 (thirty) days in any 12 (twelve) month period.

B.3.21 Consultants who are assessed as delivering sub-standard work or who do not meet the requirements of an assignment may be removed from the roster of eligible Consultants and denied possibility of future engagements with the Organization. The Deputy Executive Director will assess removal of the Consultant from the eligible roster in consultation with the hiring manager.

Contractual terms and conditions

Fees and payments

B.3.22 The determination of the Consultant’s fee will be made in consultation with the Deputy Executive Director and HR representative. The final fee must be cleared by the Deputy Executive Director. The Consultant may be requested to furnish such additional information that is required to determine his/her suitability, or to substantiate the fee being negotiated.

B.3.23 In determining the appropriate fee, consideration will be given to the duties to be performed and the qualifications, knowledge and work experience required for performance of these duties. This information will be compared against salary levels set for Regular Staff performing duties at a comparable level. If this is not possible, the fee may be determined by either sourcing competitive bids from several candidates, or by making a determination of the prevailing market rate for the service. When proposing the fee, the Hiring Manager should also make reference to the current Administrative Circular in effect regarding guidelines on consultancy rates.

B.3.24 The total fee payable by the Organization will be specified in the contract in terms of gross amounts. Payment of any taxes will be the sole responsibility of the Consultant who will not be entitled to reimbursement by the Organization of any taxes that he/she may be required to pay.

B.3.25 Consultants may be paid on an hourly, daily, weekly, or monthly rate, or on a lump-sum basis (according to deliverables), whichever is determined to be in the best interests of the Organization.

B.3.26 Payment will normally be in arrears for services provided or on receipt of deliverables specified in the contract. In very exceptional circumstances and where warranted, provision can be made for advance payment. In such cases, the maximum advance payment or deposit will be 20% of the overall cost of services. Requests for advance payment must be justified on the Request to Recruit form and cleared by the Deputy Executive Director.

B.3.27 For all Consultancy contracts, the Crop Trust will retain at least 20% of the total fee pending certification of satisfactory completion of assignment.
B.3.28 The Consultant will not be eligible for any other benefits such as leave pension or other allowances and is not entitled to any right, benefit, payment or compensation except as expressly stated in the contract.

**Insurance coverage and liability**

B.3.29 The offer will be made to the Consultant on the understanding that he/she is medically fit to perform the assignment. As Consultants are independent contractors, the Organization will not provide any medical or accidental death and disability insurance to them. These Staff will need to sign the Liability Waiver (attached as Annex G.6). They will be responsible for taking out such insurance covering the period of the contract, as they consider advisable at their own expense. They will also be required to sign a statement of good health certifying their fitness to carry out the assignment (attached Annex G.5).

**Travel and subsistence allowance**

B.3.30 Official travel associated with the assignment will be specified in the contract, and will be authorized, arranged and related costs paid in a manner consistent with the Organization's relevant travel policies.

**Termination of contract**

B.3.31 The Consultancy contract may be terminated by either party by giving formal written notice to the other party.

B.3.32 As indicated in B.3.18 above, in the event the Organization terminates a contract due to unsatisfactory performance or failure to conform to the standards of conduct defined in Article 2.3 of this PPPM, the hiring manager should notify the Deputy Executive Director and HR representative who will provide written notice to the Consultant (with copy to the Finance Office). In the case of termination, the Consultant will be entitled to pro rata payment for work already satisfactorily performed.

B.3.33 If disbursements already made to the Consultant by the Organization prior to termination exceeds the sum finally due; the HR representative will include a request for repayment by the Consultant in the letter of termination.

**Other procedures and conditions**

B.3.34 All Consultancy Contracts will be logged in the Enterprise Management System by the HR Representative and assigned a unique sequential number following HR contract numbering systems. The number will include the 2-digit year, the sequential contract number and the suffix "CONS" (representing Consultancy). Any amendments will have the same contract number following by the word "Amendment".

B.3.35 Any proposed changes to the Contract (such as changes to content of work, timing, fee, payment schedule or other changes) require a Contract Amendment. In this regard, the need for a Contract Amendment must be clearly documented in writing by the Hiring Manager including a justification for the required change. The request will be submitted to the HR Representative who will review the information for completeness and submit this to the required staff for clearance which shall include:

- the ‘unit head’
- the Finance Manager
- the Deputy Executive Director
- the Executive Director (or his her delegate) (final authorization).
B.3.36 Once the proposed change has been approved, the HR Representative will prepare a Contract Amendment and circulate this for approval. The amendment will bear the same base reference number as the original contract with the suffix “Amendment”.

B.3.37 Except with the approval of the Executive Director, former Regular Staff Members of the Organization will normally only be engaged as Consultants after a minimum of 3 (three) months have elapsed since their separation from service.
Process for Recruiting a Consultant

1. Hiring Manager prepares Terms of Reference; considers at least 3 candidates for the assignment (including fee comparison); determines candidate most suitable.

2. Hiring Manager submits Request to Recruit Form for approval. Form includes name of proposed candidate and assessment of other candidates considered, Terms of Reference (with clear outputs/deliverables against which the Consultant’s performance will be measured), supervisory arrangements, proposed salary level (to be agreed in consultation with DED & HR representative), any travel to be undertaken and other contract conditions.

3. Once approved, HR representative circulates draft contract (with copy of approved Request to Recruit Form).

4. Once draft contract approved, HR representative finalizes, obtains signature of Executive Director and sends for countersignature to selected candidate.

5. When countersigned contract is received from Consultant, copy is sent to hiring manager and to Finance Office for commitment of funds and for organizing payments.

6. Upon completion of the assignment and before release of final payment, the hiring manager provides an assessment of performance to the Assistant Executive Director who gives instruction to HR representative regarding release of final payment.

7. The HR representative prepares an end-of-assignment letter for Consultant with copy of review and gives instruction to Finance Office for any payment due.

8. Consultants who are assessed as delivering sub-standard work or who do not meet the requirements of an assignment may be removed from the roster of eligible Consultants and denied possibility of future engagements with the Organization. The Assistant Executive Director will assess removal of the Consultant from the eligible roster in consultation with the hiring manager.
B.4 Appointment of Advisors/Experts

B.4.1 As indicated in section 13.3 of this manual Advisors/Experts are persons who are recognized as senior experts in their field and whom the Crop Trust has contracted (generally on a longer term basis than a consultancy which is more suitable for a specific project-based need) to provide expert knowledge/advice to the Organization as the need arises.

B.4.2 Identification and recruitment - Identification and recruitment of Advisors/Experts is made by utilizing one or more of the following methods:
   i. recommendation from an external source;
   ii. recommendation from a Crop Trust Staff Member or Executive Board Member.

B.4.3 Proposals for persons to be appointed as Advisors/Experts should be presented to the Deputy Executive Director using the Request to Recruit Form and should include:
   i. terms of reference;
   ii. proposed duration of the assignment and starting date;
   iii. location of employment
   iv. the cost and funding source as well as an explanation for the basis of remuneration (if applicable);

Final approval for the appointment of Advisors/Experts rests with the Executive Director.

B.4.4 The employment conditions for Advisors/Experts are described in Section 13.3 of this manual.

B.4.5 Staff Members who nominate candidates for any Advisor/Expert positions are required to disclose whether the proposed Consultant is the spouse, recognized partner, family member, friend or other close associate of a Regular Staff Member. Such disclosure is to be provided on the Request to Recruit form. Advisors/Experts will be required to sign a Disclosure on Family Members, Friends or Other Close Associates Working in the Organization (attached as Annex G.4) at the time of signing the contract.

B.4.6 The spouse, recognized partner, family member, friend or other close associate of a Regular Staff Member may only be engaged as an Advisor/Expert if the following additional conditions are met:
   • The Advisor/Expert will not be supervised by the Regular Staff Member or vice versa;
   • There is no actual or potential conflict of interest;
   • Neither will participate in any review or decision-making process which affects the other.

B.4.7 The hiring manager will prepare and submit a Request to Recruit form at least 2 (two) weeks prior to the proposed commencement date for the assignment to allow sufficient time for the necessary processing, clearances and negotiation if necessary. The information provided in the form (or attached to the form) will include:
   • Curriculum Vitae of the proposed candidate;
   • Rationale for the selection of the proposed candidate;
   • The Terms of Reference which should include a description of the services to be provided;
   • Duration of the assignment, starting date and working schedule;
   • Supervisory arrangements;
   • Proposed remuneration and an explanation of how it was determined;
   • Location of employment;
   • Details of any official travel required;
   • Indication of whether the proposed Advisor/Expert is related to a Regular Staff Member or otherwise closely associated;
• Any special conditions that may apply;
• Budget code to which the contract will be charged.

B.4.8 Once the Request to Recruit form has completed the authorization process defined in above, the HR representative will prepare a draft contract containing the following:
• Contract reference number;
• Terms of Reference;
• Supervisory arrangements;
• Working arrangements (working schedule, and base from which candidate will work);
• General terms and conditions of service;
• Payment instruction form;
• Statement of good health;
• Disclosure on family members, friends or other close associates working in the Organization.

The draft contract will be circulated (together with the signed Request to Recruit form) for final clearance.

B.4.9 All Advisor/Expert contracts must include standard General Terms and Conditions of Service for Consultants. These are standard General Terms and Conditions that apply to all Advisors/Experts and Consultants and have been checked and approved by the Crop Trust’s Legal Advisor. Any proposed changes to these General Terms and Conditions of Service must be highlighted and justified/explained by the Hiring Manager, and cleared by either the Deputy Executive Director or the Crop Trust’s Legal Advisor (as appropriate).

B.4.10 Upon final authorization, the HR representative will prepare the final contract for the signature of the Executive Director and arrange to issue the contract to the Advisor/Expert for her/her countersignature.

B.4.11 Advisor/Expert contracts must be signed by the candidate and returned to the Office of the Deputy Executive Director before a candidate can begin his/her assignment. A copy of the PPPM will be provided to all Advisors/Experts with their contract for signature.

B.4.12 On receipt of the countersigned contract, the HR representative will maintain a copy of the contract and relevant background information on file. A copy of the contract will be provided to the hiring manager and the payment instruction form will be provided to the Finance Office.

B.4.13 On receipt of the final signed contract, the Finance office will commit the necessary funds and carry out payments as established in the contract.

B.4.14 Fees established on the basis of a lump sum or which are deliverables-based will be paid after the hiring manager has certified to the Finance Office (with a copy to the Office of the Deputy Executive Director) that the work has been satisfactorily completed. If the contract provides for payment in installments on completion of clearly identified phases of work, the payment for each phase will be made after the hiring manager has certified that the phase in question has been successfully completed (with a copy to the Office of the Deputy Executive Director).

B.4.15 If the Advisor/Expert fails to complete the service specified in the contract to a satisfactory standard or is terminated due to failure to conform to the standards of conduct outlined in Article 2.3 of this manual, a determination will be made by the hiring manager and the Deputy Executive Director as to what amount, if any, is to be paid for any work that has been completed. The HR representative will notify the Advisor/Expert in writing of the amount to be paid on the basis of any portion of work that has been satisfactorily completed and will provide a copy to the Finance Office so that the payment schedule can be modified as necessary.
B.4.16 The hiring manager will notify the Finance Office if any reduction should be made to any payments specified in the payment instruction form.

Contractual terms and conditions

Fees and payments

B.4.17 The determination of the Advisor/Expert's fee will be made in consultation with the Deputy Executive Director and HR representative. The final fee must be cleared by the Deputy Executive Director. The candidate may be requested to furnish such additional information that is required to determine his/her suitability, or to substantiate the fee being negotiated.

B.4.18 In determining the appropriate fee, consideration will be given to the duties to be performed and the qualifications, knowledge and work experience required for performance of these duties. When proposing the fee, the Hiring Manager should also make reference to the current Administrative Circular in effect regarding guidelines on consultancy rates.

B.4.19 The total fee payable by the Organization will be specified in the contract in terms of gross amounts. Payment of any taxes will be the sole responsibility of the Advisor/Expert who will not be entitled to reimbursement by the Organization of any taxes that he/she may be required to pay.

B.4.20 Advisors/Experts may be paid on an hourly, daily, weekly, or monthly rate, or on a lump-sum basis (according to deliverables), whichever is determined to be in the best interests of the Organization.

B.4.21 Payment will normally be in arrears for services provided or on receipt of deliverables specified in the contract.

B.4.22 For all Advisor/Expert contracts, the Crop Trust will retain at least 20% of the total fee pending certification of satisfactory completion of assignment.

B.4.23 The Advisor/Expert will not be eligible for any other benefits such as leave pension or other allowances and is not entitled to any right, benefit, payment or compensation except as expressly stated in the contract.

Insurance coverage and liability

B.4.24 The offer will be made to the Advisor/Expert on the understanding that he/she is medically fit to perform the assignment. As Advisors/Experts are independent contractors, the Organization will not provide any medical or accidental death and disability insurance to them. These Staff will need to sign the Liability Waiver (attached as Annex G.6). They will be responsible for taking out such insurance covering the period of the contract, as they consider advisable at their own expense. They will also be required to sign a statement of good health certifying their fitness to carry out the assignment (attached as Annex G.5).

Travel and subsistence allowance

B.4.25 Official travel associated with the assignment will be specified in the contract, and will be authorized, arranged and related costs paid in a manner consistent with the Organization’s relevant travel policies.

Termination of contract

B.4.26 The Advisor/Expert contract may be terminated by either party by giving formal written notice to the other party.
B.4.27 In the event the Organization terminates a contract due to unsatisfactory performance or failure to conform to the standards of conduct defined in Article 2.3 of this PPPM, the hiring manager should notify the Deputy Executive Director and HR representative who will provide written notice to the Advisor/Expert (with copy to the Finance Office). In the case of termination, the Advisor/Expert will be entitled to pro rata payment for work already satisfactorily performed.

B.4.28 If disbursements already made to the Advisor/Expert by the Organization prior to termination exceeds the sum finally due; the HR representative will include a request for repayment by the Advisor/Expert in the letter of termination.

Other procedures and conditions

B.4.29 All contracts of Advisors/Experts will be logged in the Enterprise Management System by the HR Representative and assigned a unique sequential number following HR contract numbering systems. The number will include the 2-digit year, the sequential contract number and the suffix “ADV” (representing Advisor). Any amendments will have the same contract number following by the word “Amendment”.

B.4.30 Any proposed changes to the Contract (such as changes to content of work, timing, fee, payment schedule or other changes) require a Contract Amendment. In this regard, the need for a Contract Amendment must be clearly documented in writing by the Hiring Manager including a justification for the required change. The request will be submitted to the HR Representative who will review the information for completeness and submit this to the required staff for clearance which shall include:
• the ‘unit head’ (or budget holder)
• the Finance Manager
• the Deputy Executive Director
• the Executive Director (or his her delegate) (final authorization).

B.4.31 Once the proposed change has been approved, the HR Representative will prepare a Contract Amendment and circulate this for approval. The amendment will bear the same base reference number as the original contract with the suffix “Amendment”.

ANNEX C - GUIDELINES ON THE SUPERVISION OF ASSOCIATE EXPERTS

C.1 General

C.1.1 Some donor countries establish and finance schemes whereby young professionals can be assigned for a limited number of years to international development efforts, such as the Crop Trust. These young professionals, mainly scientists who have completed their masters or doctoral degree, are selected in agreement between the sponsoring agency and the Crop Trust. The employment of Associate Experts promotes a better understanding of the Crop Trust, and provides the Crop Trust with the assistance of outstanding young professionals specializing in fields relevant to the Crop Trust's activities. Associate Experts are fully involved in the work program, carrying out their assignments under the supervision of one or more Professional Staff Members. These young professionals could make major contributions to the work and objectives of the Crop Trust, but their work needs to be supervised and guided. Therefore, designated supervisors must be prepared to invest time in the guidance and supervision of Associate Experts.

C.1.2 The purpose of these guidelines is to make managers aware of the commitment involved in supervising an Associate Expert. The Supervisor must guide the Associate Expert and provide him/her with appropriate tasks and challenges throughout the assignment.

C.1.3 In order for Associate Experts to have a better idea of what they may expect from the assignment, a copy of this guidelines for supervision will be provided to them.

C.2 Preparation of the Assignment

C.2.1 Job Description

The Terms of Reference for the position should clearly state all tasks to be performed by the incumbent and should be a true reflection of the work that will be expected during the assignment. The position description should articulate clearly the minimum background, skills and experience required for the position.

C.2.2 Institutional Framework

The Associate Expert should be equipped with suitable office space for the duration of the assignment and should be provided with the necessary equipment (furniture, telephone, computer, etc.) to perform his/her duties from the beginning of the assignment. Associate Experts are expected to conduct themselves as international civil servants to observe the Organization’s Code of Conduct (outlined in Article 2.3 of the PPPM).

C.3 General Structure of Supervision

C.3.1 Background and experience of Associate Experts

Appropriate supervision is key to an Associate Expert’s professional development and for the general success of his/her assignment. The required level of supervision may differ greatly from case to case depending on the background and work experience of the incumbent. While the overall academic qualification of Associate Experts is usually high, their exposure to a practical working environment may vary. Some donors sponsor graduates directly from university without significant practical
work experience, others select professionals with some years of relevant field experience. It is therefore important to adjust the level of supervision in accordance with the specific background of the incumbent.

C.3.2 The Supervisor’s role as a coach/mentor

The supervisor is expected to actively coach and mentor the Associate Expert throughout his/her assignment. The supervisor should provide appropriate learning opportunities, check progress and provide regular constructive feedback and support him/her in problem solving as necessary. The supervisor should also regularly seek feedback from the Associate Expert to determine areas in which they require greater guided assistance or that are of concern to them. The supervisor should provide the Associate Expert with adequate responsibility, autonomy and variety of tasks while ensuring appropriate workload and suitability of assignments.

C.3.3 Establishing a workplan

During the first two weeks of the assignment, the Associate Expert will work jointly with his/her direct supervisor to develop an agreed annual workplan with clearly defined outputs based on the Terms of Reference for the position. The Associate Expert is expected to contribute to this process of preparing a realistic workplan and timeline. In developing the workplan, the Associate Expert should identify areas in which he/she will require more intensive training/supervision to optimize his/her performance. The agreed annual workplan will be used in developing a Performance Agreement and will form the basis for regular assessment of progress and performance in the context of the Organization’s Performance Management System (see Article 9.1 of the PPPM).

C.3.4 Assessment of progress and performance

Associate Experts will participate fully in the Performance Management System, the process of which is described in Article 9.1. In addition to the formal mid-cycle review called for in the Performance Management process, it is important that supervisors and Associate Experts meet regularly to discuss progress and address any issues in the execution of the assignment.

C.3.5 Professional development

Training allowance

Associate Experts have a training budget that varies according to the policy of the donor. This training allowance can be used for formal training (with the exception of language training which is treated separately) as well as for training- and learning-related travel. Examples of learning-related travel include participation in conferences, meetings and workshops that are relevant to the assignment. The training allowance may also be used for travel where it can be established that it will clearly contribute to the Associate Expert’s professional development. The training funds cannot be used for travel related to project activities.

Language allowance

Associate Experts have a language training allowance, the amount of which varies according to the policy of the donor. The purpose of this allowance is two-fold:

a. To allow the Associate Expert to learn the language of the duty station in order to facilitate their integration into the local community;

b. To allow the Associate Expert to perform their duties where another language is required.
C.3.6 Annual progress report for donors

Some donors require that supervisors of Associate Experts complete an annual progress report to provide an update regarding the assignment. Typically, such reports will require information on achievements and planned activities, supervising/monitoring arrangements, description of training activities undertaken by the Associate Expert and an assessment of the overall performance of the Associate Expert. Donors may provide specific guidelines for such progress reports. Examples of questions that supervisors’ may be required to address are provided in the attached Annex G.8.

C.3.7 Contract extension

Contract extensions for Associate Experts may be possible, the terms of which vary from donor-to-donor. Prior to completion of an assignment, the supervisor will be requested to provide a written assessment of performance and recommendation regarding contract extension. The final decision for extension rests with the Executive Director.

C.4 Completion of Assignment

C.4.1 Upon completion of the assignment, the supervisor will be required to prepare a final evaluation report. This report may impact on the donor’s decision to continue support to the program. It is therefore important that this report provide a comprehensive summary of the work undertaken by the Associate Expert, a description of the opportunities that were provided for professional development and the resulting increased capacity and experience as well as the contributions that the Associate Expert made to the work program. Reference should be made to any specific outputs produced by the Associate Expert during the assignment (publications, papers, seminars, etc.).

C.4.2 The supervisor should encourage the Associate Expert to present the results of his/her work in a staff seminar. Copies of papers, publications, presentations or other outputs from the work undertaken by the Associate Expert during their assignment should be maintained by the Organization.
ANNEX D - PERFORMANCE ASSESSMENT GUIDELINES

D.1 General

D.1.1 As indicated in Article 9.1 of this manual, every Staff Member will have his/her work performance and contribution towards the Crop Trust’s objectives evaluated periodically.

D.1.2 The purpose of the Performance Appraisal System is to enhance the performance of the Crop Trust by ensuring that individual work objectives are aligned with the Organization’s strategic goals and through improved performance of individual staff.

D.1.3 The system aims to achieve this by:

• Ensuring that staff have a clear understanding of their responsibilities and the quality of performance that is expected of them;
• Identifying individual work objectives that contribute to the Organization’s overall objectives;
• Enhancing communication between the Staff Member and supervisor on work-related issues;
• Helping staff to objectively assess their own performance;
• Helping supervisors to objectively assess the performance of staff that report to them;
• Identifying and resolving any performance-related problems in a timely manner;
• Providing an opportunity to identify staff development needs.

D.2 Key features of the system

D.2.1 Participation in the Performance Management System is compulsory for all Regular Staff Members. Participation in the system is encouraged but optional for Temporary Staff that are expected to be employed for a minimum of 6 (six) months.

D.2.2 Participation in the Performance Management System forms the basis for contract renewals, salary assessments and staff development opportunities.

D.2.3 The System is based on a formal Performance Agreement that is negotiated annually between the Staff Member and his/her Supervisor. It is based on the Staff Member’s individual workplan that should contribute to and be aligned with the Organization’s larger strategic goals. A Performance Agreement template is attached as Annex G.9.

D.2.4 The Staff Member’s performance is appraised at the end of each annual cycle and at least one formal mid-cycle review shall be conducted. Templates for the mid-cycle review and annual performance appraisal are attached in Annex G.9.
ANNEX E - PERFORMANCE MANAGEMENT – DISAGREEMENT PROCESS

The performance management system is underpinned by the principle of joint ownership and mutual agreement between the Staff Member and the Supervisor. However, there may be cases where mutual agreement is not reached, particularly at the stage of performance appraisal. The procedure below is designed to allow a satisfactory resolution of the disagreement in a transparent, fair and effective way.

The procedure is based on a two-stage mediation process:

1. **Review by Second Level Supervisor**
   A Staff Member who, after thorough discussion with the Primary Supervisor and consultation with Human Resources, still does not agree with the appraisal rating, can request a meeting with the Second Level Supervisor, the Primary Supervisor, (and the co-Supervisor if applicable). The Staff Member should make a request for this meeting to his/her Second Level Supervisor.

   The Second Level Supervisor will arrange for the meeting to take place within ten days (to allow sufficient time to review the points of disagreement) and can request the HR Representative to be present at the meeting as advisor.

   After the meeting has taken place, the results will be documented by the Second Level Supervisor notifying the HR Representative by email, with copy to the Staff Member, the Supervisor, and the co-Supervisor (if applicable) whether or not agreement was reached.

2. **Review by a formal Review Committee**
   If agreement is not reached in the context of the review conducted by the Second Level Supervisor, the case will be reviewed by a formal Review Committee. The request for the formal review by the Committee is triggered by the Staff Member by sending a message to the HR Representative to request a “formal disagreement review”.

   Once the HR Representative receives this request he/she will initiate the procedure for the formal review by informing the Executive Director and forming a Review Committee which is comprised of one Chairperson, two full members. The Executive Director (or his/her delegate) appoints one full member and the HR Representative appoints the other member. The Executive Director (or his/her delegate) and the HR Representative jointly appoint the Chairperson. An alternate chairperson and two alternate full members are appointed with the same procedure. The HR Unit will have an “ex-officio” member in the committee with the role of coordinating the process and providing expert advice. The members of the Committee are appointed for the duration of the review of the specific case and must be briefed in good performance management practices in order to effectively carry out their task in the Committee. No member of the Committee should work in the same unit as the Supervisor or the Staff Member.

   The Review Committee has the following tasks:
   a. Review the documentation about the disagreement case, which will be provided by the HR Representative.
   b. If necessary, hear (separately or jointly) the Staff Member, Supervisor, co-Supervisor (if applicable), Second Level Supervisor, any other person who could provide relevant information, and the HR Representative in his/her capacity of performance management process owner and expert.
c. Decide on the resolution of the disagreement. In this regard, the Chair of the Committee will write a report to the Staff Member, with copy to the Executive Director (or his/her delegate), Supervisor and Second Level Supervisor (and the co-Supervisor if applicable). The report will include the findings of the Committee and its decision. The decision of the Review Committee is final.

Within 20 days of convening the Review Committee the Committee will submit its report to the Executive Director (or his/her delegate) for information who will forward this to the HR Representative.

As soon as HR receives the report of the Committee, it will ensure that the performance appraisal phase is finalized. The report will be part of the performance management record of the Staff Member.
ANNEX F - PERFORMANCE MANAGEMENT – CHANGE OF SUPERVISOR OR POSITION

The information below is intended to provide Staff Members and Supervisors with guidelines in cases where a Staff Member’s Supervisor changes or his/her position changes during the Performance Appraisal Cycle. Any further questions should be directed to the HR representative.

A. Procedure in following cases: Supervisor leaves the Organization/new Supervisor appointed/Staff Member reassigned a new Supervisor:

During the Phase to set up a new Performance Appraisal

1. Upon notification of the change of supervision, the HR Representative will reassign the Staff Member under the new Supervisor.
2. The HR Representative will request the Staff Member and new Supervisor to review and, if necessary, define together new work objectives, activities and output targets. In this context, the Staff Member will indicate the former Supervisor as a person to be contacted to provide feedback.

During the Mid-Term Review phase of the ongoing cycle

1. Upon notification of the change of supervision, the HR Representative will request the current Supervisor to complete a summary of the Staff Member’s progress and performance, following a discussion with the relevant Staff Member.
2. Upon notification that the Mid-Term Review has been completed, the HR Representative will reassign the Staff Member under the new Supervisor.

During the Performance Appraisal phase of the ongoing cycle

1. Upon notification of the change of supervision, the HR Representative will request the current Supervisor to complete the Staff Member’s performance appraisal, following a discussion with the relevant Staff Member.
2. Upon notification that the Performance Appraisal has been completed, the HR Representative will reassign the Staff Member under the new Supervisor.

B. Procedure if a Staff Member is appointed to a new position during the performance cycle

During the Phase to set up a new Performance Appraisal

1. The HR Representative will request the Staff Member and new Supervisor to define together work objectives, activities and outputs related to the new position. In this context, the Staff Member will indicate the former Supervisor as a person to be contacted to provide feedback.

During the Mid-Term Review phase of the ongoing cycle

1. The HR Representative will request the current Supervisor to complete a Performance Appraisal to document the assessment of Staff Member’s progress and performance in the current position.
2. The HR Representative will maintain a copy of the completed Performance Appraisal for the current position and provide a copy to the new Supervisor for information.
3. The HR Representative will request the Staff Member and new Supervisor to define together work activities, output targets and job success factors related to the new position.
4. Upon completion of the year, the new Supervisor will complete his/her independent assessment of the candidate for the period under his/her supervision.
5. The HR Representative will prepare an average numerical rating based on the two Performance Appraisals and return this to the Staff Member and the new Supervisor.

During the Performance Appraisal phase of the ongoing cycle

1. The HR Representative will request the current Supervisor to complete the Staff Member’s performance appraisal in discussion with the relevant Staff Member.
2. Once the Performance Appraisal has been completed, the HR Representative will reassign the Staff Member under the new Supervisor
3. The HR Representative will request the Staff Member and new Supervisor to define together work activities, output targets and job success factors related to the new position for the following cycle.

Note: The performance agreement is the primary tool for the recording of agreed work objectives. In this context, it is considered the reference document for the completion of the Probationary Period Form and related activities.

C. Procedure in the case of a Staff Member joining or leaving the Organization during the performance management cycle

Joining

1. Staff Members who join the Organization by 30 June are required to negotiate a performance agreement and undergo a full performance management cycle (Performance Agreement, Mid-Term Review and Performance Appraisal)
2. Staff Members who join the Organization after 30 June are required to complete a workplan detailing activities and expected outputs from the date of joining until the close of the cycle on 31 December.

Departure

1. Prior to the Staff Member’s departure, the Supervisor is required to complete a summary of the Staff Member’s performance.
   a. If the Staff Member leaves shortly after the establishment of the Performance Agreement (before the Mid-term Review)
      The HR Representative may request that the Staff Member and Supervisor complete the Performance Appraisal and this will be treated this as the Staff Member’s final assessment.
   b. If the Staff Member leaves during the Mid-Term Review phase of the cycle:
      The HR Representative will request that the Staff Member and Supervisor complete the Performance Appraisal at this time and this will be treated this as the Staff Member’s final assessment.
   c. If the Staff Member leaves after the Mid-Term Review during cycle:
      The HR Representative will request that the Staff Member and Supervisor complete the Performance Appraisal at this time and this will be treated this as the Staff Member’s final assessment.
ANNEX G - FREQUENTLY USED FORMS AND TEMPLATES

G.1 Request to Recruit
G.2 Position Description (Vacancy Announcement)
G.3 Applicant Listing and Statistical Information on Applicants
G.4 Disclosure of Family Members, Friends or other Close Associates Working for the Organization
G.5 Statement of Good Health
G.6 Liability Waiver
G.7 Consultant Performance Evaluation Form
G.8 Associate Experts - Sample Questions for Annual Progress Reports to Donors
G.9 Performance Appraisal Form, Mid-Cycle Performance Review Form, Performance Appraisal Form (end of cycle)
G.10 Internship/Fellowship Evaluation Form
G.11 Position Reclassification Form
Request to Recruit

Complete Section A of this form and attach a proposed position description prior to submitting to Human Resources. Section B of this form must be completed for requests for Temporary Staff and Consultants. This form must be fully completed prior to commencing the recruiting process.

Note: Position Description and proposed classification level should be developed in consultation with Office of Deputy Executive Director/HR representative.

### SECTION A

<table>
<thead>
<tr>
<th>Proposed Position Title:</th>
<th>Funding Source:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Temporary ERP Data Assistant</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Category:</th>
</tr>
</thead>
<tbody>
<tr>
<td>(For Temporary Staff and Consultants please also complete Section B below)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Regular Staff[^1]</th>
<th>Complementary Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ Professional</td>
<td>☐ Temporary Staff</td>
</tr>
<tr>
<td>☐ General Service</td>
<td>☐ Intern</td>
</tr>
<tr>
<td></td>
<td>☐ Fellow</td>
</tr>
<tr>
<td></td>
<td>☐ APO</td>
</tr>
<tr>
<td></td>
<td>☐ Secondment</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Proposed classification (for Regular and Temporary Staff only):</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Proposed Contract Duration:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Position Description:</th>
<th>To be attached to this Request</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Recommended Advertising Sites (for Regular and Temporary staff only):</th>
</tr>
</thead>
<tbody>
<tr>
<td>(All positions will be posted on Crop Trust website)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Panel Members: (for Regular and Temporary staff only)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hiring Manager</td>
</tr>
<tr>
<td>Deputy Executive Director (Chair)</td>
</tr>
<tr>
<td>HR Representative (Secretary)</td>
</tr>
<tr>
<td>Specify any other proposed member(s):</td>
</tr>
</tbody>
</table>

### SECTION B (To be completed for Consultants, Advisors/Experts or Temporary Staff)

<table>
<thead>
<tr>
<th>Name of Proposed Candidate (for Temporary Staff of more than 3 months a limited recruitment process is required):</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>How was this candidate identified?</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ Selected from Roster</td>
</tr>
<tr>
<td>☐ Personal Recommendation</td>
</tr>
<tr>
<td>☐ No candidate yet identified – recruitment required</td>
</tr>
</tbody>
</table>

[^1]: Contract one year or more, including limited term Project Staff
<table>
<thead>
<tr>
<th><strong>Disclosure of family relationship or other close association:</strong> (If the proposed candidate is the spouse, recognized partner, family member, friend or other close associate of a Regular Staff Member, please indicate this relationship here and the name of the Staff Member)</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th><strong>Justification for selection of Consultant:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>(At least 3 candidates must be considered. Please provide names of other Consultants considered, their fees and information on their qualifications as well as a rationale as to why the proposed candidate has been selected. If the proposed Consultant was the sole candidate to be considered please provide an explanation):</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Proposed Start Date:</strong></th>
<th><strong>Proposed End Date:</strong></th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th><strong>Supervisory Arrangements:</strong></th>
</tr>
</thead>
</table>

| **Location of employment:** | ☐ Consultant’s home base | ☐ Crop Trust Offices |

<table>
<thead>
<tr>
<th><strong>Terms of Reference:</strong> To be attached to this Request</th>
</tr>
</thead>
</table>

For Consultants this must include tangible and measurable outputs of the work assignment with realistic delivery dates and details on the form in which the work must be delivered

<table>
<thead>
<tr>
<th><strong>Proposed remuneration (for Consultants and Advisors/Experts only):</strong></th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th><strong>How was this fee determined?</strong></th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th><strong>Proposed payment schedule:</strong> (Final payment of at least 20% of total fee must be held pending certification of satisfactory completion of assignment. Advance payment is normally not permitted, however in special cases a maximum of 20% of the total fee may be paid in advance. If requesting any advance payment, please provide justification)</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th><strong>Details of any official travel required:</strong> (specify location and planned dates)</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th><strong>Any special conditions that may apply:</strong></th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th><strong>Attachments:</strong></th>
</tr>
</thead>
</table>

☐ CV of proposed candidate

☐ Terms of Reference

☐ Banking Instructions (may be provided on signature)
VACANCY ANNOUNCEMENT

The Global Crop Diversity Trust is an international Organization whose mission is to ensure the conservation and availability of crop diversity for food security worldwide. The Global Crop Diversity Trust has recently established its headquarters in Bonn, Germany. For further information on The Global Crop Diversity Trust, consult the web page at http://croptrust.org

The Global Crop Diversity Trust is seeking candidates for the position of:

[Position Title]

Under the direct supervision of [position of supervisor] the [position of this post] and the overall supervision of [position of Unit Head], the [position title] will work as part of a team implementing [brief one-line description of work] In particular, the [position title] will:

• TOR here
• Etc
• Etc

Qualifications, Skills and Experience

Essential qualifications skills and experience:
• Required educational level and in what field(s);
• Required number of years experience and in what field(s);
• Technical skills;
• Interpersonal and communication skills;
• Other skills;
• Language skills.
• Etc.

Desirable qualifications, skills and experience:
• Add here any qualifications, skills and experience that are desirable, but not strictly required for the position
• …..

Terms and Conditions: The Crop Trust offers an attractive remuneration package including a competitive salary, non-contributory retirement savings plan, medical insurance and leave provisions. This is a [Professional/locally recruited General Service] position and all benefits are denominated and paid in [currency]. Relocation costs [are/are not] covered. The initial contract will be for a period of [xxx] years.

Applications: Letter of application and curriculum vitae in English, including date of birth, gender and nationality, with names and full contact details of at least three referees, including telephone, fax and email address, should be sent to: Human Resources Office, Global Crop Diversity Trust, preferably by email at [email address for applications] not later than [deadline]. Alternatively, applications can be sent by mail or fax to the following address/fax number: Global Crop Diversity Trust, address, phone, fax. All mailed applications must be postmarked by deadline above. Please quote source of advertisement.

We are an equal opportunity employer and strive for staff diversity in gender and nationality. All applications will be acknowledged, but only short-listed candidates will be contacted
## Statistics on Applications Received

<table>
<thead>
<tr>
<th>Vacancy:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening Date &lt;dd/mm/yy&gt; - Closing Date &lt;dd/mm/yy&gt;</td>
<td></td>
</tr>
<tr>
<td>APPLICATIONS</td>
<td></td>
</tr>
<tr>
<td>INTERNAL/EXTERNAL</td>
<td></td>
</tr>
<tr>
<td>INTERNAL</td>
<td></td>
</tr>
<tr>
<td>EXTERNAL</td>
<td></td>
</tr>
<tr>
<td>0 TOTAL</td>
<td></td>
</tr>
<tr>
<td>GENDER</td>
<td></td>
</tr>
<tr>
<td>FEMALE</td>
<td></td>
</tr>
<tr>
<td>MALE</td>
<td></td>
</tr>
<tr>
<td>NOT STATED</td>
<td></td>
</tr>
<tr>
<td>0 TOTAL</td>
<td></td>
</tr>
<tr>
<td>NATIONALITY</td>
<td></td>
</tr>
<tr>
<td>NOT STATED</td>
<td></td>
</tr>
<tr>
<td>0 TOTAL</td>
<td></td>
</tr>
<tr>
<td>SOURCE</td>
<td></td>
</tr>
<tr>
<td>0 TOTAL</td>
<td></td>
</tr>
</tbody>
</table>
Disclosure of Family Members, Friends or other Close Associates Working for the Organization
(please complete and sign the relevant section below)

DECLARATION

I hereby confirm that I am the (spouse, partner, brother/sister, son/daughter, other family member as defined in Article 2.8 of the PPPM), friend or other close associate of (name of Staff Member), who is presently employed by the Global Crop Diversity Trust in the capacity of (position).

_______________________________________
Relationship

_______________________________________
Name
(Please use block capitals)

_______________________________________
Signature

_______________________________________
Date

I hereby confirm that I have no family members (spouse, partner, brother/sister, son/daughter, other family member as defined in Article 2.8 of the PPPM), friends or other close associates presently employed by the Global Crop Diversity Trust.

_______________________________________
Name
(Please use block capitals)

_______________________________________
Signature

_______________________________________
Date
ANNEX G.5

Statement of Good Health
(to be completed for Temporary Contracts of 3 months or less and Consultancies)

DECLARATION

I certify that I am in good health, and to the best of my knowledge do not have any medical condition which would preclude me from undertaking the services covered by this contract.

I confirm that I have adequate medical and other insurance coverage for the duration of this assignment.

I also confirm that I am aware of any inoculations required for the country or countries to which any travel has been authorized in relation to my work for the Global Crop Diversity Trust.

_______________________________________
Name
(Please use block capitals)

_______________________________________
Signature

_______________________________________
Date
Liability Waiver

As a Complementary Staff Member with the Crop Trust under this Contract and in line with the conditions of the Agreement, I understand that I am not eligible to any right, benefit, payment or compensation except as expressly stated in the contract and that I am therefore not eligible for coverage under the Crop Trust's life and accidental death and disability insurance scheme.

In this regard, I understand that the Crop Trust shall not, under any circumstances or for any reason whatsoever, be held liable for any injuries, death or damages sustained by me during the performance of the contract and that the Crop Trust will not accept any claim for compensation or repairs in respect of any such injuries or damage.

________________________________________________________________________________________

Name
(Please use block capitals)

________________________________________________________________________________________

Signature

________________________________________________________________________________________

Date
Consultant Performance Evaluation Form
(To be completed by the hiring manager upon completion of services and prior to issue of final payment)

<table>
<thead>
<tr>
<th>Consultant Name</th>
<th>Score</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract Reference Number</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Period of Contract</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Provide a score of 1-5 for each bullet under the criterion below (5 highest and 1 lowest). Provide any notes or explanations in the comments section:

<table>
<thead>
<tr>
<th>QUALITY OF WORK: Objectives and targets completed to expectations</th>
<th>Score</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Quality and completion of outputs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Responsiveness to client input</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Attentiveness, judgment, initiative</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TIMELINESS OF PERFORMANCE: Work performed within established schedule / timelines</th>
<th>Score</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Timely and accurate progress updates</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Milestones and activities completed within established timeframes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• On schedule delivery of services</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>INTERACTION WITH CROP TRUST/ PARTNERS:</th>
<th>Score</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Ability to effectively manage interactions / communication with Crop Trust and external contacts (as relevant)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Comments:
Please comment on overall performance or any unusual circumstances affecting the Consultant’s performance

Hiring Manager’s Signature:___________________ Date:________________________

Please send completed evaluation to the HR representative.

Note: this performance evaluation will be placed in the personnel file of the Consultant.
Requirements for annual progress reporting on the Associate Expert scheme vary from donor-to-donor. The questions below are examples of the types of questions that supervisors should be prepared to address.

1. Describe the method and frequency of supervision (e.g. monthly/weekly meetings, formal or informal, etc.). Was this methodology/frequency of supervision adequate?

2. What outputs identified in the annual workplan were achieved during the reporting period? How did these contribute to the Organization’s overall work program?

3. What kinds of professional development activities did the Organization provide to the Associate Expert during the reporting period? How was the training allowance used? Was the training effective? (Provide examples of how the Associate Expert has put to use the acquired knowledge)

4. Provide an overall assessment of the Associate Expert’s performance (provide a copy of the Performance Appraisal report)
# Performance Agreement and Appraisal Forms

## Section 1: Initial Meeting - Cycle: dd/mm/yy – dd/mm/yy

<table>
<thead>
<tr>
<th>Name:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Position Title:</td>
<td>Grade Level:</td>
</tr>
<tr>
<td>Primary Supervisor:</td>
<td>Co-supervisor (if applicable):</td>
</tr>
<tr>
<td>Second Level Supervisor:</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Activity Description</th>
<th>Output Target</th>
<th>Planned Proportion of time (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contribute to institutional activities <em>(required for all staff)</em></td>
<td></td>
<td><em>Not less than 5%</em></td>
</tr>
</tbody>
</table>
**Job Success Factors**

Review the Job Success Factors to be utilized at the end of year appraisal. Agree on the importance/relevance for each. Taking into account the nature of the position, consider whether each Job Success Factor listed below is:

- **C** = Critical for job success for this position
- **I** = Important for job success for this position
- **N** = Does not apply to this position

<table>
<thead>
<tr>
<th>Job Success Factor</th>
<th>Importance/Relevance (C, I or N)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assessment of Goals Performance</strong></td>
<td></td>
</tr>
<tr>
<td>• Did (s)he achieve the targets set in the workplan for the year under review?</td>
<td></td>
</tr>
<tr>
<td><strong>Management of Resources</strong></td>
<td></td>
</tr>
<tr>
<td>• Identifies and allocates resources effectively.</td>
<td></td>
</tr>
<tr>
<td>• Demonstrates cost consciousness.</td>
<td></td>
</tr>
<tr>
<td>• Utilizes resources optimally.</td>
<td></td>
</tr>
<tr>
<td><strong>Management of Staff</strong></td>
<td></td>
</tr>
<tr>
<td>• Gives direction and co-ordinates the activities of subordinates.</td>
<td></td>
</tr>
<tr>
<td>• Generates and sustains high morale among subordinates.</td>
<td></td>
</tr>
<tr>
<td>• Demonstrates fairness and firmness.</td>
<td></td>
</tr>
<tr>
<td>• Accepts responsibility and stands by decisions.</td>
<td></td>
</tr>
<tr>
<td>• Supervises staff performance by setting performance expectations, monitoring work outputs, providing feedback (positive and corrective) and evaluating performance.</td>
<td></td>
</tr>
<tr>
<td><strong>Technical/Professional Knowledge</strong></td>
<td></td>
</tr>
<tr>
<td>• Demonstrates technical skill and/or professional knowledge necessary to perform the job duties?</td>
<td></td>
</tr>
<tr>
<td><strong>Planning and Organizing</strong></td>
<td></td>
</tr>
<tr>
<td>• Establishes priorities, objectives, strategies, action plans and resource requirements consistent with the team plans and direction.</td>
<td></td>
</tr>
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<td>• Assembles and maintains all important documentation in an orderly fashion (email and hard copy) including all relevant documents, contracts, e-mails, memos, etc. (or, for senior management level positions, ensures the maintenance of such documentation within team)</td>
<td></td>
</tr>
<tr>
<td>• Notices scheduling problems in advance and takes appropriate action to schedule accordingly.</td>
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</tr>
<tr>
<td>• Able to identify aspects of works that staff member has control over and those he/she does not. Discusses with supervisor ways to deal with issues outside his/her control in order to meet deadlines.</td>
<td></td>
</tr>
</tbody>
</table>
- Monitors progress against work plans to ensure that time, cost and quality expectations are being met.

<table>
<thead>
<tr>
<th>Analytical Ability &amp; Judgment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Can analyze and get straight to the cause of a problem and suggest solutions.</td>
</tr>
<tr>
<td>Distinguishes important from unimportant aspect of an issue or a problem, making it possible to come to decisions more quickly and decisively.</td>
</tr>
<tr>
<td>Is decisive and presents proposals that are consistently sound, realistic, and practical.</td>
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</table>

<table>
<thead>
<tr>
<th>Service Orientation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is courteous to clients (colleagues, partners, etc.)</td>
</tr>
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<td>Asks questions and seeks feedback to understand clearly the needs of others and summarizes to check for understanding</td>
</tr>
<tr>
<td>Listens carefully and empathizes with person’s concerns</td>
</tr>
<tr>
<td>Responds to requests promptly and efficiently and keeps clients informed of progress</td>
</tr>
<tr>
<td>Preempts/foresees clients needs where possible and takes initiative to meet these needs before being asked</td>
</tr>
<tr>
<td>Follows through on all tasks to completion</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Interpersonal Relations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Able to function effectively as a team member.</td>
</tr>
<tr>
<td>Co-operates and gets on well with supervisors, colleagues, and subordinates.</td>
</tr>
<tr>
<td>Demonstrates integrity and honesty.</td>
</tr>
<tr>
<td>Exhibits sensitivity and ability to work effectively with people of different cultures/gender.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Initiative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applies self completely and follows through on tasks.</td>
</tr>
<tr>
<td>Anticipates obstacles and thinks ahead to the next steps.</td>
</tr>
<tr>
<td>Performs with minimum supervision (as appropriate for level of position).</td>
</tr>
<tr>
<td>Demonstrates imagination and creativity in task performance.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Performance Under Pressure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Able to cope with many tasks simultaneously.</td>
</tr>
<tr>
<td>Maintains productivity under pressure.</td>
</tr>
<tr>
<td>Reliable under pressure.</td>
</tr>
</tbody>
</table>

What are the ‘soft skills’ that were identified in your previous year’s assessment as areas that you/Supervisor have discussed you would focus on in this new cycle:

Signatures:
Staff Member: ___________________  Date: _________________
Primary Supervisor: ___________________  Date: _________________
Co-Supervisor (if applicable): ___________________  Date: _________________
Second Level Supervisor: ___________________  Date: _________________

Original of this signed form to be kept by HR representative and copy by Staff Member
## Section 2: Mid-term review - Cycle: dd/mm/yy – dd/mm/yy

<table>
<thead>
<tr>
<th>Name:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Position Title:</td>
<td>Grade Level:</td>
</tr>
<tr>
<td>Primary Supervisor:</td>
<td>Co-supervisor (if applicable):</td>
</tr>
<tr>
<td>Second Level Supervisor:</td>
<td></td>
</tr>
</tbody>
</table>

### Section in grey as per Performance Agreement

<table>
<thead>
<tr>
<th>Activity description</th>
<th>Output target</th>
<th>Planned proportion of time (%)</th>
<th>Actual proportion of time (%)</th>
<th>% Completed to date</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contribute to institutional activities (required for all staff)</td>
<td>Not less than 5%</td>
<td></td>
<td></td>
<td></td>
<td>Record any major achievements, any major events affecting the workplan, any required adjustments to workplan or other comments regarding progress</td>
</tr>
</tbody>
</table>

### Staff Member Comments:
Considering the job success performance factors to be used in the year-end appraisal, record here any particular achievements and areas of exemplary performance and/or any areas that require more focus or improvement:

### Supervisor Comments:
Be sure to address any shortcomings or areas of exemplary performance with regard to the agreed job success performance factors to be used in the year-end appraisal. Record here any particular achievements and areas of exemplary performance and/or any areas that require more focus or improvement. If it is determined that a Performance Improvement Plan (PIP) is required (or you are discussing performance in relation to an already established PIP), please indicate this here and attach a copy of the PIP.
Record of dialogue (Mid-Term Review)

We have had the opportunity to adequately discuss progress, record major events affecting progress and make any adjustments to workplan as necessary.

Staff Member: ___________________ Date: ______________

Primary Supervisor: ___________________ Date: ______________

Co-Supervisor (if applicable): ___________________ Date: ______________

Where several areas of under-performance have been identified and in particular where it has been decided to put in place a Performance Improvement Plan, this form also requires signature of the Second Level Supervisor:

Second Level Supervisor: ___________________ Date: ______________

Original of this signed form to be kept by HR representative and copy by Staff Member
### Section 3: End of Year Performance Appraisal - Cycle: dd/mm/yy – dd/mm/yy

Name: 

Position Title: Grade Level: 

Primary Supervisor: Co-supervisor (if applicable): 

Second Level Supervisor: 

#### A. Staff Member Self-Assessment

In preparation for your Appraisal meeting complete the table below and the narrative questions 1-5 and provide these to your Supervisor(s) in advance of your meeting.

Section in grey as per Performance Agreement

<table>
<thead>
<tr>
<th>Activity description</th>
<th>Output target</th>
<th>Planned proportion of time (%)</th>
<th>Actual proportion of time (%)</th>
<th>% Completed to date</th>
<th>Comments</th>
</tr>
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<tr>
<td>Contribute to institutional activities (required for all staff)</td>
<td>Not less than 5%</td>
<td></td>
<td></td>
<td></td>
<td>Record any major achievements, any major events affecting the workplan, any required adjustments to workplan or other comments regarding progress</td>
</tr>
</tbody>
</table>

1. **Overall assessment**

Provide a brief overall narrative assessment of your work. Consider achievement of planned Output Targets and Job Success Factors agreed at the beginning of the appraisal cycle and reviewed mid-cycle.
2. Over the course of the appraisal cycle, were there any major changes to your planned Output Targets
   Refer as necessary to any notes made during the mid-term review

3. What do you consider to be particular achievements or successes and what areas presented challenges?
   Record any mitigating circumstances or factors beyond your control that may have adversely affected performance. Record here any
development or training you think is required and indicate how this would benefit the Organization.

4. What are your priority activities for next year?

5. Additional comments or suggestions

B. Supervisor(s) Assessment
Discuss with the Staff Member the progress for each stated Output Target and performance with regard to the established Job Success Factors.
Record here a description of the Staff member’s progress during the year.

1. In the table overleaf, appraise the Staff Member’s performance in relation to the Job Success Factors (competencies and
   attributes) that were agreed at the beginning of the appraisal cycle, assigning either A, B, C or D to each Job Success Factor.

   A = Does not meet expectation The Staff Member’s performance against this Job Success Factor is consistently at an unacceptable level and requires improvement

   B = Partially meets expectation The Staff Member’s performance against this Job Success Factor was either not consistently satisfactory (and therefore requires improvement in some areas) or the Staff Member demonstrated behaviors that meet some but not all of the expectations for this Job Success Factor

   C = Fully meets expectation The Staff Member consistently demonstrated the Crop Trust’s high-level of expected performance against all aspects of this Job Success Factor

   D = Exceeds expectation The Staff Member consistently demonstrated an exceedingly high-level of performance against all aspects of this Job Success Factor (quality of performance is consistently and exceptionally high)
**Job Success Factors**

Review the Job Success Factors to be utilized at the end of year appraisal. Agree on the importance/relevance for each (The importance given to each may vary with the nature of the position or emphasis agreed between the Supervisor(s) and Staff Member.)

<table>
<thead>
<tr>
<th>Job Success Factor</th>
<th>Importance/Relevance C, I or N as per Agreement</th>
<th>Appraisal A, B, C or D</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assessment of Goals Performance</strong></td>
<td>• Did (s)he achieve the targets set in the workplan for the year under review?</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Management of Resources</strong></td>
<td>• Identifies and allocates resources effectively. • Demonstrates cost consciousness. • Utilizes resources optimally.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Management of Staff</strong></td>
<td>• Gives direction and co-ordinates the activities of subordinates. • Generates and sustains high morale among subordinates. • Demonstrates fairness and firmness. • Accepts responsibility and stands by decisions. • Supervises staff performance by setting performance expectations, monitoring work outputs, providing feedback (positive and corrective) and evaluating performance.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Technical/Professional Knowledge</strong></td>
<td>• Demonstrates technical skill and/or professional knowledge necessary to perform the job duties?</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Planning and Organizing</strong></td>
<td>• Establishes priorities, objectives, strategies, action plans and resource requirements consistent with the team plans and direction.</td>
<td></td>
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</tr>
</tbody>
</table>
• Assembles and maintains all important documentation in an orderly fashion (email and hard copy) including all relevant documents, contracts, e-mails, memos, etc. (or, for senior management level positions, ensures the maintenance of such documentation within team)
• Notices scheduling problems in advance and takes appropriate action to schedule accordingly.
• Able to identify aspects of works that staff member has control over and those he/she does not. Discusses with supervisor ways to deal with issues outside his/her control in order to meet deadlines.
• Monitors progress against work plans to ensure that time, cost and quality expectations are being met.

Analytical Ability & Judgment
• Can analyze and get straight to the cause of a problem and suggest solutions.
• Distinguishes important from unimportant aspect of an issue or a problem, making it possible to come to decisions more quickly and decisively.
• Is decisive and presents proposals that are consistently sound, realistic, and practical.

Service Orientation
• Is courteous to clients (colleagues, partners, etc.)
• Asks questions and seeks feedback to understand clearly the needs of others and summarizes to check for understanding
• Listens carefully and empathizes with person’s concerns
• Responds to requests promptly and efficiently and keeps clients informed of progress
• Preempts/foressees clients needs where possible and takes initiative to meet these needs before being asked
• Follows through on all tasks to completion
### Interpersonal Relations
- Able to function effectively as a team member.
- Co-operates and gets on well with supervisors, colleagues, and subordinates.
- Demonstrates integrity and honesty.
- Exhibits sensitivity and ability to work effectively with people of different cultures/gender.

### Initiative
- Applies self completely and follows through on tasks.
- Anticipates obstacles and thinks ahead to the next steps.
- Performs with minimum supervision (as appropriate for level of position).
- Demonstrates imagination and creativity in task performance.

### Performance Under Pressure
- Able to cope with many tasks simultaneously.
- Maintains productivity under pressure.
- Reliable under pressure.

2. How effective has the Staff Member been overall in carrying out his/her responsibilities over the past year (in relation to the Output Targets set in the workplan for the year under review)?

3. What are the Staff Member's strengths as a member of the team?

4. What are the Staff Member's challenges in carrying out his/her responsibilities? (please note – if you marked A or B ratings against any of the above, please be sure to discuss these here)

5. What would you suggest that you and the Trust might do to assist the staff member to capitalize on his/her strengths and overcome any challenges/weaknesses that were identified in question 4 above?
6. Indicate any training needs and recommended approach to required training (formal, informal, on-the job, e-learning, other). Give details.

7. Comments on overall performance by Supervisor(s) stating examples of any areas of exemplary performance or other "critical incidents" where necessary to support the overall rating:

Workplan for Next Appraisal Cycle
Plans for next year (Performance Agreement) to be provided in separate file but must be reviewed in connection with the closure of the current cycle.

Signatures (Final Appraisal):
Staff Member: ___________________ Date: _________________

Primary Supervisor: _______________ Date: _________________

Co-Supervisor (if applicable): _______________ Date: _________________

Second Level Supervisor: _______________ Date: _________________

Original of this signed form to be kept by HR representative and copy by Staff Member
Internship/Fellowship Evaluation Form

Section 1 Initial Meeting
(to be completed by intern/fellow and supervisor within 2 weeks of starting date)

General Information

<table>
<thead>
<tr>
<th>Intern's/Fellow's name</th>
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<tbody>
<tr>
<td>Job Title</td>
<td></td>
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<tr>
<td>Unit</td>
<td></td>
</tr>
<tr>
<td>Date of Appointment</td>
<td></td>
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<tr>
<td>Duration of the Internship</td>
<td></td>
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<tr>
<td>Supervisor’s Name</td>
<td></td>
</tr>
<tr>
<td>Initial meeting date</td>
<td></td>
</tr>
<tr>
<td>Mid-point review date</td>
<td></td>
</tr>
<tr>
<td>Final review date</td>
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</tbody>
</table>

Terms of Reference (to be completed by intern/fellow in consultation with the supervisor):

<table>
<thead>
<tr>
<th>Activity Description</th>
<th>Output Target</th>
<th>Planned Proportion of time (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Measurable indicators</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contribute to institutional activities (required for all staff)</td>
<td></td>
<td>Not less than 5%</td>
</tr>
</tbody>
</table>
The following is a checklist of items that the supervisor needs to address with intern/fellow within two weeks of the employee commencing their appointment (to be completed by supervisor).

- Ensure clarity on the job role and responsibilities by reviewing and discussing the job description
- Ensure clarity on terms of reference and output targets and formalizing them in a Performance Agreement
- Ensure the understanding of the organizational procedures, Crop Trust background, etc

<table>
<thead>
<tr>
<th>Comments (supervisor):</th>
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</table>

<table>
<thead>
<tr>
<th>Date of meeting</th>
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<table>
<thead>
<tr>
<th>Employee’s signature</th>
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</table>

<table>
<thead>
<tr>
<th>Supervisor’s signature</th>
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</table>

<table>
<thead>
<tr>
<th>Second level Supervisor’s signature</th>
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</tbody>
</table>

Original of this signed form to be held by HR and copy to be kept by Intern/Fellow and Supervisor
Section 2  Mid-point Review
(to be completed by intern/fellow and supervisor mid-way through the internship)

Summary of internship/fellowship during the first half of internship/fellowship

Intern/Fellow
1. Discuss your output targets. How much have you completed? Would you change the time spent on any of the activities?
2. What has been the greatest challenge of the internship/fellowship so far? How do you feel like you have handled the challenge?
3. Would you change anything about the internship?

Supervisor
1. Discuss the intern’s/fellow’s output targets.
2. What has been the greatest contribution by the intern/fellow so far? What is the greatest challenge the intern/fellow has faced and how has he/she handled the challenge?
3. Would you change anything about the internship?

A. Intern/Fellow:

The internship/fellowship (including tasks, projects, assignments, and duties):

1) Fully meets the expectations of the intern/fellow

2) Requires Improvement in certain areas (specify)

Comments (intern/fellow)

B. Supervisor assessment:

The performance of the intern/fellow:

1) Fully meets expectations of the internship/fellowship

2) Requires Improvement in certain areas (specify)
<table>
<thead>
<tr>
<th>Comments (supervisor)</th>
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</thead>
<tbody>
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<td>Employee's signature</td>
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</tr>
<tr>
<td>Supervisor's signature</td>
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</tbody>
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*Original of this signed form to be held by HR and copy to be kept by Intern/Fellow and Supervisor*
Section 3  Final Review
(to be completed by intern/fellow and supervisor one month prior to the end of the internship)

A.  Intern/Fellow Self-Assessment

In preparation for your final meeting complete the following questions 1-5 and provide these to your Supervisor(s) in advance of your meeting.

1.  Overall assessment
   Provide a brief overall narrative assessment of your work. Consider achievement of planned Output Targets agreed at the beginning of the appraisal cycle and reviewed mid-cycle.

2.  Over the course of internship/fellowship, were there any major changes to your planned Output Targets?
   Refer as necessary to any notes made during the mid-term review

3.  What do you consider to be particular achievements or successes and what areas presented challenges?
   Record any mitigating circumstances or factors beyond your control that may have adversely affected performance. Record here any development or training you think is required and indicate how this would benefit the Organization.

4.  If you could have changed anything about the internship/fellowship, what would you have changed?

5.  Additional comments or suggestions

B.  Assessment by Supervisor(s)

Discuss with the Intern/Fellow the final output for each stated Output Target and performance with regard to the established Job Success Factors. Record here a description of the Staff member’s progress during the year.

1.  The intern/fellow:
   A)  Fully met or exceeded the expectations of the internship/fellowship

   B)  Did not fully meet expectations of the internship/fellowship in certain areas (specify)

   Comments (supervisor):
2. How effective has the Intern/Fellow been overall in carrying out his/her responsibilities throughout the period of the internship/fellowship (in relation to the Output Targets)?

3. What do you consider to be particular achievements or successes of the intern/fellow and what areas presented challenges?

4. What advice would you give the Intern/Fellow for their future career?

5. Additional comments or suggestions

<table>
<thead>
<tr>
<th>Date of meeting</th>
<th></th>
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<tbody>
<tr>
<td>Employee’s signature</td>
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<tr>
<td>Supervisor’s signature</td>
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<tr>
<td>Second level Supervisor’s signature</td>
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*Original of this signed form to be held by HR and copy to be kept by Intern/Fellow and Supervisor*
ANNEX G.11

Position Reclassification Form

This proposal should not exceed two pages in length. Please include as separate attachments the following:
- Current Terms of Reference and required background and skills for the position
- Proposed New Terms of Reference and required background and skills for the position

Date:

Subject: Proposal for the Reclassification of [Position Title]

Current Grade Level:

Proposed New Grade Level:

JUSTIFICATION:

Prepared by: ___________________________ Date: _________________________
[Supervisor of position]

Endorsed by: ___________________________ Date: _________________________
[HR Representative]

For Senior Management Team only:

Senior Management Team Decision:

Reclassification at new level approved ☐
Classification to remain at current level ☐
(See explanation attached)