

**GOVERNMENT OF THE ISLAMIC REPUBLIC OF
AFGHANISTAN**



LATERAL ENTRY PROGRAM
INDEPENDENT ADMINISTRATIVE REFORM AND CIVIL SERVICE
COMMISSION

PROJECT IMPLEMENTATION MANUAL

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ACRONYMS

ARS	Administrative Reform Secretariat
ARTF	Afghan Reconstruction Trust Fund
DAB	Da Afghanistan Bank
DBER	Development Budget and External Resources Unit
AB	Appointments Board
IARCSC	Independent Administrative Reform & Civil Service Commission
JD	Job Description
LEP	Lateral Entry Program
MOF	Ministry of Finance
PIM	Project Implementation Manual
PIU	Project Implementation Unit
PRR	Priority Reform and Restructuring
SDU	Special Disbursements Unit
SRF	Service Request Form
TAFSU	Technical Assistance Feasibility Studies Unit
TOR	Terms of Reference

CHAPTER - 1

LATERAL ENTRY PROGRAM (LEP)

The Lateral Entry Program (LEP), for which this manual has been written, has been designed as part of a greater scheme at capacity building through Afghan experts. Highly qualified Afghans are out there. This Program aims to find them and provide them the incentives which will encourage them to view the civil service as a worthy career path. The Program involves the recruitment of qualified Afghan experts for senior and middle management line positions in government ministries and agencies.

1. Introduction to the Manual

The primary purpose of this Project Implementation Manual (PIM) is to lay out in a clear, concise, yet comprehensive manner the processes and procedures for the implementation of the Lateral Entry Program. The PIM is an essential component and is required in order for the grant agreement to take effect.

The PIM's objectives are to foster professionalism in the management of the LEP; provide an easily understandable reference for the implementation of the program; and establish basic ground rules and effective lines of communication amongst the various departments who are integral to the success of this project.

There are Three Chapters including the Appendices. Chapter One outlines the context of the manual and program. Chapters Two outlines step-by-step description of the human resources processes. Chapter three contains the Appendices which include all forms that are referenced in the manual.

2. Administration of the Manual

The manual should be bound in a notebook which will allow easy changes of pages. A distribution list should be drawn up based on nominated positions. This manual belongs to the LEP-IARCSC and should stay with the position; if someone changes position they should not take this manual with them but leave it for the next person who occupies that position. When changes are made to the manual each position on the distribution list should receive a copy of the changed pages.

LEP-IARCSC reserves the right to add, amend, or delete entries in the manual, as and when deemed necessary.

3. Overview of the LEP

In 2002, a joint proposal was approved by leading international organizations for the establishment of an Afghanistan Reconstruction Trust Fund (ARTF). The main role of the ARTF is to provide a coordinated financing mechanism for the government's budget and priority sector and investment projects and programs.

The LEP component was conceived to tap into a known pool of exceptionally well-qualified Afghan experts residing internally and abroad to work as civil servants and advisors to help line ministries and agencies with institutional reforms, human resources development and formulation and management of priority development programs.

3.1. Scope and Targeting

The LEP has been scheduled for implementation in two phases. It is expected that the pilot phase will last up to six months, during which time 100 lateral Entrants (to be based in Kabul) are targeted for recruitment.

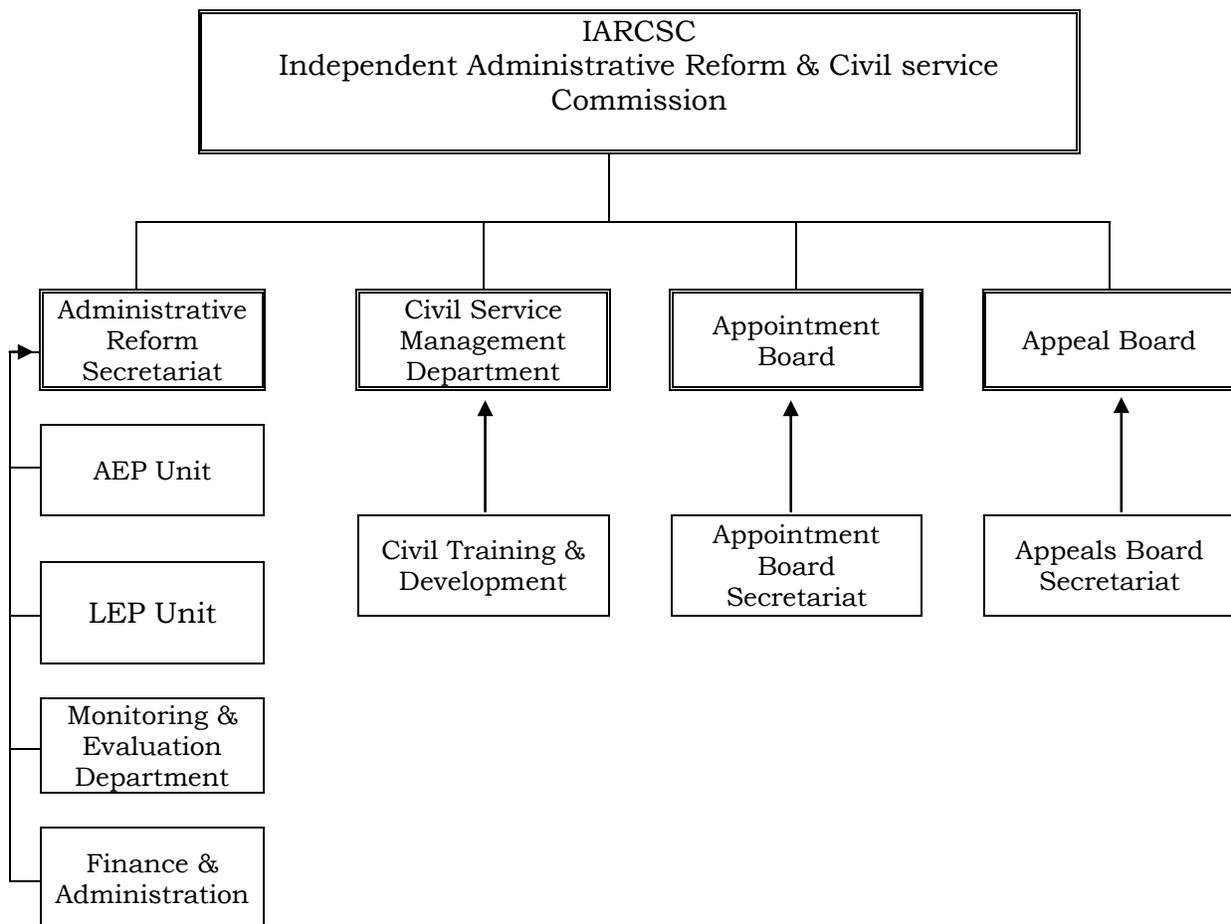
To facilitate recruitment during six-month pilot phase, three Consultants with demonstrated expertise in human resources, finance and administration & logistics have been targeted for recruitment through the Technical Assistance Feasibility Studies Unit (TAFSU), two to work directly with the LEP Unit and one to work with the Appointment Board (AB) Panel as well as the Secretariat. In addition to the initial phase underway, they will help to build capacity by serving as mentors to Afghan Counterparts involved in the program activities.

In the second phase, the remaining experts will be recruited up to an estimated total of 1,500 positions. Allocation of lateral entrants will be determined on the basis of an assessment of the capacity needs of line ministries and agencies. This will be weighed against their eligibility under other programs such as the Priority Reform and Restructuring (PRR). Lateral entrants will be recruited for national, provincial and district-level positions. At this point, a Consulting Firm (to provide Finance, HR, Administrative and Logistic services) may be contracted to assist the Program Management Team (PIM) in order to manage the greater number of experts expected to be recruited. Alternatively, an internal arrangement may be made with the recruitment of additional staff to manage the overall program functions

3.2 Organizational Structure

Understanding the organizational structure will allow for a better understanding of the processes described in the following chapters. Although we are dealing with intra-governmental relationships, this program is about providing a service by and for various national governmental institutions. The service provider is the Independent Administrative Reform & Civil Service Commission (IARCSC). Accordingly, the IARCSC and its various units are the central players in the implementation of the program.

The departments and sub-units that fall under the IARCSC's umbrella which concern this program are shown below in Organizational Chart:



3.3. Roles and Responsibilities

The service provider is **Independent Administrative Reform & Civil Service Commission (IARCSC)**. Accordingly, the IARCSC and its various units are the key players in the implementation of the program.

The **Administrative Reform Secretariat (ARS)** is responsible for ensuring the effective utilization of the full range of the various capacity-building initiatives being implemented. This includes ensuring that the right programs are being used in the appropriate circumstances with proper tracking and monitoring for all programs. Accordingly for the LEP the ARS is primarily responsible for the administrative and financial management of the program. Within the ARS, the LEP Review and Recruitment Unit oversee and manage the LEP. ARS is also serves as the secretariat to the IARCSC.

The **Appointments Board (AB)** is responsible for appointments and promotions within the Afghan civil service. It is presently staffed by eight full time commissioners (four permanent and four on temporary assignment) and is supported by its own secretariat. For the LEP, it will be strengthened by appointing an additional two full time Commissioners and additional support staff to work on LEP recruitment.

The **Appeals Board** is responsible for resolving conflicts within the Afghan civil service. It is supported by its own secretariat.

The Technical Assistance and Feasibility Studies Unit (TAFSU) is created for the purpose of coordinating the implementation of the Technical Assistance and Feasibility Studies Project and providing support services, technical assistance, and feasibility studies facilities to the line ministries on behalf of the government.

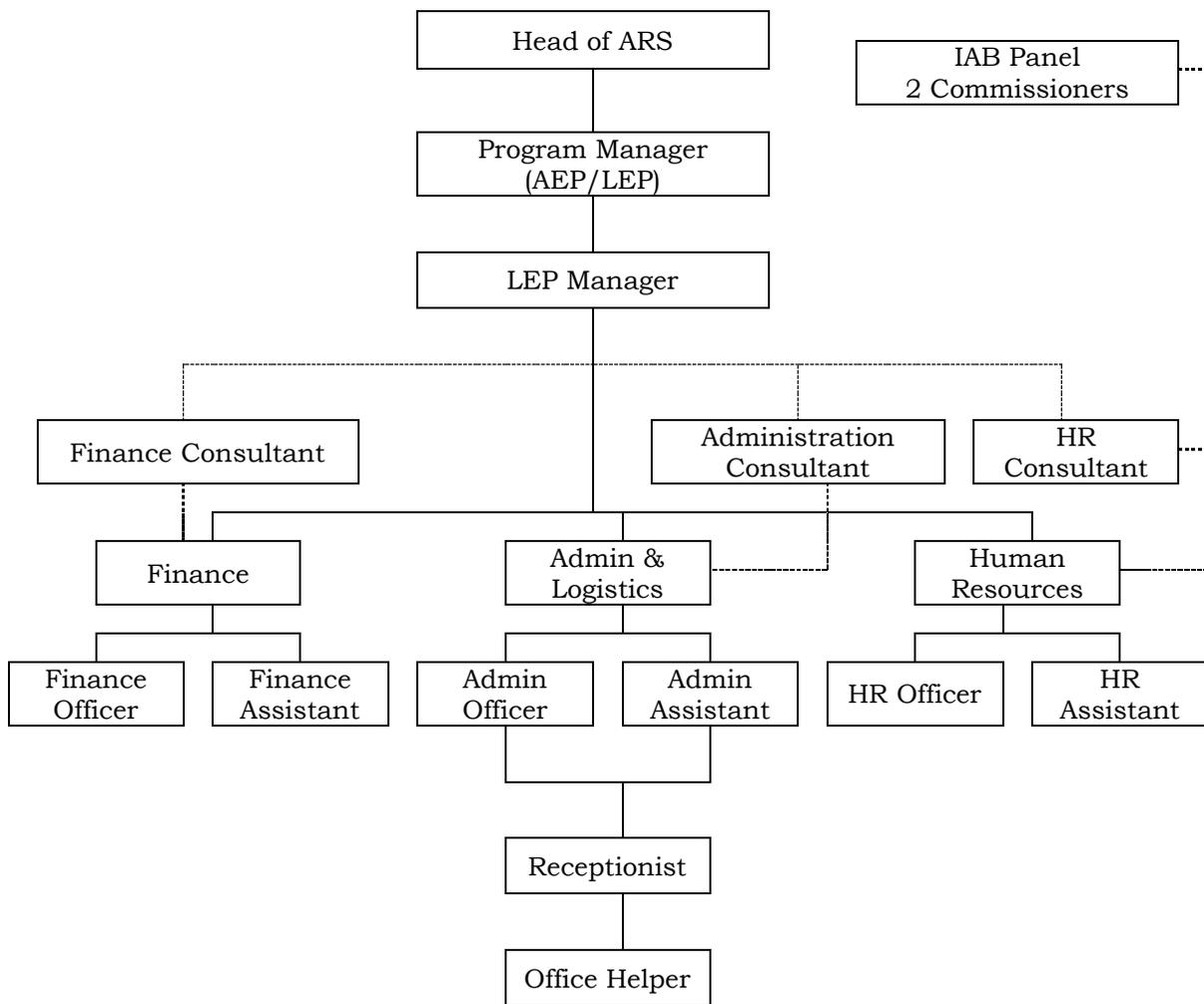
The **World Bank (WB)** is a donor and the administrator for the Afghanistan Reconstruction Trust Fund (ARTF). The ARTF is a multi-donor trust fund created to support Afghanistan's reconstruction efforts. It has two funding mechanisms: 1) recurrent costs and 2) investment projects.

The **Treasury Unit of the Ministry of Finance** oversees the **Development Budget and External Resources Unit (DBER) and Special Disbursement Unit (SDU)** and is responsible for the accounting of all income and cash management of project funds.

Da Afghanistan Bank (DAB) is the central bank in Afghanistan and regulates all the banking and money handling operations in the country. The Special Disbursement Unit (SDU) of Ministry of Finance maintains special donor account with DAB.

4. Program Management Structure

The Program Management Team (PMT) is very important as it provides program direction, planning, control of costs, schedules, resources and lastly, satisfaction to the ministries and agencies in need of qualified civil servants. The sub-units that fall under the Program Management Unit PIU) umbrella are shown below in Organizational Chart:



The Program Manager works under the general supervision of the Director, ARS and is fully accountable for meeting all the objectives of the program. S/he ensures that timelines for scheduled recruitments are met staying within approved processes and provides monthly and quarterly progress

reports to ARTF Administrator accordingly. S/he is responsible for keeping the ministries and agencies informed of the status of their requests. S/he coordinates with TAFSU in the recruitment of Consultants. S/he also oversees the smooth implementation of the payroll process of the program.

The LEP Manager works under the supervision of the Program Manager and assists him/her in all aspects of the program administration.

Two of the LEP Consultants (Finance and Administration) reports to the Program Manager and support Afghan Counterparts in each area of their respective functions.

The Human Resources Consultant reports to the Head of ARS and supports AB Commissioners (who are assigned to the LEP) and Afghan Counterparts involved in the LEP HR functions.

The Appointment Board Commissioners maintain their independent role within the project and reports to its parent organization, the AB.

At the end of the pilot phase the Afghan Counterparts, who have been trained by the Consultants, will assume all duties and responsibilities for their program.

4.1. Hiring Consulting Firm

The hiring of a private firm will be dependent upon the success of Phase I and the degree to which internal capacity has been built to handle administrative and logistical tasks. If the decision is made to recruit a private firm, it will be through TAFSU. The firm would assist the:

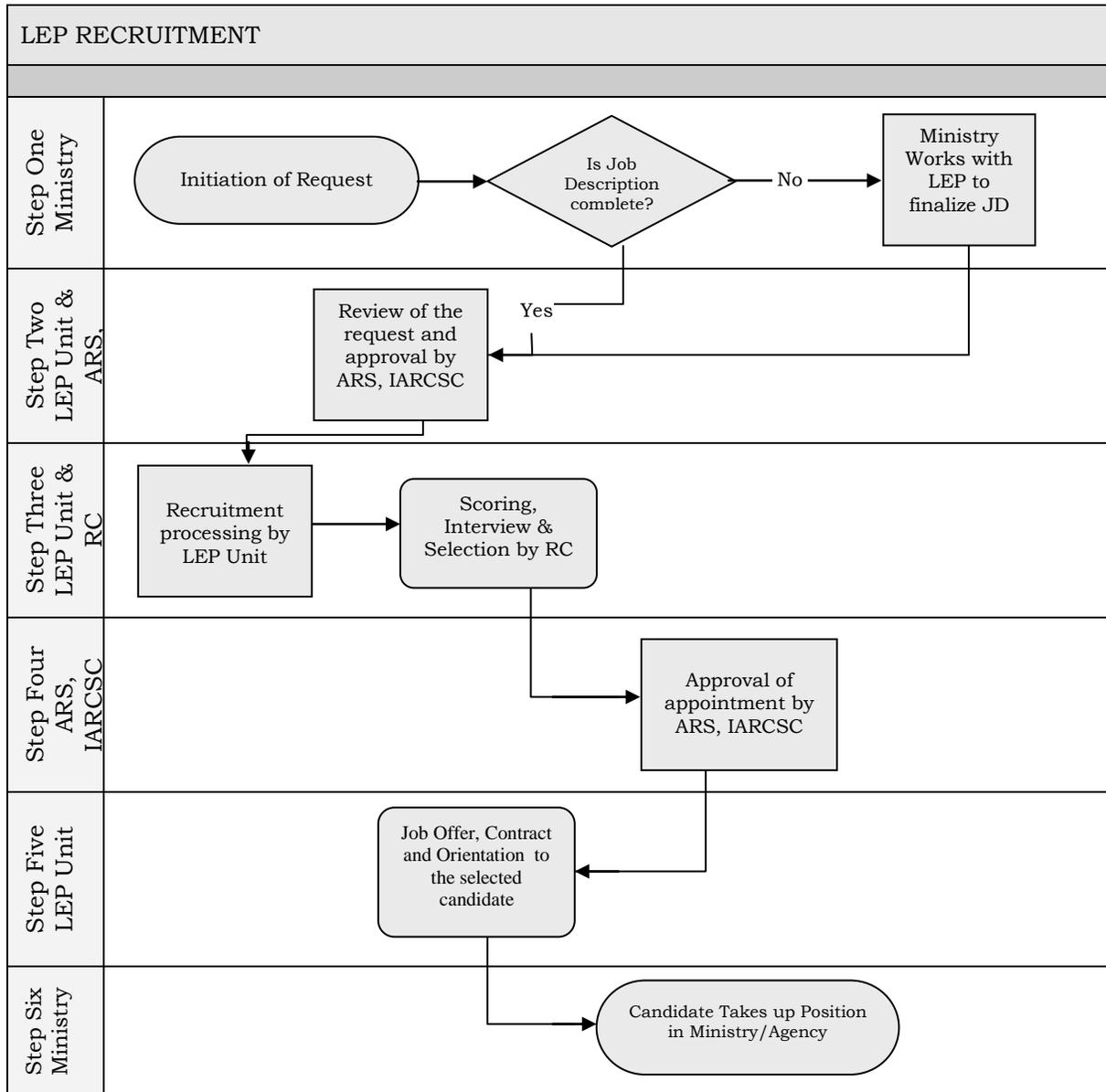
- ARS in the administration and financial oversight of the program.
- IARCSC through its Training Centre, to provide short-term training on the government's administrative & financial procedures and guidelines;
- ARS/AB in advertising, short-listing and all aspects of recruitment except final selection;
- ARS and the Treasury Department in payment of salaries and other logistical support such as travel arrangements; and other expenditures for operating the LEP.

Comprehensive Terms of Reference (TOR) will be drafted once the decision to appoint a consulting firm is made by the IARCSC and World Bank.

CHAPTER - 2

5. Recruitment Process:

The Flow Chart below, highlights the steps involved in the LEP recruitment process:



5.1. Recruitment Criteria

The selection criteria will be based principally on those enumerated in the Job Description (JD), but overall, candidates will expect to have these general qualifications:

- Academic background;

- Relevant professional experience;
- Track record of working in a team environment;
- Ability to train, coach and motivate;
- Ability to understand and adhere to the reform policies of the government;
- Communication and language skills;
- Supervision, monitoring and evaluation experience.

5.2. Composition of the Recruitment Committee

The Recruitment Committee must consist of a minimum of two Commissioners of Appointment Board and a representative from the concerned ministry/agency requested for LEP. While it is vital that at least one member of the board have adequate knowledge about the job and have specific skills and competencies of the position being interviewed (generally the line ministry/agency representative can do this), it is equally important that others bring a broader perspective about what Appointment Board does to the recruitment process.

5.3 Recruitment Committee Conflict

Recruitment Committee Members will be required to state any of Interest real or apparent conflicts of interest they have relating to applicants. A conflict of interest occurs when:

- An individual's private interest differs from his/her professional obligations.
- Professional actions or decisions occur that an independent observer might reasonably question.

Potential conflicts or interest must be disclosed and managed as per policy.

A relative of the applicant can not be a Recruitment Committee Member.

5.4. Recruitment Procedures

The Appointment Board (AB), ARS and the LEP Unit are responsible for processing and coordinating the entire recruitment process as depicted below:

Step	Process Flow	Related Actions	Responsibility
1	Initiation of Request for recruitment.	<p>Hiring Ministry/Agency identifies the need for positions and prepare Job Description (JD).</p> <p>The justification (in the form of Service Requisition Form) should include:</p> <p>(a) Certification as one of the line positions reflected in the approved Tashkeel of the Ministry and Agency.</p> <p>(b) Certification of the position as pertinent to the objective of the program.</p> <p>(c) Present status of the proposed position (filled or vacant) and the reason(s) for conversion to LEP.</p> <p>The Ministry prepares Service Requisition Form (SRF) and upon approval of the Minister, submit it to the LEP Secretariat along with JD by hand.</p>	Concerned Ministry
2	Recording of the receipt of SRF and JD.	<p>Upon receipt of the SRF, the following four tasks have to be completed:</p> <p>(a) Open a file for the position.</p> <p>(b) Attach a Document Process Form (DPF).</p> <p>(c) Log it in its tracking data base and</p> <p>(d) Forward the JD to the HR Team.</p>	Admin Team
3	Review of JD for the accuracy/ and correctness and certification.	<p>Review the Job Description to ensure that:</p> <p>(a) Requested Position(s) have been reflected in the Tashkeel and are line positions.</p> <p>(b) The duties and responsibilities as reflected in the JD are correct in the light of the incumbent's expected involvement in the reform and restructuring initiatives of the IARCSC. (Outputs and Training Plans are specified in the JD).</p> <p>If the JD fails to meet the requirement, return the JD to the requesting ministry/agency for necessary action. Work with and/or provide assistance to the requesting ministry/agency to rewrite and resubmit the JD as required.</p>	HR Team
4	Approval of the JD	<p>Upon review and certification of JD, obtain approval of the Head of ARS, IARCSC before the position is advertised.</p>	HR Team

5	Advertisement and quality control of advertisement	<p>Upon receipt of the approval, the JD should be converted into the LEP standard vacancy announcement (PDF format) with details of qualifications required, nature and location of appointment, competencies and other skills required and avoiding any IARCSC jargons. Options for submission of applications such as online, by hand, etc., must be clearly stated in the VA.</p> <p>The VA should be posted in the appropriate channels including newspaper and LEP web site. Each VA should be open for 14 days. However, VA for positions in the province will remain open for 21 days. No application should be accepted after the closing date of the advertisement.</p> <p>Each VA should be given a file name and respective serial number.</p>	HR Team
6	Receive Applications/ Count and forward	<p>Applications received through all options such as on line, hard copies, etc., should be forwarded to the Recruitment Committee for short-listing.</p> <p>The packet of applications provided to the Recruitment Committee (RC) should also include those candidates that were pulled from LEP data base as per requirements of JD. However, these candidates must be contacted to ensure their interest (preferably in writing) for the position within the 14/21 day period the VA is open.</p> <p>The list of the candidates submitted to RC must indicate whether applied “Directly” or “Matched” from the data base, date of receipt, initial of the recipient, etc.</p> <p>The responsible unit should complete the above tasks within 7-10 days depending on the closing date of the VA.</p> <p>If applications received does not match with the requirement of the position, than RC and LEP Secretariat will decide whether the position will be re-announced or not.</p>	HR Team
7	Review of applications and Short-listing	<p>The applications are reviewed and <u>listed</u> onto a Candidates Score-sheet. The score-sheet shows the: Vacancy Announcement number; position title; requesting ministry or agency; number of applicants; candidate’s name. The last five columns are reserved for the scoring of the candidate based on: (1) Educational Background (25 points); (2) Relevant Job Experience (35 points); (3) Technical Skills (15 points); (4) Language Skills (15 points) and (5) Computer Skills (10 points). The scoring may be varied in exceptional case, for specific position (such as technical) in consultation with the line ministry taking into account selection criteria of the post.</p> <p>Each member of the RC will independently <u>score</u> each of the candidates in the categories noted in paragraph ‘a’ above.</p> <p>The Chairperson of the RC will combine the scores and list the top three candidates. Each RC member will also <u>note</u> in the score-sheet form that the applications were <u>checked</u> and <u>evaluated</u> by the them.</p>	RC and HR Team
8	Interview of candidates and	<p>After the short-listing, interviews are <u>arranged</u> for the top three candidates (for each position).</p>	HR Team

	Recommendation	<p>Candidates are interviewed by the Recruitment Committee (RC), consisting two members of the Appointment Board assigned to LEP and a representative of the concerned ministry who place the request for the LEP Expert. A consulting member from the LEP Team will be present during the interview. Each RC member has an Interview Form to record comments.</p> <p>The SC will develop standard questions they will ask based on the selection criteria for the position, as well as agree on a strategy about who will ask which questions.</p> <p>Members of the RC are accountable for their recommendations. If they disagree with their colleagues, their objections should be documented.</p>	Recruitment Committee
9	Determination of Salary	Upon receipt of the recommendations of the RC about the selection, expert's salary will be determine (within the range set by the Public Administration Steering Committee).	ARS, IARCSC
10	Conflict of Interest Declaration	Person(s), who will be involved in recruitment process (initial screening, short listing, interview, etc) must sign a "Declaration" identifying any real or potential "Conflicts of Interest" they may have with the applicants those have applied. Relatives of candidates must refrain from all stages of the recruitment process.	RC and LEP Secretariat
11	Approval/ Endorsement on the RC's recommendation	The score sheet of the candidates, along with the recommendation of the SC is sent to the Director of the ARS, IARCSC for endorsement.	HR Team
		The ARS, IARCSC will issue its no objection (endorsement) and returns the interview documents of candidates and selection to the LEP Secretariat for processing the appointment.	Director, ARS.
12	Job Offer and processing of Appointment	<p>The selected candidate will be contacted via telephone/e-mail, to inform that s/he has been selected for the position and that the Letter of Offer is available to be picked up in the LEP Secretariat. The selected candidate should be reminded that s/he is required to inform the LEP Secretariat about his/her acceptance of the offer within 7 (seven days) from the date of receipt of the offer letter. If the selected candidate fails to do so (without valid reason(s), then second choice candidate will be offered the job.</p> <p>If up to three of the rank-ordered candidates decline offers, then the RC will decide the next course of action.</p>	HR Team
13	Regret Letters	Upon selection of the candidate for the position, regret letters will be sent to the unsuccessful candidates using the set format.	HR Team
14	Reference Checks	References of candidates (including education, service certificates, salary information, etc.) will be checked by e-mail and/or telephone and on the basis of a positive feedback from the referees, the selected candidate will be given the contract of employment.	HR Team

15	Preparation of Contracts	Contract should be prepared for the selected candidate and sent to the Director, ARS-IARCSC and the concerned ministry for signatures.	HR Team
16	Acceptance of Contract	The LEP, IARCSC and the Expert must sign/initial on all the pages of the contract.	HR Team
17	Orientation and joining	<p>An orientation for the Expert should be arranged to formally welcome him/her and to make him/her feel comfortable, inform about the ministry/agency s/he is being assigned, and prepare for his/her position. The Expert should also be given a overview of his/her entitlements, obligations including tax, performance evaluation, etc. LEP Manager will introduce the Expert to his/her ministry to begin the work.</p> <p>The Expert's Supervisor then introduces him/her to staff throughout the organization and help him/her to get started on specific functions.</p>	<p>LEP Manager</p> <p>Designated Supervisors of the assigned Ministry and Agency.</p>
		An Orientation Workshop on basic courses of leadership, government functions, etc., for the Expert should be arranged as soon as possible.	HR Team

5.5 Recruitment Action Time Frame

Steps	Action	Time
Step One Admin	Recording of the Service Requisition Form (SRF) and Job Description (JD) and forwarding to HR	Same day of receipt
Step Two HR	Review of JD for accuracy and correctness If JD is incomplete, assist the ministry/agency to complete	Same or the following day of receipt 2-3 days
Step Three HR	Approval of IARCSC	1-2 days
Step Four HR	Advertisement preparation Duration of Advertisement	1-2 days Kabul - 14 Days Provinces - 21 Days
Step Five HR	Receiving, counting and forwarding applications for short-listing	1-2 days after closing
Step Six HR & RC	Review and short-listing of Candidates	1-2 days
Step Seven HR & RC	Interview of candidates and selection	2-3 days (after short-listing)
Step Eight IARCSC	Approval of appointment and determination of salary	1-2 days
Step Nine HR	Reference check Job offer Preparation of the Contract	1-2 days 1-2 days 1-day after acceptance of the offer
Step Ten HR	Regret letter	1-2 days
Step Eleven LEP Manager	Orientation	Same day of joining

NOTE: All forms that are referenced in Recruitment Procedures are available in the Appendices.

6. Compensation and Benefits

The IARCSC is committed to the programs' cost-effectiveness. It strives to maintain salaries and benefits for the Experts that are fair, competitive and sufficient to attract, recruit and retain high quality experts.

6.1. Salary determination

(a) The scales of pay of LEP, shall be as determined by the Salary Determination Committee (SDC) from time to time. The Committee consists of (i) Head of ARS, (ii) Program Manager and (iii) LEP Manager.

(b) "Pay" means the Basic Pay on the scale or fixed rate of pay which has been sanctioned for a post held by an Expert in an officiating capacity but does not include any other remuneration.

© "Personal Pay" means an addition in the nature of pay under "Exception Rate Range" (ERR), granted to an Expert in exceptional circumstances on other personal considerations.

(d) Subject to the provision of Paragraph 3, the initial pay of an Expert appointed by the Board (AB) to a post (in the respective ministry) shall be the minimum of the applicable scale of pay laid down for the post.

(e) However, in an exceptional circumstances, when the top listed candidate asks in writing before joining) higher pay than the maximum of applicable scale, the SDC, after considering the exceptional qualifications and experience and reasons to be recorded in writing, grant higher initial pay as 'Personal Pay' under the ERR **not exceeding the maximum allowable amount of LEP Pay Scale.**

(f) Granting Personal Pay to an Entrant should be **restricted to the rare instances** only in case of extraordinary capable candidates having **special academic background**, (ii) **proven professional excellence**, and (iii) **training, technical skills and experiences** in the particular field of LEP requesting ministry's business. In addition, the candidate **must score 80% or more mark in the interview** in order to be eligible for the Personal Pay'.

SALARY SCALE

Grade	Interview Result (Score)	Required Relevant Job Experience		
	Minimum Qualifying Score: 60%	3-Years	8 – Years	18 - Years
Low Level	60 – 70 % 70 - 80 % Above 80 %	L - 1.1 L - 1.2 L - 1.3	L - 2.1 L - 2.2 L - 2.3	L - 3.1 L - 3.2 L - 3.3
Middle Level	60 – 70 % 70 - 80 % Above 80 %	M - 1.1 M - 1.2 M - 1.3	M - 2.1 M - 2.2 M - 2.3	M - 3.1 M - 3.2 M - 3.3
High Level	60 – 70 % 70 - 80 % Above 80 %	H - 1.1 H - 1.2 H - 1.3	H - 2.1 H - 2.2 H - 2.3	H - 3.1 H - 3.2 H - 3.3

6.2. Reimbursable

The Experts shall be entitled for the reimbursement of the normal and customary expenditures for official travel, accommodation, printing, and telephone charges subject to the prior approval of their assigned ministry's supervisors.

7. Insurance

The Experts shall be responsible for his/her own health insurance coverage including medical evacuation.

8. Designation of Beneficiary

All Experts are required to fill in a Designation of Beneficiary form to mention the name of the nominee/nominees to receive lump-sum payment in case of his/her death.

9. Leave Accrual

All Experts (with a 12-month month contract) are entitled to have 24-working days paid leave. However, leave must be approved in advance by their assigned ministry/agency's supervisors. **Re-write to add more information.**

9.1 Encashment

No reimbursement for the accrued balance of annual leave will be made to the expert at the time of separation i.e. accrued unused annual leave to the expert's credit will be forfeited upon separation.

Therefore, all experts should work with their supervisors to make full use of the accrued annual leave before expiry of their contracts.

In case of death of an expert, the lump-sum payment will be made to his/her designated beneficiary.

10. Holiday

All Experts will be entitled to enjoy the officially designated government holidays at full pay. If a pre-scheduled holiday falls within a period of approved leave, an expert will not be charged leave for that day.

11. Basic Workweek

The basic work week for the Experts is 8:30 hours to 4:00 p.m. Saturday through Thursday. However, at times, a supervisor may request an expert to work more hours than the regular schedule if there is a work exigency.

12. Timesheet

At the end of each month, all experts are required to submit timesheet (dully signed by their assigned supervisor) to the LEP Office. The Admin staff should review the timesheets for accuracy and after completion, forward them to Finance Unit for processing of payroll and records.

13. Reporting

At the each month the Experts are required to submit a monthly progress report to the LEP Unit which will include but are not limited to i) brief summary of accomplishments, (ii) status of the assigned project(s) and (iii) details on capacity building training programs taken for the team members and outputs.

14. Payment of salary

Payments shall only be made in Afghani and not later than 10 days following the submission of invoices (along with the timesheet and monthly report which constitutes the basis for the payment) at the end of the month.

15. Performance Evaluation:

The job performance of all Experts must be evaluated by the assigned ministry/agency's supervisors using the performance appraisal format to be provided by the LEP HR Office. The process is generally as under:

- The first performance evaluation takes place after completion of (3) three months period in the job using the prescribed form. The first part of the form is completed first by LEP HR Office that contains relevant details of the expert and his/her position. If the work of an expert fails to meet prescribed standards, s/he may be released from service with **24 hours** notice.
- Following the supervisor's evaluation and expert's review and comments (if any), the two (expert and supervisor) will meet to discuss and sign the form that both are in agreement;
- The evaluation goes on to the Head of the ARS for signature, basically attesting to the fact that the process was followed. The evaluation is then forwarded to LEP HR Unit where personnel files are kept.
- The second evaluation will take place after nine months for a yearly review and annually thereafter. Potentially, for LEP recruits who complete their contract and receive an extension, this will result in three evaluations placed in their personnel files. One interim, two annual.

16. Duration of Contract:

Expert's are recruited for one year, with the possibility of one, one-year extension.

17. Extension of Contract:

The extension is not granted automatically, but must be justified. The process for requesting an extension includes:

- An application from the concerned ministry in memorandum or letter form to the IARCSC, at least one month prior to the termination of the contract, requesting the extension.
- The request must include a sound justification for the extension. Job performance appraisals must be attached to the request; and
- No objection issued by the IARCSC.

If the request is granted:

- An addendum to the contract will be drafted by the LEP HR Unit staff.

- And signed by the (i) Chairman of the IARCSC, (ii) the ministry and (iii) expert.
- The addendum will specifically state that the extension is granted for a one-year period with the same terms and conditions and is non-renewable.

18. Termination of Contract:

The experts are expected to perform the services with the highest standards of professional competence. The following reasons may constitute the basis for termination of an expert's contract at any time, without prior notice:

- Unsatisfactory first performance evaluation.
- If fails to demonstrate the ability to carry out the services assigned by the concerned government ministry/agency.
- Is unable to perform a material portion of the services for a period of not less than thirty days as a result of a force majeure.
- If fails to remedy a breach or failure to perform an obligation within ten days of being notified of such breach or non-performance.
- If engaged in fraud or corruption.

The Experts are also expected to maintain the highest ethical standards. The following are examples of unprofessional conduct in the workplace and violation of any of these - as well as other behaviors of a similar nature - could result in the expert's termination of contract, based on the results of an impartial investigation:

- Drug/alcohol use or abuse.
- Sexual impropriety/harassment of any type.
- Supervisory impropriety, such as senior staff asking their supervisees to undertake non-work-related "personal" or household tasks or favors.
- Any attempt at influencing the recruitment or retention/retrenchment process on behalf of relatives or friends.
- Conscious abuse or misuse of assigned ministry/agency's policy or property.

The ministry or agency wishing to terminate an expert's contract must inform the LEP HR Unit in writing of its intentions. The LEP HR Unit will respond to the ministry in writing by outlining the procedures and advising of the expert's right to appeal.

18.1 If an expert is to have his/her contract terminated, s/he should give at least **30 days** of notice, specifying the reason(s) for resignation in writing. The resignation letter should be submitted to the LEP Unit through the expert's supervisor of the assigned ministry/agency.

19. Turnover Report:

When an expert leaves his/her job, s/he has to fill up a turnover report (will be provided by the concerned ministry/agency). The separating expert has to hand over charges to his/her designated supervisor, returns back office materials and settle financial dues before effective date of separation. The turnover report will be signed by respective Expert and Ministry/Agency.

21. Identification Card:

The Identity Card (I.D. Card) is LEP-IARCSC property, and is not transferable to any other person. The Administrative Unit of LEP Team shall issue an Identity Card to all Experts.

When an Expert resigns from service or when his/her service is terminated, s/he must return the I.D. Card to the LEP Office, failing which the final payment of the expert will be held up. The Turn-over Report should be noted 'I.D. Card Returned'.

22. "No Objection" Certificate, Service Certificates and Reference Letters

From time to time an Expert may ask for a "No Objection" letter from LEP-IARCSC. The request should be made in writing, and is applicable for the following:

- (a) Employment in another organization;
- (b) Scholarship or higher studies;
- (c) Other valid reasons.

A "No Objection", Service Certificates and Reference Letters may only be signed by the Head of ARS. The LEP HR staff should prepare the letter for signature of the Head of ARS. A Copy of these letters should be kept in the personnel file.

23. Personnel Confidential Files

The LEP HR Unit is responsible for maintaining the Experts' Personnel Confidential File (PCF) by their name and all documents kept in the file should be treated as 'Confidential'. A check-list should be maintained in the left-hand side of the folder indicating the nature and date of receipt of the documents and the initial of the recipient. The following is the list of the documents which normally should be kept in the PCF:

- (a) Service Requisition Form
- (b) Job Description (JD)/Term Of Reference (TOR)
- (c) Approval of the Head of ARS
- (d) Copy of vacancy announcement
- (e) Copies of all documents pertinent to the selection process of the expert (e.g. score sheets, summary sheets, etc.)
- (f) Completed Application Form with a copy of photograph.
- (g) Copies of educational, training and service certificates, pay slips, etc.
- (h) Copy of Job Offer
- (i) Copy of Contract
- (j) Commencement letter
- (k) Clearance from previous employer, if employed.
- (l) Completed Designation of Beneficiary form.
- (m) Copies of Performance Evaluation Reports, timesheets and monthly progress reports.

Exceptions to the Process:

There are no provisions for any exception to the established procedures. The process must be followed as detailed.

CHAPTER- 3

APPENDICES

Chapter – A – Human Resources:

- (1) Document Process Form (Check-list) for PCF
- (2) Job Application Form
- (3) Service Requisition Form
- (4) Standard Job Description
- (5) Short-listing & Interview Score Sheet
- (6) Declaration of Conflict of Interest
- (7) Reference Check – Cover Memo and Form
- (8) Regret Letter
- (9) Standard Contract
- (10) Format for Amendment of Contract
- (11) Designation of Beneficiary Form
- (12) Performance Appraisal Form
- (13) Service Certificate
- (14) Monthly Attendance Sheet
- (15) Leave Application Form
- (16) Monthly Progress Report