

MCC Guidance on MCA Human Resources Procedures and Manuals

MCC Department of Compact Operations

Version 3.0
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Version 3.0 –Description of Significant Revisions	
Section 1.0	Updated preamble to clarify the distinction between this overarching MCC Guidance on MCA Human Resources Procedures and Manuals and the individual MCA Human Resources Manuals that are developed as a result of this guidance. Addition of language for the avoidance of doubt to clarify that this guidance is not applicable to the various core team structures formed by partner country governments for purposes of compact development.
Section 2.1	Added definitions of “Job Profile” and “Job Description” to help distinguish these similar concepts. Added definitions of “Fiscal Accountability Plan”, MCA Key Staff and “MCA Human Resources Manager”.
Section 2.3	Clarification that prohibition on outside employment is applicable to all MCA staff, consistent with Section 12.3.2 of this Guidance and the MCC Cost Principles for Government Affiliates.
Section 2.5	Removed a sentence that had the potential for confusion about exceptions to procedures included in the Guidance.
Section 2.6	Additions to summarize the role of MCA Human Resources departments within the MCA.
Section 3.5	More explicit language distinguishing “Job Profiles” from “Job Descriptions”.
Section 4.1	Addition to clarify that the original MCA salary scale and other compensation elements are developed by MCC based on the process outlined in Section 4 and are then adopted by the MCA Board of Directors.
Section 4.9	Addition of the methodology for changes in MCA salary scales as well as changes in individual MCA employee salaries. Addition of a requirement for MCA Board of Director approval of these changes.
Section 4.10	Clarification that one-time performance rewards may only be paid to individuals on the MCA payroll at the time of award. Addition to confirm that signing bonuses are prohibited, per the MCC Cost Principles for Government Affiliates. Addition to emphasize that any one-time performance rewards or pay increases not explicitly provided for in this MCC Guidance require MCC No Objection.

Section 5.3	Clarification that while MCC No Objection to selection of MCA staff is limited to Key Staff positions, any applicable MCC Character Risk Due Diligence procedures apply to all MCA staff appointments.
Section 5.10	Clarifies MCC Guidance surrounding MCA staff promotions to a new position, including requiring MCC No Objection for any promotion without open advertisement.
Section 6.3.1	Additional detail on the steps involved in initiating a recruitment process.
Section 6.3.2	Clarifies that the default approach for filling a vacancy, including promotions, is to have an open notice to allow for submission and consideration of job applications, and establishes a minimum notice period of 10 working days for announcements.
Section 6.4.3	Includes requirement that MCA HR managers or recruiters request disclosure of potential conflicts of interest from interview panelists.
Section 6.4.4	Updated for consistency with other sections to provide a minimum of five working days notice to individuals for participating in interviews.
Section 6.4.7 and Section 6.5.2	Recommends that the step of issuing pre-employment reference checks be done at an earlier stage of the hiring process than previously stated in this Guidance.
Section 6.5.3	Updated guidelines for setting pay upon entry. Clarified the central role of MCA Human Resources in the actual setting of pay upon entry – even in standard situations when pay upon entry is between the minimum and the first quartile of the approved salary scale.
Section 6.5.4	Addition of considerations and limitations related to the use of prior compensation information when setting pay upon entry.
Section 6.6 and Annex VII (C)	Addition of staff on-boarding procedures and templates.

Section 7	<p>Updated introduction explains and strengthens the link between work planning and performance evaluation.</p> <p>Revision made to clarify that it is best practice for each MCA to develop and implement a process of capturing supervisor / employee “Check-ins”, and for this practice to begin as soon as practical after formation of the MCA. Revisions to this section also include emphasis that performance based rewards may not be paid until after Entry in to Force and provides guidance on eligibility and calculation of performance based rewards. In general this document has eliminated use of the term bonuses (in favor of one-time performance rewards) unless in reference to those bonuses not allowed – for instance signing bonuses.</p>
Section 7.1	Terminology for performance management rating of “Meets” has been updated to “Achieve”.
Section 7.2	<p>Added the requirement for MCA Key Staff to include a MCC counterpart as one of the evaluators that they nominate for 360 feedback.</p> <p>Also clarifies that the number of evaluators is “at least” five rather than “up to” five, as previously stated in this section.</p>
Section 7.3	<p>Performance Management Rewards section updated to:</p> <p>Add performance based pay increases.</p> <p>Add qualitative descriptions for each level.</p> <p>Update terminology of rewards and make consistent throughout.</p> <p>Include criteria for rejecting organizational averages that exceed 3.6 or have other deviations.</p>
Section 7.4	Clarification around the urgency to launch performance improvement plans once evidence of poor performance is documented.
Section 7.5	Additional section developed to provide acceptable criteria for MCA developed and administered performance evaluation systems.
Section 7.6 and Annex XVII	Added description of performance “Check-ins” as a best practice. Updated check in example provides a template for adoption at each MCA, with language surrounding integration of work plan milestones in each check in process. Template to be adapted for each MCA is included in Annex XVII.
Section 8.1	Provided for MCA CEO authority to issue immediate work from home provisions without MCC No Objections in instance of health, safety, or security.

Section 8.3	Clarifies the language surrounding specific benefit and insurance considerations.
Section 8.3.1	Addition of explicit language to confirm that retention incentive payments are intended for MCA staff who are critically needed and must be incentivized to stay with MCA through some portion of the program closure period as defined in the MCC-approved Program Closure Plan. Modified criteria so that the existing eligibility factor related to MCA Pay Band (specifically limiting retention incentive payments to MCA Pay Bands C through F) be replaced by qualitative criteria – including both the need for the employee’s job function as part of the program closure process as well as the need to incentivize an employee to stay because of the costs involved in recruitment and re-training of replacement staff.
Section 8.3.2	Clarifies policies to reimburse self-funded insurance.
Section 9.1	Addition clarifying the distinction between workplace safety and overarching security.
Section 9.2.1	Introduction of a mandate on reasonable accommodation for MCA nursing mothers as part of the workplace standards.
Section 10.1 and Annex XII	<p>Updates of MCA policies on harassment including:</p> <p>Reference to, and inclusion of (in Annex), the sexual harassment guidance note;</p> <p>Strengthening language to indicate requirements of MCAs’ developing a sexual harassment policy;</p> <p>Edits to replace the word “victim” with “staff alleging sexual harassment”.</p> <p>Edits to clearly articulate the rights and responsibilities of staff on the receiving end of sexual harassment behavior and MCA HR units in handling alleged incidences of sexual harassment.</p> <p>Edits to support the rights, safety, and confidentiality of those staff alleging sexual harassment or abuse, through recourse to alignment with the reporting mechanisms and protocols of the HR manual.</p> <p>Edits to conduct administrative monitoring to prevent retaliation on those who report sexual harassment.</p> <p>Edits to clearly state the role of MCA leadership in setting the tone for a work environment free of sexual harassment and their responsibility in preventing and addressing sexual harassment.</p> <p>Edits to replace the term “exonerate” with “unsubstantiated allegation”</p>
Section 11	Addition of basic standards on training at MCAs.

Annex III	Revised Sample Job Profiles for Monitoring and Evaluation positions as well as the Safety and Security Specialist.
Annex VI	Update to roster management procedures that allow rostered candidates to be short-listed without reapplication under specific circumstances, but not selection without public posting of a vacancy.

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1. PREAMBLE

The Millennium Challenge Corporation's (MCC) mission is to reduce poverty through economic growth. MCC's model is defined by core principles, including selectivity, country ownership, transparency, and a focus on results, that guide MCC investments in countries committed to good governance, economic freedom, and investing in their people. In pursuing its mission, MCC is guided by corporate values promote enhanced staff engagement and team effectiveness. By holding ourselves and our partner countries accountable, MCC investments advance stability, security, and prosperity both at home and abroad.

The MCC awards eligible countries with fixed-amount, fixed-term (five year) grants ("compacts") for a defined set of projects aimed at reducing poverty through economic growth. Country ownership of compacts is a core part of MCC's model and influences a great deal of MCC's work. MCC supports this through the country partners in their assembly of a local team of professionals for each compact, typically called an "Accountable Entity" or "MCA", charged with compact implementation and overseen locally by a Board of Directors. Due to the compact's five-year term limit, the MCA is a project-management entity whose existence may span around six or more years in total. MCC believes that the performance of MCA staff has a significant impact on the efficiency, effectiveness, quality of compact implementation, and ultimately on the results that the compacts achieve.

MCAs are subject to applicable employment legislation of the country in which it intervenes. MCAs are also required to follow the International Finance Corporation's Performance Standard 2: Labor and Working Conditions (IFC PS2). The principles of IFC PS2 have been incorporated into this guidance. However, where national law establishes standards that are less stringent than those in PS2, or are silent, clients will meet the requirements of PS2.

Guiding Principles of IFC Performance Standards on Labor and Working Conditions

- To promote the fair treatment, non-discrimination, and equal opportunity of workers.
- To establish, maintain, and improve the worker-management relationship, including implementation of a grievance mechanism and the enabling of workers' organizations and collective bargaining.
- To promote compliance with national employment and labor laws.
- To protect workers, including vulnerable categories of workers such as children, migrant workers, workers engaged by third parties, and workers in the client's supply chain.
- To promote safe and healthy working conditions, and the health of workers.
- To avoid the use of forced labor.

This *MCC Guidance on MCA Human Resources Procedures and Manuals* ("MCC Guidance") has been developed to support MCAs becoming operational in a short period of time by providing an effective framework for establishing and running an MCA. All MCAs must adopt an MCA Human Resources Manual that complies with this MCC Guidance to MCC's satisfaction.

Consistent with the MCC Cost Principles for Government Affiliates, all questions of interpretation or implementation related to MCA compensation are at the discretion of MCC.

An MCA's Human Resources Manual sets forth the general conditions and terms of employment for MCA staff members. All such manuals and amendments are subject to MCC review and no-objection.

While certain principles, forms and tools may be useful in MCC's engagement with partner government entities prior to compact signature (e.g. "Compact Development Teams" or "core teams"), including to the degree that MCC and the Compact Development Team are jointly planning the structure and start-up of the MCA, this MCC Guidance is not applicable to the human resources policies of Compact Development Teams, each of which is structured by a partner government and governed according to relevant local laws, procedures, and human resources and contracting principles unique to each situation.

2. PRINCIPLES

2.1 Definitions

Job Description: is a Job Profile that has been revised to include the appropriate organizational, country-specific, diversity-related objectives of the MCA, as well as the project specific context for the MCA's circumstances.

Job Profile: a general description of a job that characterizes its occupational content and appropriately positions job at the appropriate job and pay grade.

Fiscal Accountability Plan: Document containing MCA's financial management, administrative and accounting procedures and internal control arrangements.

MCA: the Millennium Challenge Account, which is an entity to be established by the Government to act as the Accountable Entity to implement the Program, with the authority to bind the Government with regard to all Program activities.

MCA CEO: the highest-ranking employee of an MCA, who in most cases is the titled the Chief Executive Officer but, in some MCAs, may be given a different title. If the title of the highest ranking employee at the MCA is something other than Chief Executive Officer, the MCA should adjust any relevant language in their MCA Human Resources Manual to reflect the actual title used in that MCA. For purposes of this MCC Guidance, the term CEO is used universally.

MCA Human Resources Manager: the highest ranking Human Resources employee at MCA; the actual title may vary depending on the MCA. When referenced herein, this highest ranking Human Resources employee is distinguished from other, more general, references to "human resources department" or "human resources officer".

MCA Key Staff: MCA employees who, through the Compact, Program Implementation Agreement or other applicable agreement, have been designated as subject to specific oversight by MCC in the form

of hiring, compensation, evaluation and termination, as outlined in applicable agreements and this Guidance.

MCC: the Millennium Challenge Corporation.

MCC No Objection: the determination provided by MCC, in its sole discretion and in writing, that MCA has complied with all applicable requirements of the compact or related agreements, policies, and guidance as part of a document submitted for MCC's review.

2.2 General Obligation of the MCA

The MCAs shall at all times act with fairness and impartiality and shall follow a consistent and proper process in their relations with staff members. They shall not differentiate nor discriminate between individuals or groups within the staff and shall encourage diversity in staffing. Furthermore, the MCAs shall:

- establish and maintain appropriate safeguards to respect the personal privacy of staff members and protect the confidentiality of personal information about them;
- make all reasonable efforts to ensure appropriate protection and safety for staff members in the performance of their duties;
- provide staff members security in their employment consistent with the terms of their appointments, their satisfactory performance and conduct, and the efficient administration of the MCA; and
- develop and maintain compensation and personnel management policies and practices designed to help create an environment conducive to the highest standards of performance.

2.3 General Obligations of MCA's staff members

The MCA's Human Resources Manual applies to all staff members excluding consultants. MCA's staff members are bound to applicable local law as well as the mission and values of the MCA, in addition to those policies and procedures of MCC. Although their responsibilities are restricted to their work at the MCA, MCA staff have an obligation to meet and respect MCC's mission and values, which are very much aligned with IFC's PS2 standards and MCA's commitment to gender equality and social inclusion. By accepting appointment, they pledge themselves to discharge their functions solely in MCA's and MCC's best interest.

Staff shall exercise the utmost discretion in regard to all matters of official business. They shall not communicate beyond the MCA and the MCC any information known to them, by reason of their official position, which has not been made public. Such obligations shall not cease upon separation from the MCA.

On appointment, staff members shall supply the MCA with whatever information may be required in order to determine his/her status and eligibility to benefits under the MCA Human Resources Manual and any entitlement in order to complete administrative arrangements in connection with his/her appoint-

ment. Staff members shall promptly notify the MCA, in writing (including by electronic means), of any subsequent change affecting his/her status or entitlements.

Staff members may at any time be required to supply information concerning facts anterior to his/her appointment and relevant to his/her employment or concerning facts relevant to his/her integrity, conduct and service as a staff member.

A staff member who is arrested, charged with an offence, convicted, fined or imprisoned for any offence other than a minor traffic violation or similar offence shall immediately report the fact to the MCA. Failure to report such incident within five working days may result in disciplinary measures.

When circumstances so warrant, an employee may be requested to furnish, in writing, any information antecedent to his or her appointment and bearing on his or her morality, character, integrity, conduct and service as an employee of the MCA.

Where the MCA establishes that an employee failed to make a disclosure, misrepresented facts with regard to his/her work experience, educational and academic qualifications, knowledge of languages, criminal record and/or any other material fact that is misleading in the offering of an appointment, it shall lead to disciplinary actions and/or dismissal.

Staff members shall not abuse any privileges granted in accordance with the Agreement between the MCC and the partner country where the office is situated by non-performance of their private obligations or by failure to observe under applicable local laws and police regulations.

MCA staff are not permitted to hold employment or consultancies outside MCA. Extra compensation paid above the salary and benefit amounts established by MCC and MCA, is prohibited unless MCC agrees otherwise in writing.

2.4 Entering Employment

The MCAs' recruitment policy shall be to seek to attract diverse staff members of the highest caliber appropriate to job requirements. MCAs shall establish rules and conditions that are aligned with MCC/MCA principles and with applicable local legislation. All appointments shall include an employment agreement which shall specify the type of the appointment and will commence with a probationary period (usually 6 months) to be established at the time of first appointment.

2.5 Organization and Personnel Management

The efficient administration of the MCA requires that their work be conducted within certain generally applicable standards and conditions. At the same time, it is recognized that the changing demands on the MCA require that they adapt to meet evolving needs and circumstances.

2.6 Role of the Human Resources Department

The MCA human resources department's role is to ensure that MCA's human resources strategy supports successful completion of the compact objectives. The human resources department provides strategic

advisory, workforce insight, and organizational development capacity expertise to the MCA management team.

A productive relationship between the MCA CEO and the human resources department can help the MCA deliver on the objectives of the compact. With the overall framework detailed in this Guidance, the MCA CEO shall work closely with the human resources department to identify the kinds of jobs the MCA will need to function well, and determine the skills, knowledge and experience required to achieve strategic goals and to act accordingly. Also, the human resources department's role is to inform and advise the CEO on issues in the workplace by communicating with staff individually or collectively.

Roles:

- a. **Workforce Planning and Employment (recruitment and selection):** involves recruitment, selection, orientation, and exit process. MCA supervisors collaborate with human resources to determine staffing needs and to fill job vacancies in a timely manner whenever the need arises.
- b. **Training and development:** The human resources department is responsible for ensuring that employees receive the necessary training (whether in-house or off-site) to perform their jobs and to complete compact objectives. Oversees change management and performance management initiatives/activities needs of the MCA.
- c. **Compensation & Benefits:** administers the payroll system and the compensation and benefits package for MCA staff and ensures that official hours of work and leave are appropriately recorded. The MCA human resources department must understand and apply guidelines surrounding starting pay and compensation as well as promote the unique values of MCA to those candidates who meet the selection criteria. MCA's human resources department also respond to staff inquiries regarding their salaries and other benefits.
- d. **HR Policy:** The human resources department educates new hires and current employees on the policies and procedures of the MCA. This includes (but is not limited to) the distribution of the MCA human resources manual and performance management guidelines.
- e. **Employee Relations:** MCA's human resources department plays important roles, along with MCA management and MCA legal counsel, in ensuring compliance with policies related to ethics, conduct, sexual harassment, and employee health and welfare issues.

2.7 Compensation

The basic objectives of the MCAs compensation policy shall be to:

- enable the MCA to recruit individuals with expertise and experience appropriate to job requirements and to retain them for the term of contract;
- help motivate staff members to perform to the best of their abilities;

- establish and periodically review the general levels of compensation (subject to MCC No Objection); and
- institute a methodical system of job evaluation to grade jobs according to their purpose, function, and level of responsibility so as to provide a sound and equitable basis for the remuneration of staff members.

2.8 Code of Conduct

MCA prides itself on doing business according to the highest principles of integrity and ethics, and according to national and international laws and MCC policies and is determined to continue doing so.

The Code of Business Ethics and Standards of Conduct (the “Code”) in ANNEX I is established to guide the behaviors of management and staff. It was developed to primarily guide MCA staff members and implementing entities and other agents to be aware of the policies regarding ethical business practices, standards of conduct, and avoidance of conflicts of interest and are therefore able to conduct themselves accordingly.

3. JOB DESIGN/GRADING

3.1 The Structure of the MCA

The organizational structure of the MCA is designed to align with and support the specific mission(s) for which the MCA has been established. MCAs are organized as job-based structures where a hierarchy of roles is established to effectively organize the substantive capacities required to execute the work.

3.2 The Grade Structure

To support the effective deployment of positions, a six-band grade structure has been developed and will be established at all MCAs, subject to MCC discretion in application to compacts formed prior to implementation of this Guidance.

This six-band structure is presented below:

Job Focus	Band	Band Description	Standard Job Titles
Integrate-Transform	F	Leadership	CEO/Executive Director (Standard-Large Compact)
Innovate	E	Functional Management/Expert	Deputy Executive Director (Standard-Large Compact)/CEO (Small Compact)
Adapt	D	Core Professional Capacity	Director
Analyze			
Manage Integrated Processes	C	Process Management	Manager/Specialist
Ensure Process Integrity			
Execute Intricate Transactions	B	Transactional Support	Assistant
Process Basic Transactions			
Provide General Support	A	Base Support	Assistant Driver Messenger
Provide Mechanical Support			
Provide Physical Support			

For bands A through D, a range of job roles are anticipated. The flexible structure is designed to accommodate a range of program sizes found across the MCAs and also reflect the time-bound nature of the MCA where a layered grading system would be more complex to manage and not necessary to support an extended career structure.

3.3 Job Evaluation Criteria

In addition to the job focus specified above, classification criteria organized around three factors of evaluation have been established. The three factors against which all positions are evaluated are:

- Purpose – *The substantive focus of the work encompassing both depth and breadth;*

- Engagement – *Communication and collaboration within the team and with outside stakeholders; and*
- Delivery – *The organization and planning required to consistently execute work and deliver results.*

Classification values for each grade band and factor have been established to define the basis for the band assignment for each position. The table of these values is presented below:

	Purpose	Engagement	Delivery
F	Integrate-Transform	Empower-Compel	Develop Program/ Business Lines
E	Innovate	Advocate	Define Project Cycle
D	Adapt	Persuade	Adapt Project Cycle
	Analyze	Collaborate	Manage Project Cycle
C	Manage Integrated Process	Align	Sustain Services
	Ensure Process Integrity	Advise	Sustain Standards
B	Execute Intricate Transaction	Inform	Prioritize and Select
	Process Basic Transaction	Inform	Organize Basic Information
A	Provide General Support	Exchange	Present
	Provide Mechanical Support	Aware	Consistent Repetition
	Provide Physical Support	Aware	Consistent Repetition

Where a grade band represents a range of work, a range of values exists. As can be seen for Bands A to D, each band encompasses two, or for band A, a three-value range. With this configuration, grading of individual positions is easily completed. The banding of the values for Bands A to D reflects the primary distinctions broadly found in work at these levels with Band A representing non-clerical to general office functions, Band B focused on the execution of transactions, Band C on the integrity of the delivery of process/services and Band D the core conceptual/professional capacity.

3.4 Defining Job Families

To further assist MCAs in putting in place an effective job structure, the thirteen (13) primary job families found in an MCA have been identified. The job evaluation criteria have been developed both for generic application and against each job family. The thirteen job families and identification of the range of bands for each family is presented in the table below:

Bands	Generic	Admin	Country Leadership	Env. & Social Perf.	Finance	Gender and Social Inclusion	Grants & Partners.	Human Resources	IT	Legal	M&E	ProcMCC.	Program	Secretarial
F	✓		✓											
E	✓		✓		✓			✓		✓			✓	
D	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
C	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
B	✓	✓			✓		✓	✓	✓		✓	✓	✓	✓
A	✓	✓												

Definitions for the band ranges and values for each band and factor are presented in Annex II. The description of each job family is presented in the table below:

Job Family	Description
Generic	The Generic job family is the reference against which all other job family progressions are patterned; this ensures the consistent illustration of work aligned against the broadbands regardless of occupation. In cases where jobs cannot be easily categorized against the job families, it is always possible to compare these jobs against the Generic standard.
Admin	Administration functions include facilities management, logistics, and travel. Jobs exist in project units that are aligned to these administrative functions (e.g. project logistics and travel.)
Country Leadership	Encompasses the top two levels of the MCA – CEO/Executive Director, and the Deputy Executive Directors (MCA Band E and F, respectively) for Program, Operations, HR and Finance.
Environmental and Social Performance	A cross-cutting function defined by MCC that focuses on promoting internationally accepted principles of environmental and social sustainability. Environmental and Social Performance measures and approaches are inserted at the level of project design, implementation, and monitoring and reporting.
Finance	Finance functions include general accounting, budget monitoring and management, cash flow management and disbursements. Jobs exist in project units that are aligned to these finance functions (e.g. project budget monitoring).
Gender and Social Inclusion	The cross cutting GSI function analyzes the social constraints to poverty reduction through growth, the identification of solutions and the design and monitoring of projects and activities.

Job Family	Description
Grants and Partnership	Grants and Partnerships functions are focused on managing grants, sub-grants monitoring, and contracts compliance by MCA partners; unlike other grants functions in other organizations and INGOs, the MCA grants function is not focused on securing grants but their management.
Human Resources	Human Resource functions include recruitment, compensation and benefits, learning and development, and performance evaluation.
Information Technology	Information Technology functions include hardware and software infrastructure management, database development and maintenance. Jobs exist in project units that are aligned to these IT functions (e.g. Geographic Information Systems, M&E database development and maintenance.)
Legal	Legal functions include the identification, analysis and rendering of advice on legal issues; negotiation, drafting, and monitoring of compliance against contracts and agreements; and ensuring that the MCA is consistent with the legal frameworks of the Compact and host country laws/regulations.
Monitoring & Evaluation	A cross-cutting function defined by MCC that focuses on tracking performance and impact of the MCA to demonstrate value and identify necessary adjustments to program delivery and/or identify best practices and learning. Monitoring & Evaluation measures and approaches are inserted at the level of project design, implementation, and monitoring and reporting.
Procurement	Procurement is a dedicated function given strict regulatory requirements for MCA; focused on procurements for operational and project needs for services and assets.
Program	Program is focused on the design, planning, implementation, and reporting of project activities; this job family is comprised of project management staff and is exclusive of thematic specialist/experts (e.g. Economist, Engineer) -- highly specialized positions that may be unique to projects.
Secretarial	Secretarial positions are found across the organization usually supporting project teams and MCA management.

3.5 Job Profiles

A Job Profile is a general description of a job that characterizes its occupational content and appropriately positions it at that level. For the job families, standard Job Profiles for each job in each family identified against a specific grade band have been developed. These Job Profiles are the foundation of Job Descriptions and the resulting vacancy notices. Adaptations to the Job Profiles for specific challenges in the location or specific special requirements for a position are permitted and encouraged, with the resulting document forming the final Job Description.

The standard Job Profiles are found in Annex III.

3.6 Considerations for MCA Structures

MCA programs cover a wide range of activities and vary significantly in program scope. To assist the MCA teams in building organizational structures, sample organizational structure designs have been

developed representing the different sizes and complexity of MCA programs. These structures are not prescriptive, but are intended to help shape the thinking regarding the deployment of positions to align with program objectives.

The principles which guide the design of organization structures are to provide a clear alignment between capacities that are being deployed and the mission of the MCA. All office structures from a functional perspective broadly encompass the same range. Typically falling under the CEO position, office structure breaks into two primary areas: Program Management and Support/Resource Management. The elaboration and refinement of each area is dependent upon the overall scope of the MCA program. The greater the breadth, and complexity the greater the need will be for more refined and discreetly identified work units.

The scope of the range of projects may not rise to justified full time equivalent dedicated positions on a portfolio basis, thus the need to design hybrid project management positions with proportional emphasis within each position the individual project areas.

Similarly, for Support/Resource Management, the range of support functions encompassing Legal, Finance, Procurement, Human Resources, IT and Administrative Services rarely requires individual dedicated managers for each area except in the largest programs. Clustering support services for these areas typically follows a pattern of minimally three dedicated areas: Legal, Finance and Procurement, Human Resource and Administration. Depending on the range of IT services, IT can be attached to Finance or General Administration.

Equally, the refinement and dedication of resources to cross-cutting functions of Gender and Social Inclusion, Environment and Social Performance and Monitoring and Evaluation will be dependent upon the scope of the program under review. Therefore, in smaller programs, while each function is required to be present in a dedicated position, there may be situations where the depth of support does not justify an individual Full Time Equivalent position. In such instances, as in areas of Support/Resource management, the design of hybrid positions may be an option. The sample organizational structures are presented in Annex IV.

4. COMPENSATION/BENEFITS

Compensation at the MCAs has a job-based and market-based foundation. Pay levels are set up based on the cost of labor. MCC uses a standard methodology supported as necessary with third-party data and analysis to ensure accountability in the management of MCA's costs of operation.

The following paragraphs describe the elements involved in setting up the compensations system for MCA and are provided for information purposes.

4.1 Salary Scales or Ranges

Salary scale is the range of pay established to pay employees performing a particular job or function. Salary range generally has a minimum and a maximum pay rate, 1st and 3rd quartiles, and a midpoint. In order to establish a salary-scale several steps must be followed.

Salary scales will be denominated in the prevailing local currency used in the country in question. As a general rule effective after the adoption of the MCA Human Resources Manual and unless explicitly approved in writing by MCC, new MCA employee salaries will be denominated and paid in that local currency in the country of the MCA.

The original salary scale for each MCA, along with the basic compensation structure to include allowable benefits, is developed by MCC based on the process outlined below, and formally adopted by the MCA Board of Directors.

4.2 Market Benchmarking

MCA's local compensation policy aims to achieve a compensation package that is attractive and competitive with other employers that are either similar to MCA or with whom MCA must compete for a similar quality of employee. The nature of MCAs, which is a 5-year program, is an important factor to take into account in the creation of a compensation framework. It is essential to have a framework to guide a consistent approach in benchmarking against employers with which it competes for talent, but recognizes the unique time-bound nature of the MCA.

The local labor market in the country of operations provides a measure that is fiduciary-responsible and credible. Cost of labor obtained through market benchmarking and not cost of living is the driving factor behind the market-based approach to compensation setting. The objective is to set a competitive compensation rate that enables recruitment, retention and motivation of the right quality of employees.

4.3 Selection of Comparator Employers

The sample to be defined and selected must resonate with the MCA's community of work— employees, management, and stakeholders. Basically, these comparator employers should either be similar to MCA in the work that they carry out, or be organizations with which MCA must compete for talent. MCA's benchmark comparators will be selected from the following three basic market segments:

- International Public Sector/Intergovernmental Organizations: MCA itself is an international public sector organization. As such, MCAs may have to compete directly with these organizations for talent. Typical employers in this group would include organizations such as the Embassy of the United

States, British Embassy, bi-lateral or multi-lateral economic development agencies, and the United Nations. These organizations act as a source of funding for international development projects or are themselves directly engaged with the execution of development projects like the MCA, and often designed on a time-bound framework. The major intergovernmental organizations also have a workforce composition highly similar to MCAs whereby very senior level positions are drawn from the local market.

- **International NGOs/Contractor Organizations:** These organizations will be seeking talent similar to what MCA will be seeking. These organizations are directly engaged in project-funded development work and therefore face highly similar issues in talent management.
- **Private Sector Organizations (Consumer Product, Technology and Finance industries):** MCA may be in direct competition with private sector companies for talent. A key characteristic of emerging labor markets is that there is much more competition for talent between different sectors than there is in developed economies. Including references from these other sectors of the labor market does not necessarily mean that MCAs will align to private sector conditions, but it does provide a source of competitive intelligence necessary to complete the contextual understanding of local market conditions. The selection of comparators from this market segment would be based upon employers with an established history in the market and well-articulated policies on job definition and compensation plan design.

The market sample of comparators shall target between 8 to 20 employers, depending on local market conditions. In larger, more dynamic labor markets where there is an abundance of public and private sector comparators, a broader sample of 12-18 employers shall be more applicable. In very limited labor markets where data from a larger cross section of employers may not be available, a flexible approach allows as few as 5 comparator employers. The target market for MCA should be defined as primarily drawn from the bilateral, multilateral organizations and the NGOs or Contractor organizations.

4.4 Market Positioning

Defining the composition of MCA's relevant labor market requires establishing relative weights to be assigned to the three market segments described above. The international public sector focus should be given the most weight in constructing an aggregate market profile. The private sector should be given more weight than NGO/contractor sector as this employer group will provide good market reference especially for higher level staff, which are normally very competitive in the private sector. While the NGO/contractor sector shall be given less weight, having these organizations is essential given the similarity in profile to the work found in MCAs.

The aggregate market profile will be constructed by taking the average compensation for the employers comprising each segment and then combining these averages through the weighting presented below. The standard weighting to be applied reflects 60% International Public Sector, 25% Private Sector and 15% NGO/Contractor Organizations. In exceptional circumstances, due to recruitment difficulties, a more competitive weighting of the above sectors may be applied.

4.5 Salary Scale Design

With the market position determined, the raw market data will be analyzed and become the basis for the construct of a salary scale that reflects internal job/grade values and provides a compensation structure which is both competitive and promotes internal team cohesion. The salary scale will be structured based on the broad-banded grading structure described above and will reflect a minimum, a midpoint and a maximum.

The time-bound nature of employment potentially disadvantages the MCA in comparison with employers offering longer tenure/greater security. As a result, the salary scale will position the MCA higher in the market at the range minimum and provide for a limited span of salaries to support pay movement during the lifespan of the MCA. This will enable MCA to have a strong recruitment tool in order to attract the right caliber of staff bearing in mind MCA's limited five-year program.

4.6 Exceptions for Specific and Difficult Jobs to Fill

In rare cases and for the rare positions where it may appear difficult to find the right candidate, it may be necessary to undertake focused market research. Exceptional approaches are not advisable since it undermines the systematic approach being pursued. However, the compensation system will allow for this approach to be applied in those cases.

4.7 Minimum, Midpoint and Maximum

The Midpoint of the salary scale is the point in the salary scale broadly aligned with the local labor market. It is the level of salary to be reached after a few years of service based on staff members achieving individual and MCA's objectives and good performance. Due to the short-term aspect of the MCA, the midpoint will not be easily reached.

The Minimum of the salary scale is the reference point where most newly recruited staff will be placed. It is the entry level at the time of recruitment which can only be exceeded in cases where the salary history of the individual to be hired or market specifics justifies it.

The Maximum of the salary scale is extremely difficult to reach and provides for more flexibility when hiring staff members for positions which are difficult to attract. Staff shall not be hired beyond this level.

4.8 Grade/Range Overlap

The degree to which grades/levels overlap each other's salary values is a function of midpoint differentials and range spreads. The overlap ensures that there is a reasonable progression between the scale/range levels.

4.9 Updates to MCA Salary Scales and Individual Pay Increases Based on Market Factors

Once salary scales are set based on the parameters described above, they will remain in effect for a period that can vary between 18 to 24 months, or as otherwise agreed with MCC. At these intervals, anticipated to be no more than twice during implementation of the compact and based on cost of labor data monitored by MCC¹, each MCA may introduce adjustments. These adjustments will be based on a MCC

¹ MCC will monitor on a semi-annual basis to identify any significant irregular market changes to inform this process.

re-assessment of the existing labor market, as well as the factors below, and will provide a proposal for a revised salary scale and individual pay increases.

Similar to the original pay scale development at the inception of the MCA, cost-of-labor remains the basis for adjusting pay levels.

Cost-of-living or inflation are not variables that are taken into account when setting or updating salary scales. MCC's re-assessment will consider the following:

1. The overall cost of labor in the MCA's market.
2. MCA employees' current placement on the existing salary scales and the degree to which the hiring process followed the general scale placement guidelines.
3. MCA employees' current placement on the existing scales, including consideration of cumulative performance based salary increases. Effectively this means that cost of labor increases for individual MCA staff salaries may be less than the recommended increase of the MCA salary scale as a whole since cost of labor data includes both base and variable pay for a given market. In certain cases, depending on the cost of labor for a given market, this could mean that an MCA pay scale is revised without individual staff cost of labor increases.

Once the cost of labor recommendations (salary scale and individual cost-of-labor adjustments, if any) are provided to MCA by MCC, MCA management will propose individual increases for MCC No Objection that consider two additional factors:

1. Individual employee performance – no individual that was evaluated below a performance rating 3 on the standard MCA performance evaluation scale in the previous performance management evaluation cycle will be eligible for an increase.
2. Availability of funds – Increase percentages actually applied must be funded within the existing Program Administration Activity budget without straining the budget for other necessary program administration expenses and without triggering budget reallocations unless explicitly approved by MCC.

All increases of MCA's salary structure as well as individual pay increases are subject to MCC No Objection. Unless otherwise delegated with MCC approval in accordance with the governing documents of the MCA, the MCA Board of Directors would also approve all such changes in MCA salary structures and all pay increases for MCA Key Staff.

4.10 Performance Based Incentives: Base Pay Increases / One-Time Performance Rewards

Performance based base pay increases as well as one-time performance rewards are not based on seniority or inflation but on the individual's and MCA's performance. The performance assessment system described later in the MCA Human Resources Manual provides for composite individual performance

ratings based on evaluations, ratings and feedback from supervisors, peers, external stakeholders and subordinate staff members. The ratings are presented on a four-point scale with four being high and representing that an individual has exceeded on all factors by all evaluators and their direct supervisor to a one where an individual has failed on all factors by all evaluators and their direct supervisor.

One-time performance rewards, bonuses of any kind and base salary increases not mentioned in this Guidance require prior MCC No Objection.

No one-time performance reward or pay increase may be paid to a MCA employee who is not actively on the payroll at the time the rewards are paid (in the case of one-time performance rewards) or the pay period in which approved base pay adjustments are implemented (in the case of salary increases, performance based or otherwise), regardless of the performance period for which the employee was evaluated.

Per the MCC Cost Principles for Government Affiliates, signing bonuses are prohibited and no performance based rewards may be paid prior to Entry into Force.

4.11 Fringe Benefits

Fringe Benefits are benefits provided by the MCA to its staff; basically tax-exempted benefits following the local tax code. Fringe benefits tend to reflect the fair market value of comparator provided benefits. The fair market value is collected and calculated at the time of the market comparisons. Individual MCA salary scales may or may not include Fringe Benefits into base salary based on the specific country tax situation with the approval of MCC.

4.12 Taxation/ Deductions and Contributions

In most countries, base salaries and some benefits are subject to local income taxation. In accordance with relevant tax sections of each Compact, MCAs may be subjected to this taxation and therefore salary scales will reflect gross salaries before taxation. The MCA, depending on the individual national taxation codes, shall endeavor to retain taxes at the source (i.e. prior to the salary payment); or, in rare circumstances, pay a gross salary without deduction for taxes so the individual staff member takes the appropriate actions with regard to taxes. It is the responsibility of individual staff members to ensure that all relevant income taxes are paid in full and on a timely basis.

MCAs must ensure that all employees' deductions and contributions due to the different national services are made in line with local labor law and in due time. The MCA may call for the services of local counsel to establish alignment with local labor law.

5. EMPLOYMENT POLICY

5.1 Equal Opportunity

MCAs are committed to implementing a policy of equal opportunity in employment. MCAs shall ensure that there is no discrimination against any employee or prospective employee on the grounds of race, sex, ethnic origin, place of origin, political opinion, creed, gender identity or perceived sexual orientation, age, disability, or health status in relation to: advertisement of employment; recruitment for employment; creation, classification or abolition of jobs or posts; the determination or allocation of wages, salaries, pensions, accommodation, leave or other such benefits; the choice of persons for jobs or posts; advancement, transfer, training and promotion or retrenchment; or any other matter related to employment.

Any differences in conditions of employment shall be as a result of differences in job content, job grading/classification and/or merit. MCAs believe that the diversity of their staff members contributes towards its intellectual strength and effectiveness, and shall strive to be an equal opportunity employer.

5.2 Advertisement of Employment Opportunities

MCAs shall distribute advertisement and position announcements openly throughout the country of operations and any other geographical region relevant to the job. It shall make a special effort so that women and minority groups within the country of operations are informed about positions/vacancies and are encouraged to apply. All open positions will be advertised internally and externally for internal and external candidates to apply.

5.3 Recruitment and Appointment

The recruitment and selection of MCA staff is subject to MCC's Guidelines for Accountable Entities and Implementation Structures. The recruitment and selection of all MCA staff shall be made on an open and competitive basis. The MCA staffing structure shall be approved by the board of directors of the MCA, and hiring shall be subject to that approved structure.

The MCA board of directors shall approve the hiring of the MCA's CEO, and the chairperson of the board shall sign the CEO's employment agreement. The CEO has the power, as delegated by the MCA Board of Directors to recruit and appoint all other staff members unless decided otherwise by the MCC. What this means in practice is that before any MCA staff may be hired, (1) the MCA must be legally established, (2) its board or other governing body is constituted, (3) the board approves the staffing plan, (4) the board approves and the chairperson hires the CEO, and (5) the CEO continues with the staffing of the MCA as delegated by the Board of Directors. MCC's no-objection is required for all MCA key staff appointments². The spouse(s) and close relatives of staff members are not eligible for employment within the MCA.

5.4 Employment Agreement

An Employment Agreement is not included in this MCC Guidance and is a separate document developed for each MCA based on established employment standards for MCAs and local labor law.

² While MCC No Objection is required for only for MCA Key Staff, all MCA staff must clear MCC's Character Risk Due Diligence (CRDD) screening. Specific working guidance and practical application of CRDD screening will be provided by the MCC Resident Country Director.

The Employment Agreement shall bear the signature of the CEO. The CEO's Employment Agreement shall bear the signature of the Chair of the MCA Board of Directors. It shall require the formal acceptance and signature of the appointee before the agreement is considered effective. The agreement shall be conditional to the submission of all required documentation needed for employment in accordance with the requirements of the MCA Human Resources Manual and applicable local law.

5.5 Effective Date of Appointment

The appointment of an employee shall take effect from the date on which the employee reports for duty. If relocation travel is involved, the effective date begins when the staff member travels, by the most direct route, to take up his/her duties.

5.6 Age Limits

No persons under the age of 18 may be appointed to an MCA position. The maximum age of employment will be established based on the applicable local law.

5.7 Nomination of Beneficiary or Beneficiaries

At the time of appointment, an employee shall nominate a beneficiary or beneficiaries in writing on a prescribed form. It shall be the responsibility of the employee to notify the MCA of any revocations or changes of beneficiary (ies).

In the event of the death of an employee, all amounts outstanding to the employee's credit (such as salary, allowances and commutation of accrued annual leave) after deduction for salary and travel advances and other deductions as per the MCA Human Resources Manual shall be paid to the employee-nominated beneficiary (ies), subject to the provisions of the MCA Human Resources Manual. Where there is no surviving nominated beneficiary(ies), or where a designation of beneficiary (ies) has not been made or has been revoked, the amount due shall be paid to the employee's estate. Such payments shall completely release the MCA from all further liability in respect of any sum so paid.

5.8 Re-appointment after Resignation

An employee whose performance was fully satisfactory (above rating 3.1 as per the rating scale in section 7.3), and whose employment with MCA ended by resignation, may be re-appointed if selected on a competitive basis from among qualified external candidates, to any other position. In cases where the entry date of the new appointment starts after a six-month break in employment, the staff member's service prior to the new appointment shall not be considered for purposes of retention incentive payment at the end of the compact.

5.9 Personnel Files

Each staff member should have a Confidential Personnel File and a Personal File. The Confidential Personnel File is the main employee file that contains the history of the employment relationship from employment application through exit interview and employment termination documentation. Only Human Resources staff and the employee's immediate supervisor and manager may have access to the information in the employee confidential personnel file, and it never leaves the Human Resources office. The Personal File contains employment records required for business and legal purposes for each employee.

5.10 Promotion

Due to the short-term nature of the MCA, promotions to a higher grade are very unlikely. Thus, promotions may only occur when an existing employee applies and is selected for another job at a higher level or the position is regraded because an increase in complexity and scope of the job in accordance to the MCA job classification standards. MCC's No Objection is required for instances where exceptional circumstances support promotion to another job at a higher level without any public advertisement and open consideration of applications per recruitment standards.

6. RECRUITMENT

Selection of staff members shall be made on a competitive basis in order to ensure that the best candidate is selected and subsequently hired. The recruitment of staff members must follow a process where the supervisor who is responsible for hiring to fill a vacancy (referred to as the “Hiring Manager”) and the Human Resources department are assigned specific complementary roles.

6.1 Respective Roles and Responsibilities

Step 1: Hiring Manager

- Based on the approved Organizational Chart, opens a position to be filled;
- Initiates a job request and obtains the necessary approvals;
- Develops a Vacancy Notice;
- Enters and finalizes the evaluation criteria; and
- Determines assessments method(s) to be used.

Step 2: Human Resources Officer/Recruiter

- Confirms availability of funding and whether the position is within the approved MCA organization chart;
- Reviews and approves or rejects the job request;
- Advertises the vacancy notice which will be based on an existing Job Profile (JP) or Job Description (JD); and
- Advises the Hiring Manager on the creation and advertising of the job opening.

Step 3: MCC No Objection (if required by the MCC)

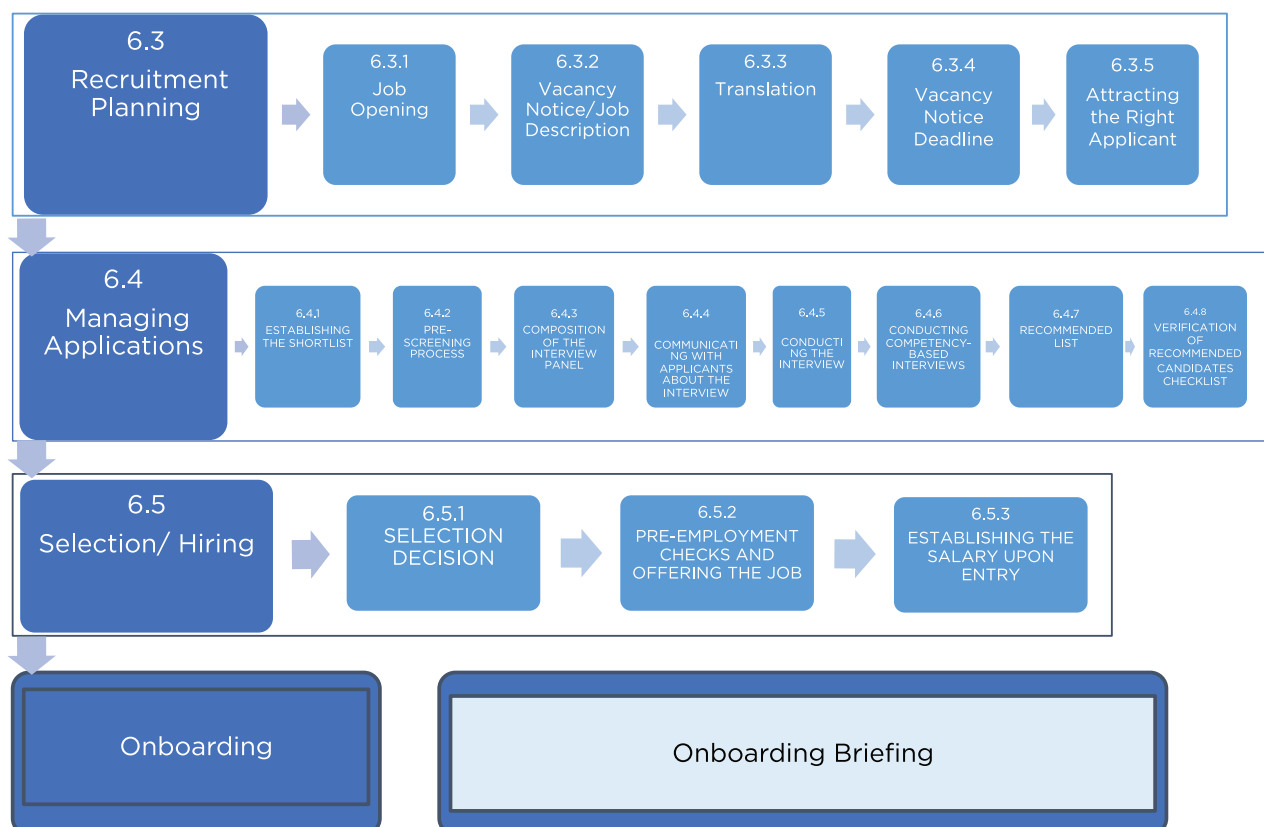
- Reviews the vacancy notice and evaluation criteria; and
- Approves or rejects the job request.

Step 4: Human Resources Officer/Recruiter

- Sets the job posting destinations and posting deadline;
- Publishes the vacancy notice; and
- Follows up the overall recruitment process.

6.2 Recruitment Process

The Recruitment Process is described in the chart below³:



6.3 Recruitment Planning

6.3.1 Job Opening

A clean, competitive, and transparent process will provide a solid basis to ensure hiring high-caliber and diverse staff members. The Hiring Manager is responsible for initiating the start of the recruitment process by sending a recruitment approval request to the MCA Human Resources department and the MCA CEO. All positions must be existing ones on the MCC approved organizational chart. Any position(s) not on the MCC approved organizational chart must receive MCC No Objection before the recruitment can commence. MCC will provide its No Objection based on an analysis of the Job Description and proposed grade for the position.

The Hiring Manager is advised to start the job request process immediately for positions becoming vacant unexpectedly, such as when the incumbent is selected for other functions or separates from service or when a position is newly created.

³ Recruitment Process where some stages are undertaken by an outside recruitment consulting firm: see ANNEX VII (B)

6.3.2 Vacancy Notice/Job Description

The vacancy notice is the description of the available job that will be advertised, including the MCC approved Job Description that has been developed from the generic Job Profile. It must include the evaluation criteria and must adhere to the guidelines provided in this section. When preparing the vacancy notice, it must be ensured that any modifications that are made do not deviate significantly from the MCC approved Job Description and do not affect the job grade that has been determined for the position.

In order to hire an individual for a position, the vacancy notice must be advertised internally and externally for a minimum of 10 working days. Through advertising, the MCA opens up the opportunity to a larger variety of people which in turn, greatly increases the chances of identifying the best candidate to fill the job vacancy. Exceptions for extraordinary circumstances require MCC No Objection.

The objective is to meet a target of approximately 60 days in filling a vacant position, although the actual timeline for each position may be more or less depending on the vacancy notice period provided. The vacancy notices should reflect the relevant job family for the position to be advertised based on education and responsibilities as per the grading standards and the job profiles and job descriptions agreed by the MCC.

The Human Resources Officer/Recruiter must review and approve the Vacancy Notice and must verify that the Vacancy Notice contains the correct general information about the vacancy, such as:

- whether the vacancy notice will have a specific deadline date by which all applications must be received for consideration; and
- for position-specific vacancy notices, specify the number of vacancies to be filled [for generic vacancy notices, there is no need to specify the number of vacancies to be filled].

The Human Resources Officer/Recruiter will approve the Vacancy Notice and arrange for its translation (if necessary) and posting. The contents of a Vacancy Notice are specified in Annex V.

6.3.3 Facilitate the Translation of the Vacancy Notices

Vacancy notices may be published in both the language of the partner country and English. In some cases, where proficiency of an additional language is required and/or desirable, and in order to attract a larger pool of qualified applicants, vacancy notices may be translated and published also in such languages.

6.3.4 Set the Vacancy Notice Deadline

Once a vacancy notice has been prepared for posting, the Human Resources Officer/Recruiter sets the deadline for response. For every hiring action, the vacancy notice must be advertised internally and externally for a minimum of 10 working days⁴. This deadline can be extended before the deadline if responses are limited.

⁴ This is intended as the absolute minimum as many positions will require additional notice time depending on a variety of factors including the level of the position and the difficulty in attracting candidates with the necessary skills sets). The final

6.3.5 Attracting the Right Applicant

Vacancy notices are posted by the Human Resources Officer/Recruiter once all the approvals have been received. Depending on the open position, the Hiring Manager shall decide on the method for posting:

- Internet (Job boards, Facebook, Twitter, LinkedIn)
- Press (print and online newspapers)
- Alternative press (professional publications, local, national or student publications)
- Recruitment/employment agency - Head hunting/search firm
- Networking, special interest groups, professional associations, and word-of-mouth

Outreach campaigns can be launched to target any special recruitment interests (gender, geography, job family, etc.). The Human Resources Officer/Recruiter or hiring manager, as applicable, will have the authority to assess individual profiles of outreach applicants and to take those identified that meet the position requirements into consideration along with other applicants before the deadline date of the vacancy notice. Potential candidates from the roster of applicants to previous similar jobs (see Annex VI) can also be shortlisted without directly applying for the job. However, before being considered rostered candidates must be contacted to check their interest in the position.

6.3.6 Recruitment Approval Matrix

The following is an indicative recruitment matrix that will be modified in each MCA's Human Resources Manual based on MCA-specific circumstances.

Approval Matrix	CEO	Hiring Manager	Human Resources Department	Outsourced Recruitment Firm	MCC
Approving Creation Position	A	D	A		MCC No Objection of MCA Organizational Chart and final Job Descriptions and grading
Hiring Manager to initiate recruitment process for a given position	N	D	S		

determination on the appropriate duration of the application period will be MCA Human Resources. Vacancy notices advertised for more than 30 calendar days are unusual given the time-sensitive nature of MCA programs but can be considered by MCA in exceptional circumstances.

Announcing and Advertising Vacancy	I	S	D	If needed: D	N Or If not advertised publicly for at least 10 working days: MCC No Objection required
Short-listing		S	D	If needed: D	
Composing Interview Panel		D	D		
Communication with Applicants			D	If needed: D	
Conducting Interviews	I	D	D		N
Selection Decision	A	D	S		For Key Positions: Provides No Objection
Make Offer	A	D	S		
Pre-employment Checks			D		D: MCC must perform Character Risk Due Diligence for all candidates prior to employment
Establish Salary Upon Entry			D		
N) Notified; I) Inform; S) Support; D) Do; A) Approve					

6.4 Managing Applications

6.4.1 Establishing the Short-List

The Human Resources Officer/Recruiter or an outsourced service shall assist the Hiring Manager in establishing the short-list. Hiring Managers may recommend the short-listing of a qualified rostered applicant from among the rostered applications. In order to move the recommendation of a roster applicant forward for selection, the Hiring Manager shall be required to enter an assessment record for the proposed roster applicant.

The Hiring Manager evaluates the short-listed candidates that have passed the pre-screening against the requirements set out in the vacancy notice and evaluation criteria as per the checklist in Annex VII(a).

In the process of shortlisting it is preferred that clear evaluation requirements are used listed as ‘required’ or ‘desirable’ in the job posting. During the preliminary evaluation of each applicant, the Human Resources Officer/Recruiter, the outsourced services, or the Hiring Manager will review and record an evaluation of each applicant on regarding his/her expertise, relevant work experience, relevant academic training, and language. The shortlisting process may place the applicant in one of the following lists:

- **Not Suitable:** rated unsatisfactory;
- **Long List:** considered qualified for the job for further consideration and possible movement to the short list;
- **Short List:** considered the most promising applicants for the job and should be interviewed.

6.4.2 Pre-Screening Process

Moving from a large pool of applicants to the short-list needs major screening efforts. For screening the basic eligibility, the Human Resources Officer/Recruiter or an outsourced pre-screening mechanism will assist in filtering new applications. Where additional information is required, along with the response to the Human Resources Officer/Recruiter’s correspondence, this is recorded as well. The pre-screening must consider and document the following elements:

a) CONFLICT OF INTEREST AND OTHER DISCLOSURES

Candidates must confirm that they have provided all material and substantial information that would be relevant for consideration in their application for a position in the MCA; a declaration clause that confirms the accuracy and correctness of the information furnished by the applicant, which the applicant should be required to sign. Senior staff applicants will have to disclose formal disciplinary outcomes relating to conduct or capacity and/or pending or unresolved investigations on termination of employment with their previous employers. Conflict of Interest Disclosure should also be required for all short-listed candidates prior to interview.

b) CRIMINAL RECORD

When applying, a candidate is required to indicate whether he/she has ever been convicted of, or prosecuted for, any criminal offence; involved by act or omission in the committing of any violation of international human rights law or international humanitarian law. In addition, Human Resources should be able to conduct directly or through a local provider a criminal background check of the candidate.

c) FAMILY RELATIONSHIPS

An appointment shall not be granted to a person who, as of the starting date with MCA, is the spouse, father, mother, son, daughter, brother, sister, step-children or step-siblings of a staff member.

d) FORMER MCA STAFF MEMBERS

Former staff members of an MCA can apply to open positions at the MCA.

6.4.3 Composition of the Interview Panel

Good practice is for Interview Panels to be diverse in terms of gender, age, etc. When considered necessary, panels may also be composed not only by internal staff but also by individuals with extensive professional knowledge in the particular area from outside the MCA (such as the local offices of the UN, USAID, International and/or Regional Development Banks, NGOs, etc.). The Panel may be composed by the Hiring Manager (usually acts as the chair) and two subject matter experts from either within or outside the MCA who are at a similar or higher level of the position under review. It is desirable that at least one of the assessors is a female at a similar or higher level as the position under review.

In situations where the position is very technical, consideration should be given to invite additional technical expert/s to assist in the evaluation. The technical expert should preferably be from local offices of the UN, USAID, International and/or regional development donors, NGOs, etc. or established partner institution. The interview panel advises the Hiring Manager. The Human Resources Officer/Recruiter shall be included with the full right to participate in the deliberations as an assessor to provide orientation to panel members, and communicate the recruitment ground rules. To the extent possible, they should also be part of the interviews. The Hiring Manager may invite a representative on gender issues to participate in assessment exercises as an observer. MCC may also decide to be an observer in the interview.

Prior to the actual conduct of the interview, the Human Resources Officer / Recruiter must clearly require all panel members to disclose potential or existing conflicts of interest, including any immediate or extended family relationships, existing financial or business partners, and past or current close personal or professional relationships. The Human Resources Officer / Recruiter will also document panel members' confirmation in the event that there are no such potential conflicts of interest. In the event of any existing conflicts of interest where it is established that the panel member has an immediate family relationship or is an existing financial or business partner with a candidate, the panel member will be recused. In the event of any other disclosed potential or existing conflicts of interest, the panel member will be asked to confirm whether they can remain impartial in the evaluation of the candidacy in question. The Human Resources Officer / Recruiter will review any potential conflicts of interests, make a determination on the appropriateness of including the panelist, and then document a final determination on the panelist's inclusion or recusal as a panel member. If the panelist having made such a disclosure is retained as part of the panel, any disclosed potential or existing conflicts will be shared with other panel members. In addition, the record of all conflict of interest disclosures and determinations of recusal or inclusion will be included as part of the final selection report for filing the vacancy.

6.4.4 Communicating with Applicants about the Interview

Applicants convoked for interviews should normally be notified at least five working days in advance. The invitation includes a reference to the date, time and means of the interview (telephone, video conference,

face-to-face) of where and how the interview will be held as well as also informs the applicant of the name, functional title, and department/office/mission of each assessor.

6.4.5 Conducting the Interview

As soon as the Human Resources Officer/Recruiter releases the short-listed applicants to the Hiring Manager, the Hiring Manager will begin the evaluation of expertise, relevant work experience, relevant academic training, and language against the requirements set out in the vacancy notice and evaluation criteria.

Notwithstanding the evaluation of applications, knowledge-based tests and/or other assessment methods, including behavioral or competency-based interviews may only be conducted after the deadline date of the vacancy notice and after the release by the Human Resources Officer/Recruiter of short-listed applicants for a particular vacancy notice to the Hiring Manager.

After the short-list is determined, the Hiring Manager conducts the interview together with the interview panel. In some cases, key staff may be called to attend subsequent interviews. The Hiring Manager shall prepare a reasoned record for the applicant who passes the assessment exercise and the interview, against the applicable evaluation criteria set out in the vacancy notice.

The Human Resources Officer/Recruiter is expected to keep records of all activities related to recruitment. Usually, only the Human Resources Officer/Recruiter is expected to contact applicants. In cases where the Hiring Manager contacts an applicant, he/she is expected to inform Human Resources accordingly. If the Applicant does not respond to the Hiring Manager's invitation to an assessment exercise, the candidate will be rejected.

6.4.6 Conducting Competency-Based Interviews

The Human Resources Officer/Recruiter convokes the short-listed applicants for an interview which may include a written or other assessment exercise based on the recorded evaluation of his/her application against the evaluation criteria of the vacancy notice. Such invitations are sent well in advance of the anticipated date of the interview, i.e., the notice period is a minimum of five working days.

The interview may apply behavioral/competency-based interviewing techniques as incorporated in the MCC Guidance. All competencies listed in the evaluation criteria must be consistently applied and covered in the evaluation of all interviewed applicants. Some competencies will be covered in the interview, others in another assessment method commensurate with the functions of the position (see Annex VIII for a sample of competency-based questions).

6.4.7 Recommended List and Reference Checks

The Human Resources Officer/Recruiter has a role in supporting the Hiring Manager following the recommendation of candidates. He/she also has a responsibility to confirm completeness of the recruitment file, to receive any internal approvals, ensure compliance of the list of recommended candidates with

eligibility criteria prior to submission to the Hiring Manager for review. The Human Resources Officer/Recruiter has the authority to deem candidates as “ineligible” no later than this stage of the process (or prior to interviews, where possible) when compliance issues are found.

Prior to any further step, a candidate reference check must be conducted for candidates on the recommended list.

6.4.8 Verification of Recommended Candidates

The Human Resources Officer/Recruiter ensures that the applicable procedures were followed. The Human Resources Officer/Recruiter, prior to further review, ensures that the applicable procedures were followed. In doing so, he/she shall consider whether:

- The recommendation of candidates is reasoned and objectively justifiable based on evidence that the pre-approved evaluation criteria set out in the vacancy notice were properly applied;
- The documentation of the recruitment process provides evidence that the hiring process was properly followed;
- The record contains a justified analysis of each of the competencies listed in the vacancy notice, which must be evaluated during the behavioral/competency-based interview or other assessment methodologies for all interviewed candidates;
- The recommended list is submitted by the Human Resources Officer to the MCA CEO with the understanding that the status of all recommended candidates has been verified by the Human Resources Officer/Recruiter.

6.5 Selection/Hiring

6.5.1 Selection Decision

In making the selection decision, the Hiring Manager must ensure that the candidates demonstrate the right technical skills and competencies required by the job description as well as the diversity-related corporate needs of the MCA.

In cases where the MCC finds that the evaluation criteria have not been properly applied and/or the applicable procedures have not been followed, it may request additional information from the CEO or Hiring Manager or the local Human Resources Officer/Recruiter. If the concerns are not answered and the doubts are not resolved to MCC’s satisfaction, the decision may be reversed.

In cases where the recruitment action is suspended (e.g., due to lack of funding or for administrative reasons), the Human Resources Officer/Recruiter will notify all applicants of the decision to suspend recruitment.

6.5.2 Job Offer

The Human Resources Officer/Recruiter shall inform the selected candidate of the selection decision, prepare the job offer and plan an on-boarding process within 14 days after the decision is made.

The decision to select a candidate is implemented through official written communication to the individual concerned. In cases where an MCA staff member candidate is selected, the following provisions apply:

- When the selection entails promotion to a higher level, the earliest possible date on which such promotion may become effective will be the date of assumption of higher-level functions;
- The Staff Member shall be released within a month or as soon as possible.

6.5.3 Establishing the Salary upon Entry

A key feature of the offer of employment is the determination of the salary upon entry. The MCC approved MCA salary scales represent ranges designed to enable MCAs to attract qualified candidates for its positions. There will be instances, however, when it is concluded the prospective candidate meets all the needs of the position but it is not possible to establish an agreed starting salary within the salary scale and policy framework of the MCA. It may be necessary in these instances to drop consideration of the candidate and pursue other qualified alternative candidates.

Every effort should be made to avoid a gender gap (difference in pay between men and women) in pay when establishing the salary upon entry as well as in determining salary increases when salary adjustments take place.

Consistent with the MCC Cost Principles for Government Affiliates, salary amounts below the minimum of the salary range or above the maximum of the salary range are prohibited.

In setting an entry salary for a given candidate, the primary considerations include:

- Paying for the role, not the person;
- Prior compensation information of the candidate, noting the limitations detailed in Section 6.5.4;
- Experience profile against the profile of the position as well as the extent to which the individual meets the desirable criteria for the post; and
- Pool of possible alternate candidates.

While not all candidates will start at the minimum of a pay range, the salary scales are designed with the purpose to set salary range minima to be highly competitive. It is anticipated that the majority of recruitments can be accomplished through setting entry salaries between the minimum and the first quartile of the MCA salary range. When hiring particularly from government or in countries where local employers

provide many extra benefits beyond base salary due to tax optimization, perks and benefits (monetary and non-monetary) should also be considered when making salary comparisons.

MCA Human Resources officers should have the flexibility, with the support of the Hiring Manager, in the negotiation of salary within the minimum and first quartile of the salary range. Exceptionally, it may be necessary to offer an entry salary which falls between the first quartile and the midpoint of the salary range. In these instances, approval for such an offer should be obtained from the Human Resources Manager to ensure that this exception is warranted and consistent with the treatment of other individuals hired in that pay range. Salary offers which exceed the range midpoint should be exceedingly rare. One significant consideration for hiring a candidate beyond the midpoint would be whether there are other alternative, qualified candidates that may be hired at a rate below the midpoint.

MCA Human Resources should maintain documentation of the justification for every starting salary determination, and all justifications should apply the primary considerations included in this section of the MCC Guidance.

Any salary offer for any position that exceeds the range midpoint must prior MCC No Objection. Before any such offer is considered, it would first be essential to verify that the classified level of the position is correct. On the assumption that it is correct, making a salary offer above the range midpoint must require the concurrence of both the Human Resources Manager and the CEO and it must be made on the conclusion that the recruitment and the selection of that candidate is urgent and essential to achieving a strategic goal of the program and no alternative is readily available.

6.5.4 Use of Prior Compensation Information for Setting Pay Upon Entry

When setting the initial salary of a new recruit, the individual's previous compensation information should not be used as the only or main criterion for determining the salary for the new post as this could create anomalies or result in equal pay issues. As noted in Section 6.5.3, the individual is to be paid for the job for which they have been recruited; therefore, using the previous salary as a criterion on its own will be inappropriate for the following reasons:

- The previous total remuneration and its components may not have been assessed properly.
- Salary levels differ between organizations and sectors, and often depend upon factors which do not compare equally, one of which is the previous employer's market positioning and employer's employment and compensation philosophy.
- The individual's current salary may be low because of discriminatory practices in the previous organization.

6.6 Staff Onboarding

The onboarding process aims to help new employees integrate, learn more about their specific roles and responsibilities within the compact program and become effective in their roles. The Human Resources

department and the Hiring Manager develop the orientation program based on the staff rank, so such program may differ from employee to employee. It consists of two main parts:

- General orientation includes but is not limited to:
 - History of the Millennium Challenge Account (MCA), its goals and objectives, as well as background on MCC;
 - MCA Compact, projects, activities, and stakeholders;
 - Governance of the MCA and its organizational chart;
 - MCA HR Manual and related policies;
 - Administrative and financial policies and procedures according to the needs of the position;
 - Policies and Strategies for Environmental and Social Performance, Gender and Social Inclusion of the MCC and MCA;
 - The MCA Code of Conduct;
 - Security and safety training; and
 - Administrative set up sessions with information technology and office management staff.
- Specific orientation includes but is not limited to:
 - Meeting with the HR specialist on the employee's personal file;
 - Establish description of tasks and responsibilities;
 - Strategic documents of the Directorate / Program / or Project;
 - The Individual Operational Plan / POI or performance objectives of the employee and his trial period;
 - Introduce the functioning of the Performance Management system based on the three assessment factors: Purpose, Delivery and Engagement;
 - The role of regular "check-ins" in the continuing communication between employee and manager regarding employee's performance;
 - The work tools available for the position; and

- Key contacts, management tools and others that facilitate the exercise of the responsibility of the position.

Details on staff onboarding are provided in Annex VII (c).

7. RECOGNITION/PERFORMANCE MANAGEMENT

Success in pursuing the MCA goals will depend on good performance of individual staff. To this end, MCAs must examine performance of staff and discern and recognize different levels of performance.

MCA Management, including the MCA CEO, MCA Human Resources Manager, and all supervisors conducting evaluations, should make sure that performance management is carried out in a way that is non-discriminatory regarding gender, disabilities, health status and/or age, and ensures equal opportunities for all staff.

Performance management encompasses not only performance measures and performance evaluations as described below, but also the continuing communication between employee and their direct supervisor regarding individual performance. One-on-one conversations, called “check-in” sessions, where an employee and their direct supervisor discuss issues and developments are effective in getting and providing feedback to improve individual and organizational performance. The performance evaluation exercise is a once a year event meant to capture critical incidents that have happened throughout the year to support the provision of recognition; however, it does not take the place of supervisors having the regular check-in discussions with staff especially to quickly encourage or correct behaviors. Each MCA Human Resources Manual, with MCC approval, will set the annual performance evaluation cycle for that MCA. In setting this cycle, it is critical to remember that no one-time performance based rewards or performance based salary increases can be paid to MCA employees prior to Entry in to Force of a Compact. In order to be eligible, employees of the MCA must have been employed by the MCA for a minimum of six months at the end of the performance cycle. MCA staff who have been employed for at least six months but less than twelve months at the end of the performance cycle who are eligible for rewards (both one-time performance based rewards as well as performance based salary increases) will receive rewards which are pro-rated according to time in service and receive accordingly less than the full amount otherwise due to those with the same rating who have served a full-year or more during the performance cycle. Regardless of time in service at the end of the performance cycle, no employee can receive in excess of the maximum amounts provided for in Section 7.3 of this Guidance.

In order to be effective, therefore, performance evaluation cycles for which performance based rewards will be paid may only be for periods ending at least six months after all MCA Key Staff are hired, unless otherwise approved in writing by MCC.

Notwithstanding the above considerations related to the timing of performance based rewards, MCAs are to begin regular performance management discussions, including institution of “check-in” sessions described in this Guidance, as soon as practical after formation of the MCA. This will ensure that MCA management is clearly planning for immediate work plan milestones and tying these milestones to individual performance expectations as early as possible.

7.1 The Performance Measures

The MCA performance evaluation system the linkage of performance measures to the underlying job evaluation measures. If job roles are clear and well understood, these roles provide for a solid basis to assess performance and to compare performance for job roles at similar levels. As with the job classification standards, performance measures are aligned to three factors:

- Purpose of the Job Role – does the substantive contribution of the incumbent align with the expectations of the job level?
- Engagement – has the incumbent engaged both internal team members and outside collaborators at a level consistent with the job function?
- Delivery – has the incumbent displayed mastery of the organization and planning necessary to execute/deliver work according to expectations, including those set out in the work plan?
- In other words:
- Does the staff member have good ideas?
- Does the staff member listen and adapt?
- Can we count on the staff member to deliver on expectations and on time?

To support this approach, a companion set of performance measures has been developed which align with the values used to establish band/grade levels. These performance values aligned with the job evaluation values are presented in the tables below:

		Band A			Band B		Band C	
Purpose	Job Evaluation	Provide Physical Support	Provide Mechanical Support	Provide General Support	Process Basic Transactions	Execute Intricate Transactions	Ensure Process Integrity	Manage Integrated Processes
	Performance Evaluation	Consistent	Reliable	Composed	Consistent Application	Thorough Application	Sustained Quality	Effective Service
Engagement	Job Evaluation	Aware	Aware	Exchange	Inform	Inform	Advise	Align
	Performance Evaluation	Conscientious	Attentive	Helpful	Responsive	Responsive	Initiate	Anticipate
Delivery	Job Evaluation	Consistent Repetition	Consistent Repetition	Present	Organize Basic Information Prioritize and Select		Sustain Standards	Sustain Services
	Performance Evaluation	Dependability	Dependability	Informative	Transaction Provided	Transaction Provided	Quality Process	Quality Service

		Band D		Band E	Band F
Purpose	Job Evaluation	Analyze	Adapt	Innovate	Integrate-Transform
	Performance Evaluation	Rigorous	Tailor	Originate	Comprehensive
Engagement	Job Evaluation	Collaborate	Persuade	Advocate	Empower-Compel
	Performance Evaluation	Cooperation	Convincing	Influence	Network
Delivery	Job Evaluation	Manage Project Cycle	Adapt Project Cycle	Define Project Cycle	Develop Program / Business Line(s)
	Performance Evaluation	Project Cycle Managed	Project Cycle Adapted	Project Cycle Defined	Program / Business Line(s) Developed

As with the job evaluation framework, definitions for each performance assessment value have been developed. Furthermore, a four-rating standard has also been developed with definitions aligned to each level and factor. These four ratings are:

4. Exceed – *Sustains execution of work through unanticipated/unpredictable events in the work year, protecting the organization, or; Works consistently at a higher level than expected for the job;*
3. Achieve – *Meets a reliable standard for the success of the organization in SOP situations; Demonstrates skills/responsibility that supports critical components of the team;*
2. Improve – *Work does not rise to the level of the job; Deliverables consistently reflect work at a lower level; and*
1. Fail – *Lacks grasp of fundamental features of the work and expectations of the level/job despite remedial/corrective intervention.*

The system described above is based on three factors which are related to MCA work plans and the manner the work plans are accomplished through individual work. The three factors are very much connected with MCA work plans and work objectives through the manner individual work is undertaken. MCA work plans will continue to be required and be used part of the check-in conversations between employees and supervisors. Individual performance evaluation will be established based against the three factors, and a critical component of a supervisor's assessment and rating for these factors will be based on the work plan objectives and achievements.

The performance assessment frameworks for each of the grade bands are attached as Annex IX.

7.2 The Assessment Process

The system is designed to support a multi-rater approach which starts with a self-assessment and also includes supervisors, peers and potentially outside stakeholders:

The process of assessment begins with self-assessment by each MCA employee. That employee then identifies at least five individuals who would be in a position to answer the “three questions”⁵ about that individual that are cited in Section 7.1 (“Does the staff member have good ideas...”). These nominated individuals (“evaluators”) may be any MCA employee, with the exception of the employee’s direct supervisor, as well as external stakeholders of the compact program. For all MCA Key Staff (the MCA Human Resources Manual should confirm this status to avoid ambiguity), at least one of these five evaluators must be the MCC counterpart with which they interact most closely in functional, technical matters. These nominated evaluators are reviewed by the supervisor who selects at least three evaluators to provide an evaluation, including the MCC counterpart in the case of MCA Key Staff. The incumbent is not aware which evaluators have been included in the assessment. The ratings of evaluators are averaged together to provide a composite rating and their comments will not be visible to the employee they are rating. The entire rating process is illustrated below:



⁵ See Section 7.1: Does the staff member have good ideas? Does the staff member listen and adapt? Can we count on the staff member to deliver on expectations and on time?

The entire process is managed through a computer application using emails to reach out to the evaluators and direct supervisor.

When providing an assessment, each evaluator as well as the direct supervisor is prompted to give a specific example to support any rating other than “Achieve” which aligns with the definition. Evaluators and the direct supervisor may, and are encouraged to, provide a comment against an “Achieve” rating should they so choose. In compiling the aggregate performance rating, the individual factors and the supervisor/evaluator assessments are weighted as follows:



It should be noted that, if proposed by MCA and approved by MCC if justified, the weighting of supervisor to evaluator may be adjusted from the default above to better calibrate to organizational conditions.

The assessment process is cleanly managed through the system application from the initiation of the self-assessment through the final compilation of ratings. This process is presented in Annex X.

7.3 Recognition which Supports Reward (Performance Based Salary Increases/One Time Performance Reward)

Through the performance assessment system, composite individual performance ratings are compiled for each individual. The ratings are presented on a four-point scale with four (4) being high and representing that an individual has exceeded on all factors by all evaluators and their direct supervisor to a one (1) where an individual has failed on all factors by all evaluators and their direct supervisor. Each of these composite ratings are described in qualitative terms in the table below.

The findings provide a foundation for graduated reward from a basic amount for the majority of staff that has an average rating above 3, to more substantial recognition for the truly outstanding staff which have gained this recognition broadly. The value of the multi-rater approach is that any reward attached to these ratings has broad validity with the endorsement of the entire work community more easily and not just the immediate supervisor.

Using the performance ratings as a basis for reward, the table below provides a breakdown of the reward between amounts provided as a one time performance reward and performance based increases in base salary.

Score	Rating Range	Qualitative Rating Description	One-Time Performance Reward	Performance Based Salary Increases (% of Base Salary)
1	3.0 and below	Broadly meets expectations with some degree of inconsistency; or performance is below standard and where remedial action may be necessary.	None	Below 3.0 = 0% 3.0 = 1%
2	3.1 to 3.3	Results consistently achieve expectations and may have exceeded in some factors and for some evaluators.	0.5 month's salary	2%
3	3.4 to 3.6	Results exceeds expectations in one factor observed consistently among raters or have exceeded in different factors across evaluators.	0.75 month's salary	3%
4	3.7 and above	Results consistently exceeds expectations in two to three factors as observed across all/most evaluators.	1 month's salary	4%

This approach, which provides both for one-time performance reward together with recognition of improved performance through an increase to the base salary of the individual, is designed to be an integrated strategy to provide recognition which is both targeted and continuing. The recognition system together with periodic market movement increases ensures that the compensation for MCA staff remains dynamic.

Employees with at least six months of service but less than twelve months of service at the end of the evaluation period will have their one-time performance rewards and performance based salary increases reduced on a pro-rata basis. In addition, consistent with the MCC Cost Principles for Government Affiliates, no employee's base salary may exceed the maximum of their current approved pay band. In the event that a performance based salary increase resulting from the performance evaluation exercise would result in base salary in excess of the current approved salary scale, the employee would be informed and their performance based salary increase would be effectively reduced so that the resulting base pay does not exceed the maximum of the salary scale for that employee's pay band.

The performance ratings have been designed to give emphasis and center the overall performance assessment around achievement of the purpose of the job. The "Exceed" rating is seen as attainable yet exceptional. Detailed criteria have been developed to help in the determination of performance rated as Exceed with a requirement that specific incidents in the performance period be cited to support the rating.

When the preliminary report of a MCA's performance evaluation results in a MCA overall average rating of above 3.6, MCC will automatically initiate a calibration exercise in consultation with MCA Management and MCA Human Resources in alignment with this MCC Guidance to review individual ratings. The objective of this calibration will be to ensure that the organizational average is reduced to no more than 3.6, above which MCC will not provide No Objection. MCC also reserves the right to refuse No Objection

when it observes individual or collective deviations from rating levels as defined in the performance management system and the ratings provided, as well as when MCC observes major and consistent deviations between the supervisor's rating and the evaluators' ratings. In these instances, MCC's review may result in one or more of the following remediation measures:

1. Changes in the weight distribution between the supervisor and evaluator ratings.
2. Across the board reduction in rating level and associated rewards.
3. Individual rating changes based on targeted review of results.

7.4 Performance Remediation

For staff whose ratings fall below rating 3, the MCA supervisor with the support of MCA Human Resources must put in place an individual Performance Improvement Plan (PIP) with remedial performance milestones and timing. If after the duration of the PIP, MCA management considers that staff has not shown a performance improvement, separation should be seriously considered consistent with the terms of the employment agreement.

7.5 Alternative Performance Evaluation Systems

In some cases, MCAs may consider implementing an alternative performance evaluation system which may be considered more adapted or suitable to the MCA's specific needs. In these instances, MCC requires that the MCA develops and presents a formal amendment to its Human Resources Manual for MCC No Objection before any expectations are communicated to staff.

To be considered for MCC No Objection, the amendment must describe an alternative performance evaluation system that meets the following criteria:

1. Meets the MCA's goals of increasing individual and organizational performance. The system should aim to elevate performance, not just measure against minimum standards.
2. It is simple, understandable, accurate and fair, and minimizes the administrative burden on MCA management and staff. The system must clearly set forth how MCA will manage the process, seek MCC and MCA Board approval of results before notification of staff, and calculate and administer rewards.
3. It is transparent, includes the procedures and technical capability to guarantee records retention for purposes of oversight and audit, and offers predictability in terms of process and results;
4. Ensures meaningful feedback from supervisors, peers, external stakeholders and, in the case of at least all MCA Key Staff, clearly defined MCC counterparts.
5. Encourages regular check-in and performance feedback between staff and supervisors against implementation-based performance targets and then consider achievement of performance targets in individual performance evaluation.

6. Includes a description of the timing of the performance evaluation cycle as well as criteria for staff eligibility (at a minimum six months from start date to end of the performance cycle). The timing of the performance evaluation cycle must provide for advance understanding by staff as to how they will be evaluated and avoid delayed rating cycles (evaluations timed well after the period of performance is ended).
7. Respects a reward system that avoids inflation in individual ratings and does not deviate from best practice in which most cannot be rated above average. To enforce this, the system must include a distribution of rewards based on a normal distribution with set percentage limits for each reward level. To comply with these limits, the system must include a calibration process conducted by the MCA management team and/or a mathematical forced ranking of individual ratings.
8. The rewards offered for performance (one-time performance rewards and performance based salary increases) cannot exceed – either at their maximum level nor in terms of individual average - those offered as part of the system described in Section 7.6, above.

Once MCC has provided its No Objection, such an amendment will also require approval by the MCA Board of Directors.

7.6 Continuous performance management, “check-Ins”

Best practice suggests that in conjunction with the annual performance evaluation process, regular one-on-one conversations between supervisors and employees about work progress, goals, performance to date, and plan of action going forward, held at defined intervals throughout the year, result in better individual and organizational performance. Supervisor must document these “check-ins,” to build a broader view of accomplishments and progress to develop the employee, achieve results and improve and align performance to organizational milestones and associated work breakdown structures.

MCAs are encouraged to setup these check-ins as an important tool in the annual performance management process.

The following elements could be considered to guide the conversation:

- Objectives: track progress, accomplishments and identify constraints
- Course review: review and plan action to address constraints
- Engagement: review the relationship and quality of employee and supervisor daily interactions including interactions with other team members

(See Annex XVII for a sample template to be modified for each MCA’s needs)

8. OTHER CONDITIONS OF EMPLOYMENT

8.1 Organization of Work

8.1.1 Hours of Work and Official Holidays

The regular hours of work, in terms of numbers of hours, shall be established by the CEO, taking into consideration working hours established by the MCA host country and other similar organizations.

Generally, the standard work hours for staff are seven work hours per day, with an additional one-hour lunch period. Standard business hours for all full-time staff are 9:00 AM to 5:00 PM. Recognizing that it is sometimes mutually beneficial for the MCA and the staff, generally work schedules can be altered within the time period of 8 AM and 6 PM, at the supervisor's discretion⁶.

Managers are expected to work the number of hours necessary to fulfill their duties, with the minimum expectation being 35 hours each week.

8.1.2 Flexible Work Schedules

The MCA encourages its supervisors to consider flexible work arrangements when appropriate for an individual staff member and the work unit. A restructured work arrangement should focus on results, with the understanding that many types of work require a staff member's presence on a predictable, and sometimes standard, schedule. The following guidelines are provided to assist staff and supervisors in decision-making related to flexible schedules.

Flexibility on the part of the MCA and the staff member on an occasional basis is expected, and, depending on the nature and level of the job, some positions may require longer hours on a more regular basis. The MCA is committed to structuring compensation and jobs so that staff members should not have to work significantly longer hours than scheduled for an extended period of time. Staff members concerned about work expectations requiring long weekly hours and/or a very heavy workload are encouraged to discuss these concerns with their immediate supervisor and/or Human Resources.

Flexibility may be requested to accommodate business needs, educational needs, dependent care, commuting, or other personal needs or responsibilities. Special, non-standard work hours may not be appropriate for many jobs. In implementing flexible schedules, staff and supervisors should ensure that service to constituents and co-workers is not adversely affected, that work can be adequately supervised, that productivity and performance can be effectively measured, and that the schedule does not create inequity in work distribution or limit time off for other team members.

Flexible schedules may not be established without the approval of the staff member's supervisor and Human Resources. If a staff member wishes to request a significantly modified schedule⁷ or an alternative schedule that will last one month or more, the request and supervisor's approval must be in writing and

⁶ Hours to be modified to reflect local practice

⁷ As determined by the supervisor and Human Resources

forwarded to Human Resources for approval. Once reviewed by Human Resources and approved, the schedule will be placed in the staff member's personnel file.

The MCA must obtain a non-objection from MCC for any flexible or alternative work schedule for senior managers or other key staff.

The impact of the schedule should be reviewed formally by the supervisor at least twice annually (or at some other reasonable interval given the schedule). If a supervisor determines at any point that the alternative schedules within his or her unit are adversely affecting the ability of the unit to accomplish the work efficiently, to provide appropriate service to constituents, and/or to meet office requirements without other work schedule changes which increase the cost of operations, the supervisor and staff member will meet and any necessary changes to the schedule will be made, including potentially returning the staff member to a schedule that meets the needs of the operation.

8.1.3 Work from Home

Depending upon the nature of the position and the existence of a measurable work product, occasional work from home can be helpful and may be allowed with the prior approval of the staff member's supervisor. All staff working from home for any amount of time must have prior approval from the supervisor.

If an occasional work from home arrangement appears appropriate, a proposal that includes an explanation of the circumstances that make it beneficial must be presented to, and approved by, both the supervisor and the HR Manager. All of the requirements noted in Section 8.1.2 also apply for work-at-home requests. The MCA must obtain a non-objection from MCC for any work from home for MCA Key Staff.

If work from home arrangements for any staff are instituted for reasons of staff safety, health, or security, the MCA CEO is authorized to make temporary accommodations outside of normal procedures and without waiting for MCC No Objection.

8.1.4 Compressed Schedules

In a compressed schedule, the normal number of weekly hours required for the particular position is worked over the course of fewer days than normal (e.g., a schedule worked over four days instead of five). Compressed schedules might be approved on a temporary basis in the presence of extenuating circumstances. However, compressed schedules will not be a possibility for most positions due to work demands that require standard office hours. Regular, year-round, compressed work schedules will not be approved unless specific business needs or prevailing national practice allow or require such a schedule. All of the requirements contained in the section 8.1.2 also apply to compressed schedule requests.

The MCA may from year to year decide it is feasible to allow compressed work weeks during specific months. If this is the case, the decision will be announced as early as possible so that staff members can effectively plan their calendars.

The MCA must obtain a non-objection from MCC for any compressed schedule for senior managers or other key staff.

8.1.5 Overtime

Subject to the requirements of national labor law, drivers and similar support staff at grades A and B may be compensated for overtime work. All other staff are ineligible for overtime. Each MCA HR Manual will clearly define eligibility for overtime pay for specific positions according to applicable mandates of local labor law. Overtime means time worked in excess of the scheduled workday or in excess of the scheduled workweek or time worked on official holidays. Overtime payments should be structured based upon the provisions of applicable local law. In no circumstance should more than 40 hours of overtime per month be authorized. Consideration should be given to compensate overtime by compensatory time off (CTO) instead of pay. In cases where overtime of more than 40 hours is accrued, the balance must be compensated through compensatory time off (CTO). CTO time is added to annual leave and treated under the same provisions.

Overtime must be authorized in advance by the employee's supervisor. Approval of claims for such authorized overtime shall be by the Human Resources Manager or by any other member of staff designated by the CEO to approve overtime work.

8.1.6 Payment of Overtime

Eligibility for overtime is based on the hours worked per week, not per day. Payment for authorized overtime work shall be made according to applicable local law (or at the rate of 1.5 times an hour based on the staff members' base salary). Where the period of overtime work is less than one-half hour, no payment for overtime work shall be made. Where the period is longer, payment shall be made for the initial half-hour plus each increment of one-quarter hour (to the nearest quarter hour).

No payment for overtime work shall be made for work performed at the employee's home. No payment for overtime work shall be made while the staff member is on operational travel or on mission.

8.1.7 Application for Payment

An employee shall apply for payment for overtime work on specific forms within 30 calendar days after the overtime work was performed. No payment for overtime shall be made if the application is not presented to the supervisor who authorized or could have authorized the work within that time.

8.1.8 Taxi Fare

For safety or challenging commuting from home, an employee who performs authorized overtime work and who is eligible for payment for it may receive reimbursement for taxi fares (or similar forms of available transport) from the place of work to the staff member's home:

1. if the staff member has worked a minimum of two hours from the end of his regular hours of work;
or
2. if the overtime is performed on an official holiday or a weekend day which is not part of the staff member's regular work week.

Reimbursement for taxi fare is a safety measure for staff working late hours at the request of management and only applies when a person needs a taxi. Staff who drive to work are not eligible for taxi fare, nor for any other benefit to offset the cost of their commute. Additional parking fees incurred for overtime work may be reimbursed on the basis of receipts.

The application for reimbursement of taxi fares from the place of work to the employee's home must be made within the same period as the application for payment for overtime work. The original receipt for the taxi fare must be submitted with the application for reimbursement.

8.1.9 Official Holidays

Official holidays shall be established by the CEO for the MCA taking into account applicable local law, local practice and the practice by similar organizations including international organizations. The number of annual holidays cannot exceed 11 days per annum without MCC No Objection.

8.1.10 Employment Related Travel

All travel related to interviewing for potential MCA employment or taking up a position with the MCA at the expense of the MCA must be authorized by the CEO or his/her designee. Authorization for such travel by candidates for CEO or by a CEO designate shall be authorized by the Board Chair. It is the claimant's personal responsibility to make sure that he or she has such an authorization before undertaking any travel. All travels shall in all instances be by the route, mode and standard of transportation approved in advance by the CEO in accordance with relevant MCC and MCA policies and procedures. The normal route shall be the most direct and most economical. The CEO shall determine conditions for payment of excess baggage charges, including those for transport of official documents and other materials, particularly for conferences and meetings organized by, or in conjunction with the MCA.

Staff members will not be entitled to use or convert any refund from unused tickets which shall immediately be returned to the MCA at the end of the travel.

8.2 Leave

8.2.1 Annual Leave

Annual leave is absence from duty with pay for vacation, rest and relaxation, personal business and emergencies.

Annual leave should be based upon prevailing local practice and national employment law. Regardless of national provisions, a minimum standard of leave should be provided to all regular full- time staff mem-

bers. The minimum annual leave standard should be ten (10) working days per year. To avoid work disruption due to staff members taking intermittent leave, staff members are encouraged to take leave days in smaller blocks of time rather than long periods at once.

Staff members are encouraged to take annual leave during the calendar year in which it is given. Under no conditions can leave be encashed if not utilized, except on separation or dismissal. Only in a highly exceptional circumstance driven by unavoidable business needs can an individual carry any leave forward. Maximum leave carryover limits must be approved by the MCA CEO and the MCC based on the advice of Human Resources and for a period of not more than five days.

Annual leave shall not accrue during:

1. periods of suspension from duty without pay;
2. periods of special leave without pay for more than 30 days.

8.2.2 Public Holidays

MCAs should on an annual basis publish the calendar of observed public holidays. To the extent practical, this schedule should be within the public holidays observed by the local partner Government.

8.2.3 Sick Leave

Sick leave is time off from work which may be taken when a staff member is incapacitated by sickness or injury, when undergoing examination or treatment for physical (medical, dental, optical) or mental illness, or when, because of exposure to contagious diseases, the presence of the staff member at work would jeopardize the health of others. Sick leave shall be charged in increment of days or half days in the staff member's leave records.

Advance of Sick Leave: A staff member's supervisor may authorize up to 10 days of advanced sick leave. Advances will be charged against sick leave accruing in the future for that staff member.

Carry-Over of Sick Leave: Unused sick leave may be carried over up to a maximum of 10 working days to subsequent leave years until the time of separation from service, when it lapses without any payment being made. Sick leave is not eligible for encashment upon separation from MCA.

Change of Appointment: Upon changing types of appointment with a break in service of less than a month, a staff member's sick leave balance carries forward to the new appointment.

Medical Certification of Illness:

- Sick leave for 3 days or less: Certification is generally not required for absences of 3 consecutive working days or less. However, if the staff member has been absent a total of 8 working days in a

3-week period, a statement from the treating medical practitioner indicating only the period of incapacity may be requested by the staff member's supervisor.

- Sick leave for 3 to 20 days: In order to have an absence of between 3 and 20 consecutive working days (or more in accordance with applicable local law) approved as sick leave, a staff member must submit to his or her supervisor a statement from a licensed medical practitioner which indicates the period of incapacity.
- Sick leave for more than 20 days: Extended sick leave beyond twenty days should be compensated through the provisions of the national social insurance program even if the staff member has sufficient sick leave accumulated to cover the absence.

Entitlement to sick leave shall terminate on the date of expiration of the employee's appointment, although the CEO may authorize otherwise. Payment of salary shall cease at the time that the long-term disability insurance takes effect.

8.2.4 Emergency/Compassionate Leave

Two additional, personal days of leave each year will be available to staff to be used for any unforeseen personal events such as critical illness or death of a member of the employee's family (parent, child, husband or wife).

No additional leave shall be granted for situations (such as moving household, religious observances, marriages or funerals of close relatives other than immediate family) or bereavement, for which annual leave is ordinarily taken. Any staff member who requires leave due to more than one occasion in a calendar year will be required to utilize his/her annual leave entitlement or take unpaid leave.

8.2.5 Special Leave without Pay

Special leave without pay may be granted in writing by the CEO after all accrued leave has been exhausted. Staff members shall not accrue service credits toward sick, annual, and maternity leave or salary increments during any period of special leave with partial pay or without pay for 30 consecutive days or more.

8.2.6 Maternity/Paternity/Adoption Leave

The MCA Human Resources Manual must make provisions to provide maternity/paternity and adoption leave reflecting local practice and national labor law provisions. Regardless of the local provisions, minimal benefits at the MCA should be provided on the following schedule:

Maternity:	60 calendar days
Paternity:	7 calendar days
Adoption:	7 calendar days

Maternity leave must be taken in consecutive months. Staff members must notify no later than twelve weeks prior to the date that maternity leave is anticipated. The employee shall continue to accrue benefits at a rate based on 100% of his/her normal salary so as to prevent a loss of pension benefits or life insurance coverage.

8.2.7 Unauthorized Leave

Any unauthorized and unjustified absence from duty is considered a breach of contract. Where an employee is absent on such leave for a total of five (5) working days within a year, the employee shall be provisionally terminated pending a fact-finding. In the event that the employee returns at a later stage, the CEO shall decide whether to reinstate or terminate the employee. When such an employee is reinstated, the unauthorized leave shall be deducted from the annual leave. In any event, applicable local law prevails.

8.3 Benefits and Insurance

MCA Human Resource Manuals should comply with applicable legal standards on other benefits and insurance, in particular legal requirements which mandate social security and benefit withholding. In addition to these standards, the following sub-sections provide specific guidance on critical employment benefits. The scope of benefits is subject to MCC review and No Objection to ensure that it complies with legally mandated requirements. For benefits in excess of legally mandated minimums, including but not limited to supplemental retirement benefits, MCC's review and No Objection will consider reasonableness of benefit scope and ensure that such forms of compensation were not already considered as part of the salary scale developed for each MCA.

8.3.1 Program Closure Retention Incentive Payments

Given the time-bound nature of compact programs, MCAs have a pressing need to address staff retention through the end of the Compact Term in accordance with the Program Closure Plan, which is developed in accordance with the MCC Program Closure Guidelines. While MCAs must adhere to minimum national regulations regarding participation in any national social insurance/security program, it may be necessary to offer staff critical to program closure a program closure retention incentive payment as well.

To retain the critical staff through program closure, MCA are permitted to have a special program closure retention incentive payment for staff whose jobs are deemed critical to the smooth administrative closing of the Compact so that they remain with the Accountable Entity as long as needed.

As part of the Program Closure Plan, each MCA must perform an assessment of the staffing needed to successfully and responsibly close the program. This assessment must be based on project work plans and the timing of closure tasks. The final assessment must be realistic and be intended to identify only those staff who *must* be retained until the Compact End Date or through some or all of the Closure Period to ensure a successful program closure, and who must be incentivized to remain because the real costs to the program of replacing them and/or training replacement staff outweigh the costs associated with the retention incentive payment. MCA staff of all pay bands are potentially eligible for a retention incentive payment, but must meet both of these criteria per MCA's assessment and MCC's No Objection. This as-

assessment must also identify the date through which the service of each employee is required (e.g. – Compact End Date, Compact End Date + 30 days, Closure Date, etc.).

For those staff determined to be eligible through the staffing needs assessment, the retention incentive payment is structured as a growing amount based upon time in service at a rate of five percent of annual base salary as of CED per years of service, though such amount would vest only upon staff separation at the closing of the program. MCA staff who depart (either voluntarily or are removed from their position) prior to the date previously identified and approved as critical for them to remain employed by MCA are not eligible for any part of the planned retention incentive payment.

The maximum retention incentive payment, regardless of total MCA service, will be capped at twenty-five percent of annual base salary as of CED in total for those staff who serve a total of five years or more from start date to separation date at or after CED as defined by the Program Closure Plan. This structure differentiates the experience level of staff who joined later and, with an accruing benefit, creates a strong, yet variable retention incentive for more experienced staff.

An individual who has been subject to any of the following disciplinary measures shall not be eligible for a retention incentive payment:

- Suspension without pay for more than two working days;
- Fine under Section 28.5; or
- Demotion.

8.3.2 Medical Insurance

An important principle related to MCA compensation is the provision of medical insurance to MCA staff regardless of market specific conditions, while outlining reasonable limitations to the extent of this coverage. The purpose of medical insurance is to provide adequate protection for staff members and their declared dependents in the event of illness, accident, or maternity by granting benefits in case of (i) death; (ii) accidental death and dismemberment; (iii) travel accident; and (iv) long-term disability. The plan may also provide assistance in recovering medical expenses.

Within six (6) months of formation, the MCA shall ensure that staff members are covered by a medical or health insurance plan. For this purpose, the MCA must put in place, a contributory medical insurance plan either through the local security system or through a private insurance company. While arrangements for medical insurance are being finalized, MCA may adopt a policy and procedure in its Human Resources Manual or Fiscal Accountability Plan allowing the reimbursement of self-funded insurance premiums not to exceed an explicitly set cap intended to limit reimbursement to reasonable costs of insurance premiums per the parameters of this Human Resources Manual.

The medical insurance plan must cover the staff member, one official dependent spouse⁸, and a maximum of four recognized children. A spouse shall mean a husband or a wife, legally married to the staff member. Where practical, the MCA will take reasonable steps to ensure that the Medical Plan provided allows staff to secure incremental coverage for additional dependents paid for by the MCA staff member using personal funds.

The expenses generally covered under the Medical Plan shall include, doctor's and specialists' fees, medical tests, cost of medicine, surgical expenses, hospital expenses, medical expenses related to pregnancy, dental expenses, drugs, frame and corrective eyeglasses.

In case staff members are already covered by a medical insurance plan, the MCA may adopt a policy and procedure in its Human Resources Manual or Fiscal Accountability Plan allowing the reimbursement of the cost of the insurance not to exceed the cost of the insurance plan purchased for the wider MCA staff population.

The MCA will make every effort to promote preventive and promotive health care, aimed at all non-communicable, communicable, and chronic diseases, including HIV/AIDS, both within and, with certain limitations, outside of the workplace.

8.3.3 Group Life Insurance

In accordance with local labor law and in line with similar organizations, MCAs may make available life insurance coverage to all staff under a group policy with a major local/international insurance organization with terms and benefits comparable to other peer international organizations operating in the host country.

8.3.4 Workers' Compensation, Travel, Accident and Disability Insurance

In accordance with applicable local law and in line with similar organizations, MCAs should make available other insurances available to all staff under a group policy with a major local/international insurance organization with terms and benefits comparable to other peer international organizations operating in the host country.

8.4 Termination

8.4.1 Cessation of Appointment

In accordance with applicable local law, cessation of an employee's service may result from death, voluntary or non-voluntary resignation, dismissal or termination of appointment or expiration of period of employment. Notification of non-renewal of a regular contract shall be given not less than two months prior to the expiration date specified in the letter of appointment. Separation as a result of expiration of any such appointment shall not be regarded as a termination within the meaning of these regulations.

⁸ In countries where more than one spouse is allowed, the MCA may consider extending coverage to other legally married spouses.

8.4.2 Redundancy

The CEO may terminate the appointment of an employee if the necessities of the MCA work program and budget require elimination of the post or reduction of staff or if resultant changes in skills required render an employee redundant. In such case, the employee shall be entitled to termination payments in accordance with local employment laws.

8.4.3 Resignation

An employee may resign from the MCA upon giving the CEO the notice required under the terms of the appointment. If not specified in the letter of appointment, 30 days written notice of resignation shall be given to the CEO. Where a resignation is submitted without such notice, a deduction shall be made from accrued leave and other outstanding payments to the staff member to cover the remainder of the required notice period. The CEO, may, however, accept resignation on shorter notice.

8.4.4 Encashment of Accrued Annual Leave

Where, upon separation staff members have an accrued annual leave credit, they shall be paid, in lieu thereof, a sum of money equivalent to the amount which they would have been entitled to receive in the form of net base salary only for the period of such accrued leave, up to a maximum of 15 working days.

8.4.5 Advance of Annual Leave

The MCA CEO may, at their discretion in exceptional situations, authorize an advance of annual leave of up to five working days per employee per leave per calendar year.

8.4.6 Restitution of Advance Leave

Upon separation, staff members who have exceptionally taken advance annual or sick leave beyond that which they have subsequently accrued shall repay MCA for such advance leave by means of a direct refund, or as an offset against amounts due to them from the MCA, including allowances and other payments in respect to the advance leave period.

9. WORKPLACE POLICIES

9.1 Workplace⁹ Health and Safety

9.1.1 Workplace Safety, Security, Health, and Environment

The MCA and implementing entities will provide staff, staff members and visitors a secure, safe and healthy work environment where individuals will be protected as far as possible from all aspects that are likely to cause harm.

In terms of Security, measures shall be taken to protect staff and visitors against deliberate threats or violence, both internal and external.

Safety implies that measures shall be taken to control inherent risks in the workplace, to prevent work-related accidents, injury, and disease by minimizing, so far as reasonably practicable, the causes of hazards.

Consistent with international best practice, the MCA will put in place the following measures through their administrative policies and procedures:

- The identification of potential hazards to staff that present themselves in the implementation of the MCA Compact program, particularly those that may be life-threatening;
- Provision of preventive and protective measures, including modification, substitution, or elimination of hazardous conditions or substances;
- Security and safety training of staff and, if necessary, visitors and
- Emergency prevention, preparedness and response arrangements.

Examples of hazards that may arise include those from materials (including chemical, physical and biological substances and agents), environmental or working conditions (such as excessive hours of work, night work, mental or physical exhaustion), operation of motor vehicles, or work processes (including tools, machinery and equipment).

a. Guiding Principles for Occupational Safety and Health

The MCA will take all reasonable precautions to protect the health and safety of staff. The MCA will ensure that staff are not exposed to unnecessary or unreasonable risks at the workplace. The MCA will implement an Occupational Health and Safety Management System (OHS) consistent with international standards. The MCA will systematically assess all of the OHS risks, conducting a comprehensive job safety or job hazard analysis. The MCA will implement preventive and protective measures according to the order of priority:

- Eliminating the hazard,

⁹ . The term “workplace” includes work-related circumstances. Given that MCA operations might be at the MCA, or on a field visit to a project site, a narrow understanding of “workplace” will not cover all relevant circumstances.

- Controlling the hazard at its source,
- Minimizing the hazard, and
- Providing appropriate personal protective equipment.

The MCA will investigate all accidents and occupational diseases. It will identify the root causes and implement appropriate corrective actions.

b. Definitions

Occupational health and safety include but is not limited to:

- **OCCUPATIONAL SAFETY:** Protection of the workforce from occupational injury, diseases, stressors, and hazards through proactive measures of risk reduction.
- **OCCUPATIONAL HYGIENE:** The recognition, evaluation, and control of physical, ergonomic, psychological, and biological factors in the workplace which may affect wellness.
- **ENVIRONMENTAL MANAGEMENT:** Environmental conservation such as waste management, environmental impact assessment, and use and control of hazardous materials inside and outside the workplace.
- **DISASTER MANAGEMENT:** Preventing, planning for, and managing disasters through preparedness, rapid response, recovery and rehabilitation to minimize loss of life, injury, and damage to property.

c. Safety and Security Training

Workplace safety training is as vital as workplace safety itself. It enables MCA management to ensure a safe and healthy work environment. It also helps the employees to recognize safety hazards and correct them. It enables them to understand best safety practices and expectations. Onboarding at MCAs shall include safety and security training.

d. Staff Wellness

The MCA is committed to supporting the overall health and well-being of its staff. Wellness is defined as those activities that contribute to the physical, emotional and psychological well-being of staff, including educational awareness, behavioral and lifestyle changes and supportive environments. These may include work-life balance, HIV/AIDS prevention, treatment, care and support; and safety, health and environmental risk and quality.

MCAs will develop programs to address identified needs. Such programs may include, but are not limited to:

- Flexible work schedules;
- A smoke-free environment;
- Sexual harassment training and support programs;
- Recognition of employee work effort; and
- Promotion of a healthy work-life balance.

9.2 Gender Equality and Diversity

Workplace diversity refers to respecting all persons without bias towards the differences between and among people in the organization. Gender equality, specifically, is an aspect of workplace diversity that requires treating women and men equally in terms of employment opportunities, assessment, and rewards. It requires that management and staff ensure that sociocultural assumptions neither limit nor advantage either women or men. Diversity requires awareness, acceptance and respect. It is an understanding that each individual is unique, and that individual and social differences must be recognized but not considered as a basis for inequality in the workplace. These differences can include ethnicity, gender, sexual orientation, age, physical abilities, family status, religious beliefs, perspective, experience, or other factors.

Diversity is increasingly understood to be an asset to organizations and linked to better organizational performance. It is an integral part of how MCAs do business and imperative to its success. The MCA recognizes that staff members need to reflect its stakeholders and local communities. Building a diverse, inclusive and gender-balanced workforce will result in improved service and performance.

9.2.1 The MCA Approach to Diversity

The MCA recognizes the value of a diverse and skilled staff and is committed to creating and maintaining an inclusive and collaborative workplace culture that will provide sustainable high performance for the organization. MCA's are committed to leveraging the diverse backgrounds, experiences and perspectives of its people to provide excellent service to an equally diverse community.

This commitment to recognizing the importance of diversity extends to all areas including recruitment, talent development, skills enhancement, appointment to roles, Board appointments, retention of staff members, flexible work arrangements, forms of leave available to staff members, succession planning, and the MCA's policies and procedures.

This approach is underpinned by a comprehensive diversity strategy endorsed by the MCA Board of Directors, as well as a range of supporting policies. These policies are:

Code of Business Ethics & Standards of Conduct – The MCA prides itself on doing business according to the highest principles of integrity and ethics, national law, and the relevant policies and procedures of MCC as the donor agency. The Code is adopted primarily to assure that all MCA staff and agents are fully

aware of the MCA's policies regarding ethical business practices, standards of conduct, and avoidance of conflicts of interest and are therefore able to conduct themselves accordingly.

Work-related Harassment / Sexual Harassment Policy– The MCA is committed to eliminating all forms of discrimination, harassment, bullying and victimization of persons in the workplace. This policy is an important part of not only the MCC's requirements under international standards of workplace behavior, but also supports the MCA's commitment to maintain a workplace where all staff can work without fear of unacceptable workplace speech and conduct that is disrespectful, threatening, and/or physically or emotionally harmful. A number of forms of discrimination, harassment, bullying and victimization are also violations of national law.

Recruitment Practices and Procedures included in the MCA HR Manual – To achieve business objectives through commitment to a merit-based appointment process, it is essential that capable and diverse staff members are attracted, retained, and deployed in roles that maximize their contribution and potential.

Workplace Standards – The health and safety of staff, visitors, and contractors are essential to MCA's success. MCA's are committed to providing a healthy and safe place of work. MCA Workplace Standards provide for a safe, smoke free environment, and one that does not cause undue physical stress.

MCA workplace standards also mandate that each MCA analyze and provide for reasonable accommodation¹⁰ for nursing mothers within the MCA headquarters office space.

Flexible Working Arrangements – MCA's are committed to recruiting and retaining the best talent to help us achieve its vision. When applicable, flexible work arrangements can be considered in order to provide a way of recognizing and accommodating individual circumstances while balancing the MCA's business requirements.

Leave – The MCA understands that staff have changing needs during different life and career stages. A flexible approach to leave is available to staff to help them manage those changes. This may include maternity and paternity leave or leave without pay.

9.2.2 Supporting Diversity in the MCA

MCA has the highest level of commitment to diversity from Board to individual staff member. Each has a unique and valuable role to play in supporting MCA's commitment to diversity. The Board sets diversity objectives, regularly reviewing and discussing diversity outcomes.

In order to achieve these objectives all MCAs establish an MCA Diversity Team. The MCA Diversity Team is made up of a Director, the HR Manager and a staff nominee. It develops the MCA's approach to diversity, working closely with senior leaders and staff. They implement and manage MCA diversity programs and initiatives to support the diversity strategy and objectives. They provide thought leadership

¹⁰ At a minimum, reasonable accommodation would include a clean, private space of sufficient size that is not a bathroom and that has access to power outlets.

on workplace systems, processes, and measurements as well as practices in developing an inclusive and sustainable workplace culture.

9.2.3 Measurable Diversity Objectives

Each year the Diversity Team will assess achievement of the diversity objectives and make recommendations to the MCA CEO. The MCA's diversity objectives, endorsed by the Board, relate to:

- Adaptable work practices
- Diversity support
- Respect and inclusion

The MCA will disclose annually the measurable objectives for achieving gender diversity and any other aspects of diversity, set by the Board in accordance with this MCC Guidance and progress towards achieving them.

9.3 Confidential Information and Privacy Policies

9.3.1 Confidential Information Policy

The Millennium Challenge Account (MCA) encourages transparency with respect to implementation of the Compact. To avoid harm to MCA and the Compact program, however, certain privileged, proprietary, and sensitive information of MCA must nonetheless be treated as confidential and handled in a reasonable and appropriate manner to avoid public disclosure. The general purpose of the policy outlined in this document (the MCC "Confidential Information policy, which is Policy") incorporated in this MCC Guidance as Annex XI, is to protect the confidential information of MCA and to provide guidance to members of the Board of Directors, officers, staff and agents of MCA and members of the MCA Stakeholders Committee in the handling and treatment of confidential information.

The MCA will adapt this policy to the national context, as may be required to ensure compliance with national law. The Board of Directors of the MCA will adopt the Confidential Information Policy and ensure that such is instituted pursuant to its terms.

9.3.2 Privacy Policy

People expect to have some privacy at work, even if they are on MCA premises and using MCA equipment. At the same time, a certain amount of privacy may have to be compromised in the daily implementation of professional duties and/or to maintain contractual relationships between the organization and individual. MCA must maintain basic information about their staff members in areas such as pay and benefits, necessary to ensure that work is being done efficiently and safely. Fostering a workplace culture where privacy is valued and respected contributes to morale and mutual trust and promotes collegiality and productivity.

MCA can balance the ‘need to know’ with their staff members’ rights to privacy if they ensure that it collects, uses, and discloses personal information about their staff members for appropriate purposes only. Good privacy practice is not just about avoiding complaints, grievances, or lawsuits. It is about setting clear expectations around the balance between the need for information and the employee’s privacy rights. The release of certain data to individuals may be made upon written request with the approval of the CEO only

The MCA will adapt this policy to the national context, as may be required to ensure compliance with national law.

9.4 Staff Relations

To foster collaboration between management and staff the MCA management recognizes the right of MCA Staff to organize. Such an organization may take the form of a formally constituted Staff Association, as described in this policy. MCA will recognize such a Staff Association as its partner and counterpart for purposes of development and discussions of terms and conditions of service and other policies affecting general staff welfare and their general application.

In the absence of a Staff Association, MCA management will consult regularly with a representative, cross-functional council of staff, for the same purposes, and in the same manner.

9.4.1 Staff Association

The Staff Association or other representative staff body may have its own statute and other subsidiary bodies. Members of the Staff Association shall be all staff members of the MCA, but excluding consultants. Resources of the Staff Association may be derived primarily from annual voluntary contributions by staff members. Generally, a Staff Association may have an executive body such as a Staff Council. It may be composed of five to seven members of the Staff Association elected for a one-year term during a general assembly meeting and under regulations drawn up by the Staff Association. Should changes occur in the membership of the Staff Council, new nominations are made, and the CEO shall be notified of the revised composition of the Staff Council.

9.4.2 Functions of a Staff Council

- To promote and safeguard the rights, interests and welfare of MCA staff by bringing to the attention of the MCA management matters concerning staff welfare, and on conditions of service.
- To provide a channel of communication between the MCA management and staff for establishing panels and working groups, as may be required by the MCA management.
- To maintain a forum for discussion on matters of mutual concern, aiming to promote better understanding between the MCA management and staff.
- To co-operate with the MCA management on various administrative instructions, directives, and questions within the scope of the Staff Association’s statute.

9.4.3 Staff-Management Consultation

The CEO or his/her authorized representative (usually the HR Manager) shall engage in regular and frequent consultations with the Staff Council to ensure that appropriate measures are taken to resolve issues relating to the afore-mentioned matters and to improve the conditions of work and the general social wellbeing of MCA staff members.

9.4.4 Role in Selection of Ombudsperson and Panel Members

The Staff Association has a key role in selecting the Ombudsperson (see Annex XIV) and Panel members who deal with individual grievances and disciplinary cases. However, it has no role in such matters, except insofar as general issues of policy arise from individual matters

10. CONDUCT AND ETHICS

10.1 Harassment, Sexual Harassment¹¹, Abuse of Power and Retaliation

This section sets out guidance for all forms of harassment, abuse of power and retaliation. Its purpose is to provide every MCA staff member and contractor with protection and a positive work environment in which to perform to the best of their ability. Operational procedures are designed to ensure that the workplace culture is well-informed, safe, and supportive, that harassment complaints are impartially, fairly and thoroughly investigated, and that there are appropriate consequences for harassing behaviors.

Harassment, including sexual harassment, bullying, and abuse of power, is a form of misconduct, and, if reported and validated following an investigation, may lead from disciplinary actions ranging from the issuance of a letter of reprimand to termination. It is the policy of MCA that all MCA staff are responsible for ensuring that the workplace is free from sexual harassment, bullying and abuse of power. Because of MCA's strong disapproval of offensive or inappropriate sexual behavior at work, all MCA staff must avoid any action or conduct which could be viewed as sexual harassment. MCC has issued global guidance on sexual harassment "Guidance Note to MCAs on Sexual Harassment", which is incorporated fully in this policy and by reference, and should be consulted carefully. It is available at: <https://www.mcc.gov/resources/doc/guidance-note-to-mcas-on-sexual-harassment>. The provisions of this guidance note on sexual harassment are derived from international best practice.

10.1.1 Harassment

Harassment is any unwelcome verbal or physical behavior that interferes with work or creates an intimidating, hostile, or offensive work environment. Examples of harassment include:

- public or private tirades or bullying by a supervisor, subordinate, or peer;
- acute or repeated insults related to personal appearance or personal or professional competence;
- threatening or insulting oral or written comments;
- deliberate desecration of religious, racial, ethnic, or national symbols; and/or
- malicious and knowingly false complaints against others.

Harassment can consist of a single incident or repeated incidents. A single incident can be considered harassment if it is so severe that it has a negative impact on the individual or the work environment. Mildly offensive comments and behavior can rise to the level of harassment if they are repeated. Often harassment starts out subtly and escalates if the unwelcome behavior is not stopped. Harassment of any kind is unacceptable and constitutes misconduct.

¹¹ For additional information on addressing sexual harassment with MCA contractors see Annex XII. In the United States, sexual harassment is illegal under Title VII of the Civil Rights Act of 1964. Even in countries where legal prohibitions on sexual harassment in the workplace do not exist, these behaviors can be identified as a form of sex discrimination prohibited under IFC Performance Standard 2.

Impact, not intent, is a key factor. If conduct is reasonably perceived to be offensive or intimidating, whether it was intended to be so or not, it should be stopped.

10.1.2 Sexual Harassment

a. Understanding Sexual Harassment

Sexual harassment is a global problem that can have serious consequences in the workplace. Sexual harassment can be humiliating and may also cause health or safety problems for staff alleging sexual harassment and witnesses. The United Nations General Recommendation 19 to the Convention on the Elimination of all Forms of Discrimination against Women, Article 11. 3 defines sexual harassment as including “such unwelcomed sexually determined behavior as physical contact and advances, sexually colored remarks, showing pornography and making sexual demands, whether by words or actions.” It is also important to understand, particularly in the workplace and as noted below, that sexual harassment includes discrimination based on an individual’s perceived deviation from presumed appropriate gender roles, identity and behaviors.

b. Definition of Sexual Harassment¹²

Sexual harassment can be defined as: any unwelcome sexual advance, request for sexual favors, verbal or physical conduct or gesture of a sexual nature, or any other behavior of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation to another, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment.

A few specific examples of sexual harassment include:

- Unwanted pressure for sexual favors.
- Unwanted touching of a person’s clothing, hair, or body.
- Deliberate positioning to maintain close physical presence to a person’s body.
- Unwanted letters, telephone calls, or materials of a sexual nature.
- Unwanted and persistent pressure for dates.
- Unwanted sexual teasing, jokes, remarks, or questions.
- Turning work discussions to sexual topics.
- Unwanted or invasive questions about an individual’s personal life.

¹² Adapted from UN. Secretary General’s Bulletin. (2008) Prohibition of discrimination, harassment, including sexual harassment, and abuse of authority. <https://undocs.org/ST/SGB/2008/5>

- Questions about an individual's sexual life.
- Unwanted comments about a person's anatomy or appearance.
- Making sexual gestures with hands or through body movements.
- Discrimination based on an individual's perceived deviation from presumed appropriate gender roles, identity and behaviors; and/or.
- Leering, 'cat calls,' or touching one's anatomy.

MCC recognizes that sexual harassment can harm the integrity and performance of both people and organizations and their potential to achieve their objectives. MCAs are committed to supporting workplaces where all staff can work together with respect, accountability, and trust, and this includes preventing sexual harassment. The MCA should review any policies and procedures currently in place, develop new policies and procedures when they are absent, and ensure that its anti-sexual harassment policy is based on the principles listed below and described in detail in the "Guidance Note to MCAs on Sexual Harassment" available at: <https://www.mcc.gov/resources/doc/guidance-note-to-mcas-on-sexual-harassment>

c. Rights and Obligations of Staff When Potential Sexually Harassing Behavior Takes Place

Like harassment in general, for sexual harassment, impact, not intent, is a key factor. If conduct is reasonably perceived to be offensive or intimidating, whether it was intended to be so or not, it should be stopped.

In practice this means that a person on the receiving end of sexually harassing behavior has a right to contact his/her supervisor or MCA's Human Resources department to get information on various ways of resolving the problem. The supervisor or Human Resources department has the obligation to provide adequate information on his/her rights and on the MCA policy and procedure for addressing such conduct. MCA management must take the information/report seriously and pursue due process to address the allegations. The Human Resources department should provide advice to the staff alleging harassment to seek additional help available in-house or outside of MCAs.

d. Key Principles for Preventing and Addressing Sexual Harassment

The "Guidance Note to MCAs on Sexual Harassment sets out and discusses three key principles for preventing sexual harassment

1. Cultivate a Workplace Culture of Respect, Accountability, and Trust
2. Review, Develop and Institutionalize a Specific Policy on Sexual Harassment that is Based on International Best Practices

3. Provide Expert-Developed Training Early, (during on-boarding), and on a Periodic Basis to Ensure a Thorough Understanding of Sexual Harassment and its Consequences

Other principles described in the MCC Guidance Note to MCAs on Sexual Harassment provides clear guidance on preventing and addressing sexual harassment:

- Encourage staff alleging sexual harassment to report their claims by providing a safe and confidential environment and mechanism for them to do so.
- Maintain confidentiality for all participants throughout the review, investigation and determination of a complaint.
- Ensure impartial, timely and thorough review, investigation and determination of sexual harassment allegations.
- Take appropriate corrective action.
- Do not punish the alleged victim for good-faith reporting of sexual harassment.
- Hold MCA leadership and management accountable for workplace culture.
- Encourage staff to speak up and report harassing conduct if witnessed.
- Get help from experts, including some at MCC, in addressing sexual harassment and in ensuring that appropriate anti- sexual harassment measures are put into place

Sexual harassment is determined by behavior--both the staff alleging harassment and the alleged harasser¹³ can be either a woman or a man, and the victim and harasser can be of the same sex. Men who do not match standard gender norms can be victims of sexual harassment. Women may be perpetrators of sexual harassment.

The alleged harasser may be the supervisor of the staff alleging harassment, a supervisor in another area, a co-worker, or someone who is not an employee of the employer, such as a contractor.

Types of behaviors that are illegal within the partner country may be one aspect of sexual harassment, and the MCA will comply with relevant laws and policies. However, where international best practice and MCC guidance exceeds legal requirements for preventing and addressing sexual harassment, MCAs will ensure that MCC guidance is the standard. The principles above, and associated procedures for preventing and addressing sexual harassment in the workplace, and the development of a full, MCA anti-sexual harassment policy and procedures for preventing and addressing sexual harassment are contained in Annex XII.

¹³ Unless indicated otherwise, all references to “harasser” refer to a harasser that is a member of the MCA staff.

A critical component of preventing sexual harassment is to provide expert-developed training to all MCA hires. Because incidents of sexual harassment are often grounded in socio-cultural assumptions, the MCA workforce will be provided with written materials and training during on-boarding and on a periodic basis to ensure a thorough understanding of sexual harassment and its consequences.

e. Preventing Harassment: Everyone's Responsibility

Everyone in the MCA is responsible for creating and fostering a workplace culture of respect, accountability and trust. MCA management, the MCA CEO, will take the lead in embodying and promoting this workplace culture.

Likewise, MCA staff must be attentive to their behavior with colleagues, contractors, government officials, and other implementing partners. By taking an active role, all MCA personnel help to limit the damage harassment causes to workplace productivity, MCA's reputation, and individual "health and well-being".

Managers must communicate clearly in words and actions that harassment is unacceptable and will not be tolerated. Ensure that individuals who bring concerns forward do not suffer retaliation, that they are not shunned, disparaged, humiliated, or otherwise marginalized. Harassing behavior should never be excused or minimized. The MCA should provide support to any staff member who expresses concerns about harassment, including by outside parties.

Managers and supervisors have a personal responsibility to properly address any allegation of harassment, sexual harassment, abuse of power or retaliation. Failure to do so may result in disciplinary action.

f. MCA's Response to Sexual and Other Harassment

If a staff member or other person reports an allegation of sexual or other harassment and/or abuse of power or retaliation to a manager, the manager is required to promptly report the matter to Human Resources, which is responsible for ensuring that all such concerns are promptly and properly addressed. The manager should also tell the person that the manager herself/himself is required, as a manager, to also report the allegation to HR, and then the manager should do so promptly.

Any staff member who has a complaint of sexual or other harassment at work by anyone including supervisors, co-workers, or visitors, should first clearly inform the alleged harasser that his/her behavior is offensive or unwelcome and request that the behavior stop. If the behavior continues, the staff member should immediately bring the matter to the attention of his/her supervisor or a Human Resources Officer. If the immediate supervisor is involved in the harassing activity, the violation should be reported to that supervisor's immediate supervisor or Human Resources. All those who receive complaints are required to maintain confidentiality outside of the direct investigation.

Staff members may also choose to deal with any complaint through an internal grievance process. If the complaint alleges facts that constitute sexual harassment as defined in this policy, and given the sensitivity

of sexual harassment and the unequal power relationships involved, MCA will initiate a fact-finding process led by an impartial and expert third-party¹⁴, identified by the MCA.

If a supervisor or Human Resources officer knows of an incident of sexual harassment, they must take appropriate action immediately.

If the alleged harassment involves any type of threats or actual acts of physical harm to the staff alleging harassment, the alleged harasser must be suspended with pay. During such suspension, a fact-finding exercise will be conducted by a third party with impartiality and sufficient expertise. As noted, a third-party fact-finding is particularly important when the alleged harasser has a powerful or senior position or if the charges are particularly serious. If the findings support charges of sexual and/or other harassment, disciplinary action against the alleged harasser will take place and may include administrative leave without pay and termination. In cases where the alleged harassment would constitute a crime under national law, it should be reported to the authorities.

Management should take prompt and appropriate corrective action. Generally, the appropriate corrective action depends on a variety of factors including the severity and frequency of harassing conduct, the impact the staff alleging harassment, and the harasser's prior record.

In no instance should corrective action be influenced by management perspectives on the importance of the harasser's position in the organization. Also, in no instance should a person found to have engaged in sexual harassment resulting in a fine, reduction in grade or deferral of annual increment be rewarded with discretionary funds (e.g. one-time performance rewards and/or retention incentive payments). All personnel decisions should be based on the protection of the staff alleging harassment and other potential victims.

No action should be taken against any staff member or former staff member who reports in good faith information on perceived misconduct that subsequently proves unfounded. No action may be taken against staff or others as a reprisal for reporting allegations of misconduct or disclosing information to, or otherwise cooperating with a fact-finding. However, in the rare case where it is found that a report was made falsely and with malicious intent, the reporting party may be subject to disciplinary action.

If a staff member is dissatisfied with management's response to his/her complaint, he/she may contact the MCA Ombudsperson or invoke the formal grievance procedures set out in the MCA HR Manual.

g. Abuse of Power

Abuse of power can occur both with external stakeholders and internally among MCA staff, and the effects can be damaging to morale and to working relationships. Abuse of power can also be a factor in sexual harassment and will not be tolerated.

¹⁴ In this context, "third-party" refers to an entity or organization outside/independent of the MCA.

Abuse of power can take various forms. Examples include: bullying or harassing behavior; requesting staff to do personal favors or errands; pressuring a staff member to distort facts or break rules; interfering with the ability of a colleague to work effectively (for example, by impeding access to information or resources); using MCA letterhead to draw attention to a personal request; or dismissing community concerns on a project without due consideration.

h. Retaliation

Retaliation is a threat or act of retribution against a staff member who raises concerns, makes claims or assists in providing information about harassment, sexual harassment, abuse of power, or potential illegal acts or potential acts of fraud or corruption. Examples of retaliation may include - but are not limited to - threatening the non-renewal of a contract; an unsubstantiated negative performance rating; forced reassignment or demotion, publicly or privately speaking of the allegations (e.g. with the staff alleging harassment); continued harassment in any form; discriminatory treatment; or isolation. Retaliation of any kind is unacceptable and MCA will treat retaliation as seriously as the underlying concern or claim.

10.2 Grievance and Ombudsperson Policy and Procedures

In any workplace, complaints may arise due to misunderstandings, poor communication, perceived injustices, unanswered or incorrectly answered questions or problems that have been neglected. Good workplace relations are fostered, and the objectives of the organization achieved through effective communication.

At times, effective communication is not enough. MCA's grievance approach is based on the principle of accessibility and fairness and encourages staff to resolve conflicts informally. The informal (Ombudsperson) and formal (Grievance) procedures outlined below allow both sides of a disagreement to be fairly considered, and to permit disputes to be resolved in a timely and constructive manner. Each grievance is to be treated seriously and with an awareness that grievances must ultimately be solved.

10.2.1 Definitions

BURDEN OF PROOF: A staff member who files a formal grievance has the burden of proving, based on evidence, that s/he has been wronged. If the grievant fails to meet this burden, the finding shall be in the respondent's favor.

CONFIDENTIALITY: To the extent possible, strict confidentiality will be maintained by all parties regarding all matters related to a grievance, either informal or formal. However, the grievant and respondent's managers will be notified of the grievance. Members of the Grievance Hearing Panel will not discuss grievances outside of Panel meetings and will not engage in side conversations with anyone not part of the Panel. However, confidentiality (other than regarding the identity of the grievant) need not be maintained if the grievance is found to be false and, in particular, if dissemination is necessary to protect the reputation of those falsely accused. Making public the fact that the grievance has been deemed false or unproven is not retaliation against the grievant. Protection of confidentiality also does not preclude disclosure of information necessary to redress actions that led to a grievance.

FORMAL GRIEVANCE PROCEDURES: The formal procedures are described in Annex XIII.

GRIEVANCE: A grievance is a complaint by an individual based on specific facts that there has been a misinterpretation, misunderstanding, miscommunication, misapplication or discriminatory application of a policy, or a perceived injustice. A grievance can arise from a range of issues including:

- An administrative decision on a personal benefit, term or condition of employment
- A performance assessment
- Working relations and environment
- Equal opportunities and discrimination
- Bullying and harassment
- Individual impact of organizational change
- Health and safety

A grievance cannot be filed against a decision on a recruitment level or job grade.

GRIEVANCE COORDINATOR: The grievance coordinator is the designated Human Resources staff member to whom a grievance must be submitted. The coordinator is responsible for the prompt and fair resolution of a grievance, for maintaining grievance files, including minutes from any meetings related to a grievance, and any reports from Grievance Hearing Panels.

GRIEVANT: The grievant is the staff member who lodges a grievance.

HEARING PANEL: The Hearing Panel is described in Section 10.2.4 below.

INFORMAL GRIEVANCE PROCEDURES: Informal procedures are described in the Terms of Reference of the Ombudsperson(s) in Annex XIV.

MANAGER: The person to whom the supervisor reports.

OMBUDSPERSON: The Ombudsperson system is an informal grievance procedure. The Ombudsperson may consider conflicts of any nature arising from employment with MCA. Individuals can contact the Ombudsperson at any stage for help on any work-related problem where a perspective outside of formal channels would be helpful. The objective of this informal grievance procedure is one of conciliation by seeking mutually acceptable solutions through informal means. The role of the Ombudsperson is to assist

the parties in seeking a satisfactory resolution of the issues and not to determine who is ‘right’ or ‘wrong.’ To that end, the Ombudsperson will remain neutral throughout.¹⁵

RESPONDENT: The respondent is the staff member against whom a grievance is lodged.

STAFF MEMBERS: All persons who have signed an employment contract with the MCA.

SUPERVISOR: The person to whom the staff member or grievant directly reports.

10.2.2 Applicability

All MCA’s staff members are subject to the Grievance mechanism to the extent permissible under national labor laws. All MCA staff and managers are responsible for compliance with the Grievance mechanism.

The MCA may also receive grievances from external parties reporting cases of harassment, corruption, or other issues that may arise in relation to the Compact. External grievances will be managed similarly to those received internally.

The Grievance mechanisms do not apply in cases of misconduct such as allegations or concerns of potential fraud or corruption, breach of contract, poor performance, excessive absenteeism, illegal activity, violation of MCA policies, rules and regulations, and other related cases.

A right to raise a grievance ceases on completion of, or resignation from service with MCA, unless the grievance was filed prior to termination of employment with MCA.

10.2.3 Principles

The Grievance mechanism aims to resolve complaints or disputes which cannot be resolved through the normal process of reasoned discussion. They describe how a staff member can raise a grievance, proceed, and have it settled with the expectation that every effort will be made to achieve a mutually satisfactory outcome. Individuals attempting to resolve disputes should seek appropriate assistance from their supervisor, the Ombudsperson, the Grievance Coordinator, or any other person of choice by the parties involved. The Grievance mechanism is designed to ensure that:

- All staff are treated fairly and reasonably
- All cases are treated uniformly by MCA management
- All individuals and circumstances are dealt with sensitively
- Objectivity is maintained at all times
- Confidentiality is maintained at all times.

¹⁵ See: Ombudsperson Terms of Reference, Annex XIV.

A grievance is to be presented to the appropriate individual within the timeline as indicated at each step in this Grievance mechanism. A grievance submitted under the formal procedures must be in writing and must contain the information prescribed or the grievance will not be considered. The formal procedures will be activated only after an effort has been made to resolve an issue through informal procedures and when discussions between the parties to the disagreement have been exhausted and issues left unresolved.

Except in cases of alleged conduct which, if true, would constitute a basis for disciplinary proceedings or criminal charges, MCA staff must attempt to settle a grievance using informal procedures, which should occur in good faith, before a formal grievance is filed. MCA staff at all levels have a fundamental responsibility to resolve internal disputes by taking appropriate, prompt, and fair action.

MCA retains the right to make a final decision in any matters pertaining to disciplinary action or contract termination of individuals, subject to any necessary procedural requirements that must be followed under national labor laws, as applicable. MCA reserves the right to restrict use of the Grievance Policy in any circumstance where it appears the Grievance Policy is being used to harass staff.

Nothing in the MCA Grievance mechanism or procedures precludes MCA management from instituting a fact-finding mission, commencing disciplinary proceedings or reporting allegations to appropriate national authorities, should it come to believe that a serious violation of its standards or policies, or national law, has occurred.

A decision of the Grievance Hearing Panel is final, subject to review by the CEO, and the grievance will be considered settled on the basis of its decision and will not be subject to further appeal or consideration. During the processing of a grievance, a staff member is on duty as usual. Suspension from duties may be considered at the sole discretion of the CEO.

If any grievance step must be scheduled outside regular working hours or continues beyond regular working hours, the additional time will not be considered in computing overtime, and compensatory time off in lieu of overtime will not be granted.

Records of a formal grievance procedure must be kept, detailing the nature of the grievance raised, the response to the grievance, actions taken, and the reason for such action. These records will be kept in accordance with the MCA Privacy Policy which requires the confidentiality of personal information. Annually the MCA will report on grievances to MCC on a summary basis, including number of grievances filed, type of grievance, and their outcome. This will promote MCA consistency and accountability and help MCC identify trends or issues. The release of certain data to individuals may be made upon written request with the approval of the CEO only.

Before pursuing a grievance, advice may be sought from the Ombudsperson or Grievance Coordinator on any aspect of the Grievance Policy. They will be available to discuss alternative solutions where it is felt that the complaint can be resolved in a more effective manner.

The grievant may withdraw an informal grievance at will. The grievant may submit a written request to withdraw a formal grievance at any time, and the CEO will review the request and decide whether or not

to approve it. A request to withdraw shall be approved if both parties to the action agree to terminate the proceedings. If the withdrawal request is approved, the Grievance Coordinator will notify the primary parties involved, the file will be closed and kept with the Grievance Coordinator for future reference if necessary. If the withdrawal request is denied, the grievance will continue to be processed up till a conclusion according to the Grievance Policy.

There will be no reprisals for using the Grievance procedures or for attempting to resolve a grievance or a potential grievance. It is a violation of this policy to file an unfounded grievance for malicious purposes. The report of the Hearing Panel will indicate whether there was a reasonable basis for the allegations. If the panel determines that the grievance was based on unfounded allegation(s) or that the testimony of any person was motivated by malice, that finding will be communicated to the CEO. In those instances, the Grievance Coordinator will inform the persons involved of such a finding, after consultation with senior management. Such findings may result in disciplinary action against the grievant. The Panel will consider and propose to the CEO the disciplinary action deemed appropriate based on the seriousness of the offence.

10.2.4 Grievance Hearing Panel

The Grievance Hearing Panel is composed of the following:

- Immediate supervisor or manager of the grievant;
- Immediate supervisor or manager of the respondent;
- Three members of the standing MCA Hearing Panel described in section 10.3.5.;
- No person who may be called as a witness by the Panel, or who has an interest in the matter, may serve as a Panel member.
- Parties involved in the grievance cannot serve on the Hearing Panel.

The list of panel members will be approved by the CEO. The Chairperson will be selected by the Panel. In each panel, there will be five (5) persons in total.

In the event that any named members cannot serve, the other members of the panel will propose to the CEO for consideration and approval other persons whom they consider appropriate and who have worked with grievant and respondent(s).

The CEO reserves the right to change a panel member if the CEO finds that any panel member is not suitable for their role. However, the change will be discussed and agreed with the other panel members.

Human Resources will be responsible for minutes of meetings of all Grievance Hearing Panels. Matters discussed, actions taken, and decisions made shall be recorded.

Roles and responsibilities of the Grievance Hearing Panel are to review the documentation related to the Grievance, and hear testimony from the grievant, respondent, and witnesses presented by both parties. Based on the evidence presented, the Grievance Hearing Panel will reach a determination with respect to the issues presented. The Grievance Hearing Panel's determination will be reached by consensus or by majority vote where a consensus cannot be reached. The grievant, respondents, witnesses, Grievance Coordinator, and CEO will be informed of the decision.

10.2.5 Grievance Procedures

Grievance procedures are set out in Annex XIII.

10.3 Disciplinary Standards

10.3.1 Standards of Conduct Expected from MCA Staff Members

Staff members must at all times uphold MCA values and standards of conduct. They shall uphold the highest standards of efficiency, competence, and integrity. The concept of integrity includes all aspects of behavior of a staff member, including such qualities as honesty, truthfulness, impartiality and incorruptibility. Integrity is the most important among the core values of the organization, together with professionalism and respect for diversity.

Staff members must abide by the Code of Business Ethics and Standards of Conduct of the MCA. Every staff member will acknowledge receipt of a copy of the Code upon entry upon duty, and annually, and the organization will provide regular orientation and other learning opportunities on ethics. The Code will be readily accessible on the MCA website. Whether or not a staff member has been given a hard copy of the Code or had training in its contents, they will be held responsible for understanding its contents and adapting their conduct to its standards. Staff members must also comply with MCC's *Policy on Preventing, Detecting and Remediating Fraud and Corruption in MCC Operations* ("MCC's AFC Policy"), which is available on MCC's website (www.mcc.gov).

10.3.2 Management Standards

In addition to complying with the above standards of conduct, managers shall:

- Create and maintain a harmonious working environment, free of intimidation, hostility, offence and of any form of harassment or sexual harassment, abuse of authority, and seek the informal resolution of interpersonal conflicts in the workplace, as appropriate;
- Communicate to all staff the principles as described in the MCA Human Resources Manual protecting the rights of staff members, such as the Code of Business Ethics and Standards of Conduct; Diversity, Grievances, Harassment / Sexual Harassment Policy; Ombudsperson Terms of Reference; Privacy and Confidentiality; and Workplace Standards, as well as the present Disciplinary Procedures;

- Ensure that managers themselves do not engage in any wrongdoing and do not create an intimidating, belittling, harassing work environment or demonstrate partiality, unfairness or favoritism;
- Report allegations of wrongdoing to the HR Manager as soon as they are aware of such allegations;
- Ensure that all discussions, communications and actions are handled with extreme sensitivity and utmost confidentiality; and
- Ensure that no staff member is retaliated against.

As the MCA is committed to providing a harmonious working environment free of harassment, intimidation and favoritism, managers are expected to exhibit exemplary behavior in their supervision of others. While issues of management style may not constitute misconduct warranting disciplinary action, it is the responsibility of supervisors overseeing those managers found to be deficient in their treatment or supervision of people, to take appropriate action. In particular, supervisors should:

- Take measures to coach or train managers in appropriate people management skills;
- Reflect management issues in every annual performance appraisal of a supervisor or manager;
- As appropriate, issue letters of reprimand or take other non-disciplinary measures;
- Take other action as appropriate.

Supervisors will be held accountable for their failure to take appropriate action towards those managers whose management of others is found to be unsatisfactory.

10.3.3 Misconduct

Misconduct is the failure by a staff member to comply with his or her obligations or to observe the standards of conduct expected of an MCA staff member under the Code of Conduct or other relevant policies. Such a failure could be deliberate (an intentional or willful act), or result from an extreme or aggravated failure to exercise the standard of care that a reasonable person would have exercised with respect to a reasonably foreseeable risk (gross negligence) or from a complete disregard of a risk which is likely to cause harm (recklessness). Misconduct may include, but is not limited to, the following categories whether willful, reckless, or grossly negligent:

- Acts or omissions in conflict with the general obligations of staff members set forth in MCA policies as applicable; failure to comply with the standards of conduct set out in the Code of Conduct;
- Unlawful acts (e.g. theft, fraud, smuggling, possession or sale of illegal substances or objects, etc.) or violations of MCC's AFC Policy wherever they occur, and whether or not the staff member was officially on duty at the time;

- Assault, workplace harassment, including sexual harassment, or threats to other staff members or third parties;
- Abuse of power or retaliation;
- Misrepresentation, forgery, or false certification, such as, but not limited to, in connection with any official claim or benefit, including failure to disclose a fact material to that claim or benefit;
- Misuse or mishandling of official property, assets, equipment or files, including electronic files or data;
- Action or omission to avoid or deviate from financial rules and procedures, including inappropriate use of authorizing, approving, committing or verifying authority;
- Mishandling of contract obligations and relations with third parties leading to the loss of property or assets, or generating liabilities for the organization;
- Failure to disclose an interest or relationship with a third party who might benefit from a decision in which the staff member takes part;
- Favoritism in the award of a contract to a third party;
- Breach of fiduciary obligations vis-à-vis the organization;
- Misuse of official position, abuse of authority; breach of confidentiality;
- Exaction or acceptance of funds from a colleague or a third party in return for a favor or benefit;
- Failure to disclose promptly the receipt of gifts, remuneration or other benefits received from an external source by the staff member in connection with his or her official duties;
- Retaliatory action against a complainant or a fact-finding participant;
- Making false accusations and disseminating false rumors;
- Direct or indirect use of, or attempt to use authority or influence of the staff member's position for the purpose of obstructing an individual from reporting allegations of wrongdoing, or cooperating with an audit or fact-finding;
- Abetting, concealing or conspiring in any of the above actions, including any act or omission bringing the organization into disrepute.

Unsatisfactory work performance, when it does not come to the level of gross negligence or recklessness, does not constitute misconduct, and thus does not fall within the scope of the present document. Performance-related issues are to be addressed through the performance appraisal system.

10.3.4 Reporting Allegations of Wrongdoing

In the case of suspected fraud or corruption, and any allegations made of fraud or corruption, MCA staff must report either:

a. to the MCC Anti-Fraud and Corruption (AFC) Team), which, with the Office of the Inspector General (OIG), will decide on the sharing of information with MCC staff, MCA staff, and/or local authorities, or

b. directly to the OIG website <https://oig.usaid.gov/content/mcc-hotline-report-fraud-or-corruption>

Staff members may report allegations of other wrongdoing to the HR Manager, or to their immediate supervisor or other appropriate supervisor within the operating unit. The staff member's supervisor shall report the matter to the HR Manager. In the event that a staff member reports wrongdoing, he or she may do so anonymously by sending an e-mail to the HR Manager.

Anonymous reporting is encouraged in the event that the staff member fears retribution or retaliation after reporting allegations of wrongdoing, or cooperating with an audit or fact-finding, or the allegations of wrongdoing relate to workplace harassment and abuse of authority. All anonymous allegations made to Human Resources will be treated with the utmost confidentiality.

In the event that the staff member believes that there is a conflict of interest on the part of the person to whom the allegations of wrongdoing are to be reported, he or she may report the allegations to the next higher level of authority.

Except when an allegation is made anonymously, the individual reporting the allegations will receive an acknowledgement from the office to which the allegations were reported.

10.3.5 Panel for Fact-Finding, Grievances, and Disciplinary Hearings and Appeals

The CEO shall annually constitute a Hearing Panel of staff to provide members to constitute Grievance Hearing Panels, to act as finders of facts in formal grievances and disciplinary cases, and to provide Panels for grievances, and Panels for disciplinary hearings and appeals. The MCA Hearing Panel is composed of up to seven (7) staff. Each year the Staff Association and management, through the HR Manager, shall jointly develop a slate of nominees from which the CEO shall select seven (7) members. The CEO shall appoint one member as the Hearing Panel Chair. The CEO shall be guided in selection by criteria of integrity, judgment, and balanced composition, specifically assuring that the Panel is diverse in grade, job function, ethnicity, and gender, and maintains a continuity of membership of at least one third (1/3) from year to year.

The Panel shall undertake the following functions, as called upon by the CEO:

- It shall provide individual members to conduct fact finding processes in disciplinary cases,
- It shall provide three members to the five-member Panels formed to hear grievances, and
- It shall provide Panels for hearings and appeals in disciplinary cases.

To avoid perceived or actual conflicts of interest, no Panel member who has dealt with a case or any related matter as a Grievance Panel member, a fact-finder, a Hearing panelist or an Appeal panelist, may hear the matter of a related grievance or disciplinary case in any other capacity.

10.4 Procedures for Disciplinary Fact-Finding, Hearings and Appeals

Disciplinary procedures are set out in Annex XV.

11. TRAINING AND DEVELOPMENT

Employees require some level of training, whether because they are new to an organization or because of organizational features. In many organizations onboarding or introductory training is compulsory and further learning and training may vary according to organizational needs. Annex VII (C) describes an Onboarding and Orientation Plan Program that all MCAs will adapt and apply.

The value of MCA employment is very much aligned with the model above. However, due to the particular characteristics of the MCAs where relative short-span employment and need for expediency in executing its objectives call for focused short-term and job position related training, rather than career-based, broad learning and development plans.

Training and development opportunities available to MCA staff are limited to training required to meet the compact objectives rather than general training primarily intended for career development purposes. This approach will mean that each MCA's training and development plans must focus on training needed to understand and be able to implement MCC-MCA internal procedures and practices and training necessary to ensure the capacity to fulfill the compact objectives. Training sessions directly related to the objectives of the compact and directly related to the employee's job function may be allowable as compact-related costs for a reasonable number of MCA staff attendees; for such training sessions to be covered by compact funding, MCAs must obtain MCC's prior written approval.

The process of planning and approval of training in this context may call for the development of a periodic MCA Training Plan in consultation with MCC. The development of a periodic MCA Training Plan allows MCA management to strategically identify training needs and solutions in advance, and allows MCC to advise on the availability of existing training resources and determine as part of MCC's No Objection whether the overall training plan is reasonable as defined by the *MCC Cost Principles for Government Affiliates*.

12. ANNEX I: CODE OF BUSINESS ETHICS AND STANDARDS OF CONDUCT

12.1 Principles and Purposes

The Code of Business Ethics and Standards of Conduct (the “Code”) in this MCC Guidance is adopted to primarily ensure that all MCA staff members are fully aware of the MCA’s expectations and policies regarding ethical business practices and standards of conduct and are therefore able to conduct themselves accordingly. Such a Code cannot address each of the numerous ethical and legal issues encountered in everyday situations. Rather, the present Code is intended to serve as both fundamental administrative rules and guiding principles, and to reinforce that the MCA is committed to conform itself with the spirit and letter of all relevant laws, regulations and policies, to support and respect fundamental human rights and to ensure that it operates and conducts its administration according to the highest ethical standards.

This Code incorporates into the MCA Human Resource Manual and the Code MCC’s MCA Conflicts of Interest (COI) Policy Package and MCC’s Policy on Preventing, Detecting, and Remediating Fraud and Corruption in MCC Operations, or “MCC’s AFC Policy”. Each Policy applies independently and as part of the Code to the conduct of the MCA as provided in each Policy. MCC’s AFC policy can be found at <https://www.mcc.gov/resources/doc/policy-fraud-and-corruption>. The MCA Conflicts of Interest (COI) Policy Package is included as Annex XVI. Each MCA shall finalize and adopt each Policy through its board of directors, each staff member shall be trained as to each Policy, and each staff, as part of his or her onboarding, shall acknowledge in writing receipt of and an understanding of each Policy. In the case of any inconsistency between either of those Policies and this Code, the relevant policy will control. The definitions in both of these Policies apply in this Code.

All staff and agents of the MCA are required to provide annually to the MCA’s Compliance Officer (or individual designated with the responsibilities of this position) a statement in writing pursuant to this Code stating that they have read and understand the Code, that their behavior is in accordance with the Code, and that they do not know of any violations of the Code except as specifically noted in their statement. Violations of the Code shall not be tolerated and may result in immediate disciplinary action, including termination of employment.

The MCA’s Compliance Officer is responsible for:

- Monitoring and ensuring the proper implementation of the Code;
- Receiving notice, allegations, and suspected violations of this Code; and
- Overseeing the intake and response to questions from staff or agents regarding interpretation or the applicability of this Code.

The present Code is applicable to every board member, manager, staff member, agent and representative of the MCA (together, “MCA Representatives”). The MCA will post a copy of this Code on its website, and will endeavor to ensure that those persons or parties with whom the MCA works or interacts are aware of this Code, and do not cause a violation of this Code.

12.2 Standards of Conduct

12.2.1 Proper Behavior

MCA Representatives are expected to act in accordance with the present Code in their internal and external work and business dealings, to avoid improprieties and circumstances that conflict with the MCA's policies, particularly those related to the present Code, and to conduct themselves at all times according to the highest standards of efficiency, competence and integrity. MCA Representatives should strive to avoid even the appearance of impropriety in the discharge of their duties.

12.2.2 Anti-Fraud and Corruption

MCC's AFC Policy applies to all MCA Representatives, as well as all individuals and entities acting on the MCA's behalf. In accordance with MCC's AFC Policy, the MCA prohibits staff or anyone acting on its behalf from offering, giving, soliciting, accepting or receiving a bribe, as well as the other fraudulent or corrupt practices provided as examples below. MCA Representatives and implementing entities must comply with all national and local anti-bribery and anti-corruption laws – for instance, national laws which forbid making, offering or promising any payment or anything of value (directly or indirectly) to a government official when the payment is intended to influence an official act or decision to award or retain business.

12.2.3 Zero Tolerance Policy

The MCA has zero tolerance for corruption or other illegal or unethical conduct on the part of any MCA Representative or vendors. Compliance with all applicable laws, as well as with MCA policies and procedures (including the Code, MCA's COI Policy, and MCC's AFC Policy), is required even if such compliance is inconsistent with local practice. Any MCA Representative found to violate any aspect of the Code becomes immediately subject to disciplinary action including termination of employment or termination of contract.

12.2.4 Duty to Report

In accordance with MCC's AFC Policy, every MCA Representative is required to promptly report suspected fraud or corruption, and any allegations made of fraud or corruption that they receive, either:

- a. to the MCC Anti-Fraud and Corruption (AFC) Team (Hotline@mcc.gov), which, with the Office of the Inspector General (OIG), will decide on the sharing of information with MCC staff, MCA staff, and/or local authorities, or
- b. directly to the OIG website (<https://oig.usaid.gov/content/mcc-hotline-report-fraud-or-corruption>)

Neither the MCA nor any of its staff or agents shall take any retaliatory action against a staff member or agent for the reporting of illegal misconduct, ethical violations or breaches of this Code to the MCA's Compliance Office or CEO, MCC or the OIG.

12.2.5 Prohibition Against Payments, Gifts, Or Entertainment to Public Officials

MCA Representatives are prohibited from **offering** or **giving**, directly or indirectly, money, gifts, benefits, gratuities, or entertainment to:

- Any current official or employee of any governmental or intergovernmental body (including the national and local Governments, the United States Government and other bilateral, multilateral or international organizations) with which the MCA does business, has done business or seeks to do business, or to any member of the immediate family of, or individuals or entities associated with, such an official or employee; or
- Any current official or employee of any Governmental body (including the United States and other bilateral, multilateral or international organizations), candidate for public office, political party or party official in order to gain a business advantage.

12.2.6 Offers of Gifts and Entertainment

MCA Representatives are prohibited from soliciting or accepting money, gifts of merchandise, personal services, gratuities, entertainment or other benefits from prospective or existing contractors, suppliers, subcontractors, consultants, agents or other persons with whom the MCA does business or has done business above a “de minimus” amount or equivalent of 20 US Dollars (“USD”) on a single occasion, with a maximum cumulative amount of no more than 50 USD in any twelve-month period. Gifts received must be reported to the MCA Compliance Officer. Any gifts received which are unacceptable under this Code must be returned.

As noted above, MCA Representatives are expected to conduct themselves at all times according to the highest standards of efficiency, competence and integrity. Each MCA Representative’s actions should promote the public’s trust that this responsibility is being met. For this reason, employees should consider declining otherwise permissible gifts if they believe that a reasonable person with knowledge of the relevant facts would question the employee’s integrity or impartiality as a result of accepting the gift.

12.2.7 No Kickbacks or Rebates

MCA Representatives are prohibited from, either directly or indirectly, soliciting or accepting personal rebates, kickbacks or any form of ‘under-the-table’ payment. This not only includes cash payments, but any other service or thing of value.

12.2.8 Company Books and Records

No false or misleading entries may be made in any MCA books, records, or reports for any reason whatsoever. No unrecorded funds or books shall be established or maintained for any purpose. All transactions shall properly be recorded on the books and records of the MCA and its associated entities. Payments shall not be made for purposes other than what is described by the records supporting the payment.

12.3 Outside Activities

12.3.1 Personal Conduct

MCA Representatives must at all times conduct themselves in their activities in a manner which does not adversely affect their job performance or negatively reflect on the MCA.

12.3.2 Employer-Employee Link of Trust and Outside Employment

Staff members are not allowed to take outside employment during the term of the Compact. In addition, MCA staff may not negotiate for future employment with, any entity engaged in similar work as that of the MCA at any time during the period of their employment with the MCA or be employed by, or seek employment with, any company or other entity which has, or seeks, a business relationship with the MCA. MCA staff members shall cease any outside employment to which the MCA reasonably objects.

12.3.3 Memberships

MCA strives to be a good civic neighbor. The MCA supports staff involvement in community activities and professional organizations. Pursued in a responsible manner, these interests may be beneficial to the staff member, the MCA and the community. However, MCA Representatives must remain in compliance with the MCA COI Policy. Before becoming involved in such activities the staff member must evaluate carefully whether these activities may create, or appear to create, a conflict of interest and if it does he or she should abstain, and must consult with the MCA chief legal advisor if there are any potential concerns.

12.3.4 Political Contributions and Activities

MCA staff and implementing entities may participate in political activities but only strictly within their individual capacities, and not while engaged or perceived to be acting on behalf of, or on the premises of, the MCA. MCA Representatives are not permitted to make any political contributions in the name of, or on behalf of, the MCA, are prohibited from using MCA funds, facilities, or assets for political activities, and may not seek to induce other MCA Representatives to participate in political activities or make any political contribution. MCA Representatives may not, either directly or indirectly, use their participation in political activities or their making of political contributions as a means to influence the award of any governmental contract or to obtain any benefit on such a contract.

12.4 Conflicts of Interest

MCA staff members and agents must comply with the MCA COI Policy at all times.

12.5 Improper Acts

Any act by any MCA Representatives contrary to the policies of the MCA, particularly those embodied in the present Code, may be cause for disciplinary action, up to and including summarily termination without notice. Violations which could constitute cause for immediate termination without notice include, but are not limited to:

- Theft, offering or taking bribes, fraud and corruption, fraudulent practices, fraudulent record keeping, embezzlement, forgery, or any other criminal, unethical, or dishonest conduct;
- Any coercive, collusive, or corrupt practice, any obstructive practice or any other prohibited practice;
- Harassment, sexual harassment, abuse of authority or retaliation;
- Reporting to work impaired by alcohol or drugs;
- Releasing confidential information without authorization;
- Insubordination;
- Knowingly providing false or falsified information on any MCA document (including an MCA employment application);
- Misconduct on or off the job that materially and adversely affects the MCA;
- Any material violation or repeated violations of the present Code.

12.5.1 Exceptions

While some MCA policies must be strictly adhered to without any exceptions, in other cases, exceptions may be possible. For example, a potential conflict of interest situation can sometimes be resolved simply by disclosure of the possible conflict to all interested parties. There may also be situations where a business unit believes that the circumstances are such that the strict application of the MCA's policies does not make sense and prohibit an important opportunity that is otherwise legal and allowable. Any staff member who believes that an exception to any policy is warranted should make a written request to the MCA's chief legal advisor. The chief legal advisor shall review and research the issue. If the chief legal advisor believes that the requested activity should be allowed, the CEO shall be notified and the CEO shall determine in writing if the request is approved. Depending on the subject matter, this request may also require a no-objection from MCC.

12.6 Acknowledgement of Receipt and of Understanding

Every MCA Representative must acknowledge receipt of the present Code and his or her understanding of its contents, on an annual basis by providing a signed statement in writing. The statement is provided below.

ACKNOWLEDGEMENT OF RECEIPT AND OF UNDERSTANDING

I, _____ [insert name in capital letters], acknowledge that I have received a copy of the MCA's Code of Business Ethics and Standards of Conduct.

I acknowledge having read this Code, that I understand its terms and contents, and that I am bound by the provisions therein.

Signature: Date:

13. ANNEX II: JOB EVALUATION STANDARD – GENERIC AND SPECIFIC FOR MCA JOB FAMILIES

GENERIC

	Band A – Base		Band B - Transactional Support		Band C - Process Management	
Purpose	Provide Mechanical Support Deliver services requiring the operation of mechanical equipment.	Provide General Support Execute repetitive sequential activities required in the provision of general office support focused on information services and/or file maintenance.	Process Basic Transactions Execute sequential transactions requiring basic understanding of subject-specific rules and procedures.	Execute Intricate Transaction Execute multi-step transactions requiring refined understanding of subject applied in a specialized area of service.	Ensure Process Integrity Ensure consistent quality across a range of deliverables encompassing multiple processes; Execute intricate multi-step processes with difficult issues related to context and/or scope.	Manage Integrated Processes Oversees and integrates related transaction services in an effective service platform.
Engagement	Aware Respond to project schedules and situation-specific elements that may affect service delivery.	Exchange Access and communicate basic information to stakeholders in a timely and consistent manner.	Inform Provide complete information and explain process delivery requirements to stakeholders.	Inform Provide information and explain process transaction requirements to clients; Resolve issues of data clarity within non-standard and/or potentially contentious situations.	Advise Identify issues and other operational factors which impact consistent delivery of transactions; Advise on possible remedial approaches to sustain and advance quality.	Align Identify issues impacting consistent service delivery, recommend remedial solutions; Anticipates client requirements and ensures alignment of services to meet client needs.

Delivery	Consistent Repetition	Present	Organize Basic Information	Prioritize and Select	Sustaining Standards	Sustaining Service
	Replicate activities with high degree of consistency mindful of context, situation, and risk.	Maintain a reliable presence and attention ensuring readiness and availability to deliver service.	Organize and filter information consistent with subject and delivery standards to ensure accuracy and applicability.	Identify priorities and sequence work to achieve consistent and timely delivery; Assess transaction delivery demands and address non-standard delivery requirements.	Deliverables reflect consistent quality which sustain the value of products/services and the standards of the organization.	Deliverables are the consistent provision of quality service sustained through different operational and environmental conditions/demands.

	Band D - Core Capacity	
Purpose	<p>Analyse</p> <p>Apply conceptual models/policy frameworks to the development/assessment of new project, policies or services.</p>	<p>Adapt</p> <p>Adapts programs/policies to deliver a portfolio of projects/services;</p> <p>Captures specific features/aspects of the client needs or operational environment to ensure optimal project design/delivery.</p>
Engagement	<p>Collaborate</p> <p>Provide substantive input to program development and assessment of program quality;</p> <p>Interact with stakeholders/partners to facilitate assessment of needs and the provision of services which meet expectations.</p>	<p>Persuade</p> <p>Secure collaboration/ agreement from colleagues/stakeholders reflecting empathy of perspectives and identifying recognition of mutual/complimentary interests.</p>
Delivery	<p>Manage the Project Cycle</p> <p>Analytical work is effectively organized and delivered within established procedures and resources; well-integrated with the related work of colleagues and within the anticipated expectations of stakeholders.</p>	<p>Adapt the Project Cycle</p> <p>Organize work outputs to support optimal delivery through adapting procedures</p> <p>Financial management and administration needs of program</p> <p>Anticipate/plan for operational dimensions including unique resource requirements that may affect quality project/service delivery.</p>

	Band E - Functional Management / Expert	Band F - Leadership
Purpose	<p>Innovate</p> <p>Originate new policies or programs in a specific subject area;</p> <p>Expand materially the range of services or programs delivered;</p> <p>Develop and lead country office strategy in the functional area;</p> <p>Overall management guidance for field office function.</p>	<p>Integrate / Transform</p> <p>Integrate diverse specializations and functional areas into a coherent country program;</p> <p>Motivate a team to excel in individual specializations while ensuring coherence;</p> <p>Authoritative advice combines operational and political perspectives and projects organizational strategy;</p> <p>Recognized subject matter mastery models organizational reputation for thought leadership.</p>
Engagement	<p>Advocate</p> <p>Convince stakeholders and collaborators to adopt a position, policy or approach which is potentially controversial or contentious.</p> <p>Advise on future program development in country</p> <p>Collaboration with Chiefs of Parties</p> <p>Represent MCA to government officials, national partners</p>	<p>Empower / Compel</p> <p>Nurture collaboration between diverse professions creating a dynamic environment;</p> <p>Resolves conflicts, makes difficult people choices and optimizes individual and team abilities;</p> <p>Extend reach of program and organization through new partnerships;</p> <p>Showcase strategy/program value into concise practical messages that influence decision makers.</p>
Delivery	<p>Define Project Cycle</p> <p>Identifying steps in project development/execution;</p> <p>Planning resources and timeframes with anticipation of substantive, environmental and political dimension to project management;</p> <p>Aligning project development/delivery with corporate policies and client needs/expectations.</p>	<p>Define Program/Business Line Cycle</p> <p>Sets strategic goals and effectively manages program delivery, accepting responsibility for outcomes.</p> <p>Identifies new business line, develops team capacity to deliver and promotes business development.</p>

ADMINISTRATION

	Band A - Base		Band B - Transactional Support		Band C - Process Management	
	General Support Assistant		Administrative Assistant		Office Manager	
Purpose	Provide Mechanical Support	Provide General Support	Process Basic Transactions	Execute Intricate Transaction	Ensure Process Integrity	Manage Integrated Processes
	Drive light vehicles in support of office and field activities.	Organize and store files and/or materials in support of office activities.	Execute administrative transactions of a limited nature that are focused on logistics, facilities and warehouse management.	Execute multi-step transactions in the area of administration requiring multiple inputs and the generation of regular reports (e.g. travel).	Carry out complex administrative support processes which require the fulfillment of multiple and varied pre-requisite and/or parallel transactions (e.g. warehouse management).	Oversees the provision of administrative office support activities spanning travel support, procurement, facilities management, and ensure that these are delivered in a timely and quality manner.
Engagement	Aware	Exchange	Inform	Inform	Advise	Align
	Receive and act on instructions; convey information directly related to the delivery of tasks especially with regard to the use and maintenance of vehicles.	Access and transmit files and/or dispatch materials in response to client requests.	Provide complete information with regard to the steps/process of transactions; Request information as necessary to complete process requirements.	Explain the process of transactions in a comprehensive manner and elaborate on requirements/pre-requisites as well as significance of process steps; Verify data issues within non-standard transactions.	Guide staff throughout the process of clearing customs and local regulatory agencies, warehousing and distribution of materials for use in MCA activities/projects, ensuring that issues are addressed;	Anticipate office needs for administrative services and identify possible and/or emerging issues which may affect service delivery, and recommend alternative and/or remedial actions.
Delivery	Consistent Repetition	Present	Organize Basic Information	Prioritize and Select	Sustaining Standards	Sustaining Service
	Deliver driving services against established schedules, with utmost regard for personnel safety and traffic rules, and care for the vehicle.	Ensure that information/files and/or materials are organized in such a way as to facilitate the delivery of service.	Organize logistics schedules or asset/inventory management documentation and ensure their completeness and compliance against established guidelines.	Organize and deliver travel transactions in a manner that is aligned with priorities and urgency balanced with standards of timeliness and quality.	Deliverables reflect consistent quality and comply with MCA guidelines, ensuring that standards for the judicious use of resources are observed.	Monitor the delivery of administrative office support services against established guidelines and budgets to support the sustained functioning of the office and in support of MCA activities.

	Band D - Core Capacity	
	Director, Administration	
Purpose	<p>Analyse</p> <p>Assess administrative service needs (e.g. logistics, facilities management, etc.) in the establishment/expansion/evolution of MCA's physical premises and programmatic needs.</p>	<p>Adapt</p> <p>Manages MCA Office operations ensuring that systems and procedures are in place and adapted to local conditions in order to provide administrative services to country programs.</p>
Engagement	<p>Collaborate</p> <p>Provide substantive input to the development of plans for the physical expansion/renovation of office premises and/or the administrative support of MCA activities.</p>	<p>Persuade</p> <p>Establish relationships with local government agencies, service providers, and partner organizations to build a support infrastructure that facilitates the MCA's work in the country.</p>
Delivery	<p>Manage the Project Cycle</p> <p>Review established administrative processes/systems to determine the need for alignment to relevant country law/regulations (e.g. building codes, occupational health and safety regulations.)</p>	<p>Adapt the Project Cycle</p> <p>Align the systems and policies of MCA as related to administrative support services in the MCA office with the local regulatory context combined with the assessment of country program needs.</p>

COUNTRY LEADERSHIP

	Band E - Functional Management / Expert	Band F - Leadership
	Deputy Executive Director, [Program/Operations]	Executive Director/Chief Executive Officer
Purpose	<p>Innovate</p> <p>Responsible for functional management of the [Program/Operations] function of the MCA, rallying functional resources toward the delivery of programs in support of the overall mission of the MCA;</p> <p>Defines strategic direction for the [Program/Operations] function to support the delivery of the objectives of the MCA while maintaining a corporate perspective on functional management.</p>	<p>Integrate / Transform</p> <p>Leads the MCA as an independent entity working with the Millennium Challenge Corporation (MCC);</p> <p>Plans and aligns initiatives within the Compact and ensures the synergy of different functions in delivering the objectives of the MCA.</p>
Engagement	<p>Advocate</p> <p>Develops relationships and represents the MCA [Program/Operations] to government partners, NGOs and civil society, and other stakeholders to ensure an alignment of MCA with partner priorities and capacities in serving the needs of the country as defined in the Compact.</p>	<p>Empower / Compel</p> <p>Develops relationships with and represents the MCA to the national government, organizational partners, voluntary agencies, media and other stakeholder communities to maintain a positive profile for MCA as these relate to the issues and focus of the Compact;</p> <p>Engage with other MCAs and MCC to secure support and/or resources in establishing the MCA in country.</p>
Delivery	<p>Define Project Cycle</p> <p>Creation of an effective delivery platform for MCA projects through:</p> <ul style="list-style-type: none"> Aligning capacities within MCA and with national government and MCA priorities; Building effective networks of collaboration to position the organization as a critical partner. 	<p>Define Program/Business Line Cycle</p> <p>Establishes MCA's work in the country through identification and securing of program resources, establishment of a team to develop policies and programs aligned to the priorities of the MCA, and ensuring that upon the end of the compact be able to transfer knowledge and capacity to the host country.</p>

ENVIRONMENTAL AND SOCIAL PERFORMANCE

	Band C - Process Management	
	Specialist, Environmental and Social Performance	
Purpose	<p>Ensure Process Integrity</p> <p>Prepare and/or consolidate Environmental and Social Performance statistics and information throughout the life-cycle of MCA activities and projects in order to fuel the assessment of the environmental and social impact of projects.</p>	<p>Manage Integrated Processes</p> <p>Reviews project components and Environmental and Social Performance/Assessment (ESP/ESA) plans, develops project profiles and timelines. Monitors project implementation specifically the utilization of ESP/ESA tools and the capturing of ESA metrics through site visits, identifying operational issues.</p>
Engagement	<p>Advise</p> <p>Identify issues of consistency in the gathering and reporting of Environmental and Social Performance metrics and recommend remedial approaches to sustain and advance quality.</p>	<p>Align</p> <p>Works closely with program teams and local/national government counterparts to build cooperative relationships that allow for the efficient delivery of MCA project activities.</p>
Delivery	<p>Sustaining Standards</p> <p>Deliverables reflect consistent quality and uniform compliance which sustain integrity of the project ESA framework.</p>	<p>Sustaining Service</p> <p>Monitors project activities to ensure consistent/appropriate use of resources, delivery proceeding on schedule and consistent with guidelines and plans set in the project design specifically in the area of Environmental and Social performance.</p>

	Band D - Core Capacity	
	Director, Environmental and Social Performance	
Purpose	<p>Analyse</p> <p>Assesses MCA projects/activities against established Environmental and Social Performance metrics;</p> <p>Identifies areas for the improvement of monitoring approaches;</p> <p>Creates evidence-based case studies to validate the MCA's work as these relate to Environmental and Social Performance.</p>	<p>Adapt</p> <p>Develops metrics for measuring effectiveness of MCA activities in the area of Environmental and Social Performance, in order to ensure that project activity designs are aligned with MCC guidelines on Environmental and Social</p> <p>Assessment and adapted to Compact requirements and the needs of the national government;</p> <p>Leads field assessments of MCA Environmental and Social Assessment methodologies, to identify areas to improve utility.</p>
Engagement	<p>Collaborate</p> <p>Participates in the assessment of project design to assist in development and implementation with emphasis on the MCA Environmental and Social Performance methodology;</p> <p>Networks with other thematic specialists, organizations, government officials and community leaders in the country to build awareness and support for MCA.</p>	<p>Persuade</p> <p>Builds relationships national government counterparts and with other organizations with work in the area of Environmental Conservation and Social</p> <p>Awareness in order to access a network of collaboration, and highlight the value of the MCA approach and methodology to Environmental and Social Assessment.</p> <p>Builds awareness and support for MCA as a unique contributor to development planning.</p>
Delivery	<p>Manage the Project Cycle</p> <p>Identifies project design and delivery issues and ensures effective coordination of project execution as part of the overall MCA portfolio.</p>	<p>Adapt the Project Cycle</p> <p>Aligns the design of projects/programs in the MCA with the environmental and social performance and safeguards requirements as stipulated in the Compact, including MCC Guidelines on Environmental and Social Assessment, MCC Gender Policy and Gender Integration Guidelines, IFC Performance Standards, and Country laws/regulations.</p>

FINANCE

	Band B - Transactional Support		Band C - Process Management	
	Finance Assistant		Finance Manager	
Purpose	<p>Process Basic Transactions</p> <p>Disburse petty cash and payments according to MCA's internal cash handling procedures.</p> <p>Enter data into ledgers/databases, especially as these relate to disbursements of petty cash and payments.</p>	<p>Execute Intricate Transaction</p> <p>Execute multi-step transactions in the provision of specialized accounting services such accounts receivables/payables processing and reporting.</p>	<p>Ensure Process Integrity</p> <p>Consolidate information and reconcile accounts on a balance sheets ensuring consistent quality across the range of accounts.</p> <p>Ensure that financial reports and financial data are maintained and made available on the intranet for use by management.</p>	<p>Manage Integrated Processes</p> <p>Oversees and integrates accounting transactions and processes ensuring consistent delivery and service quality.</p>
Engagement	<p>Inform</p> <p>Inform staff of the necessary documentary requirements to proceed with disbursement requests.</p> <p>Retrieve information from banks with regard to the status of accounts and the availability of funds.</p>	<p>Inform</p> <p>Provide information and explain accounting transaction requirements to stakeholders;</p> <p>Verify data issues within non-standard transactions.</p>	<p>Advise</p> <p>Identify issues of consistency in account reconciliation and recommend remedial approaches to sustain and advance quality.</p> <p>Train staff, including country office staff, on the use of financial systems.</p> <p>Advise staff and management in a helpdesk capacity about standard formats and requirements for reporting.</p>	<p>Align</p> <p>Anticipates delivery requirements and ensures alignment of services to meet the organization's financial/accounting reporting needs.</p> <p>Advise management of issues and the appropriate steps to address such issues.</p>

Delivery	Orga- nize Basic Information	Prioritize and Select	Sustaining Standards	Sustaining Service
	Organize and filter account- ing related documents and informa- tion ensuring accuracy and com- pleteness of information.	Ensure delivery of timely periodic accounting reports in support of higher accounting processes and reporting.	Deliverables reflect consistent quality and uniform compliance which sustain integrity of the accounting process.	Deliverables are the con- sistent provi- sion of quality accounting services sus- tained through different op- erational and environmental conditions/ demands.
	Ensure that petty cash funds are replenished and account- ed for.			
	Band D - Core Capacity			
	Director, Finance			
Purpose	Analyse		Adapt	
	Apply professional accounting concepts to the audit of account and/or budget performance.		Adapts Enterprise Resource Planning (ERP) and other comprehensive accounting systems and optimally aligns it with MCA's accounting poli- cies and procedures, taking into consideration national government, MCA, and MCC regulatory standards.	
Engagement	Collaborate		Persuade	
	Provide substantive input to the development of forecasts, costing of activities, and budgets; Advise program staff and national government counterparts on the development of project activity budgets and financial proposals.		Secure collaboration from colleagues in opera- tional and programmatic areas reflecting under- standing of business needs; Recommend budgets aligned to MCA require- ments and aligned to the overall financial plan of the MCA.	
Delivery	Manage the Project Cycle		Adapt the Project Cycle	
	Analytical work is effectively organized and delivered within the organization's established accounting procedures and professionally aligned to generally accepted accounting prin- ciples (GAAP) and regulatory requirements of the host government as related to accounting controls and reporting.		Organize work outputs to support optimal de- livery through adapting accounting procedures and systems.	

	Band E - Functional Management / Expert
	Deputy Executive Director, Finance
Purpose	<p>Innovate</p> <p>Responsible for functional management of the Finance function of the MCA, rallying functional resources toward the delivery of the finance and accounting support to the overall mission of the MCA;</p> <p>Defines strategic direction and policies for the Finance function to support the delivery of the objectives of the MCA while maintaining a corporate perspective on functional management, and alignment with MCC fiscal control and reporting policies as well as host country fiscal control and reporting regulations.</p>
Engagement	<p>Advocate</p> <p>Develops relationships and represents the MCA Finance function to government partners, NGOs and civil society, and other stakeholders to ensure that MCA resources and financial management frameworks are aligned with partner requirements and capacities, and promotes accountability for the management of resources, in serving the needs of the country as defined in the Compact.</p>
Delivery	<p>Define Project Cycle</p> <p>Creation of an effective delivery platform for MCA projects through:</p> <p>Oversight of MCA financial management and control systems, aligning capacities and fiscal resources within MCA and with national government and MCA priorities;</p> <p>Building effective networks of collaboration to position the organization as a critical partner.</p>

GENDER AND SOCIAL INCLUSION

	Band C - Process Management	
	Specialist, Gender and Social Inclusion	
Purpose	<p>Ensure Process Integrity</p> <p>Prepare and/or consolidate statistics related to identified Gender measures and information throughout the life-cycle of MCA activities and projects in order to fuel the assessment of the impact of projects toward Gender inclusion and protection.</p>	<p>Manage Integrated Processes</p> <p>Reviews project components and Social and Gender Integration Plans (SGIPs), develops project profiles and timelines. Monitors project implementation specifically the utilization of Gender monitoring tools and the capturing of metrics through site visits, identifying operational issues.</p>
Engagement	<p>Advise</p> <p>Identify issues of consistency in the gathering and reporting of Gender and Social Inclusion metrics and recommend remedial approaches to sustain and advance quality.</p>	<p>Align</p> <p>Works closely with program teams and local/national government counterparts to build cooperative relationships that allow for the efficient delivery of MCA project activities.</p>
Delivery	<p>Sustaining Standards</p> <p>Deliverables reflect consistent quality and uniform compliance which sustain integrity of the project Gender framework.</p>	<p>Sustaining Service</p> <p>Monitors project activities to ensure consistent/appropriate use of resources, delivery proceeding on schedule and consistent with guidelines and plans set in the project design specifically in the area of Gender.</p>

Band D - Core Capacity		
Director, Gender and Social Inclusion		
Purpose	Analyse	Adapt
	<p>Assesses MCA projects/activities against established metrics.</p> <p>Identifies areas for the improvement of monitoring approaches;</p> <p>Creates evidence-based case studies to validate the MCA's work as these relate to Gender and Social Inclusion.</p>	<p>Develops metrics for measuring effectiveness of MCA activities in the area of Gender, in order to ensure that project activity designs are aligned with MCC guidelines on Gender and adapted to Compact requirements and the needs of the national government;</p> <p>Leads field assessments of MCA projects as they apply Gender sensitive and inclusive methodologies, to identify areas to improve utility.</p>
Engagement	Collaborate	Persuade
	<p>Participates in the assessment of project design to assist in development and implementation with emphasis on the MCA Gender policy and methodologies that are gender sensitive and inclusive;</p> <p>Networks with other thematic specialists, organizations, government officials and community leaders in the country to build awareness and support for MCA.</p>	<p>Builds relationships national government counterparts and with other organizations with work in the area of Gender inclusion and protection in order to access a network of collaboration, and highlight the value of the MCA approach and methodology in the area of Gender.</p> <p>Builds awareness and support for MCA as a unique contributor to development planning.</p>
Delivery	Manage the Project Cycle	Adapt the Project Cycle
	<p>Identifies project design and delivery issues and ensures effective coordination of project execution as part of the overall MCA portfolio.</p>	<p>Aligns the design of projects/programs in the MCA with the MCC Gender policy, and gender inclusion and protection requirements as stipulated in the Compact, and including MCC Guidelines on</p> <p>Environmental and Social Assessment, IFC Performance Standards, and Country laws/regulations.</p>

GRANTS PARTNERSHIPS

	Band C - Process Management	
	Grants Specialist	
Purpose	<p>Ensure Process Integrity</p> <p>Review submitted grant proposals, ensuring that data for financial components and other requirements are complete and consistent with MCA and project-specific grants awarding guidelines;</p> <p>Gather and consolidate data from grantees/sub-grantees and partners on project activity execution to feed into assessments of grant and project performance, and compliance with contract requirements.</p>	<p>Manage Integrated Processes</p> <p>Reviews project components against grants requirements, develops project profiles and timelines. Monitors project implementation specifically the expenditure of funds, identifying operational issues.</p>
Engagement	<p>Advise</p> <p>Advise grants management staff, grantees/sub-grantees on the performance of grants, identifying issues of over-/underspend against established plans;</p> <p>Inform solicitors about proposal submission guidelines to establish an informed collaboration on the grants process;</p>	<p>Align</p> <p>Works closely with grantee/sub-grantee program teams and government counterparts to build cooperative relationships that allow for the efficient monitoring of MCA project activities.</p>
Delivery	<p>Sustaining Standards</p> <p>Prepares interim analyses and reports regarding current grants ensuring budgets versus actuals data has been secured from across grantees/sub-grantees, finance and program units.</p>	<p>Sustaining Service</p> <p>Monitors project activities to ensure consistent/appropriate use of resources, delivery proceeding on schedule and consistent with guidelines and plans set in the project design and as agreed in the contract with the grantee/sub-grantee</p>

	Band D - Core Capacity	
	Director, Grants Partnerships	
Purpose	<p>Analyze</p> <p>Analyze proposals by grants solicitors against established grants awarding criteria, assessing the fitness of organizations in delivering against grants requirements;</p> <p>Analyses and provides advice on funding policies of governments.</p>	<p>Adapt</p> <p>Develops grants assessment frameworks that are adapted to local regulatory requirements, partner government financial monitoring systems, and MCC guidelines related to anti-corruption practices, and ensuring accountability and transparency;</p> <p>Advise program teams on establishing grants awarding parameters and criteria.</p>
Engagement	<p>Collaborate</p> <p>Engages the development community within the country to identify areas and partners with whom to extend grants;</p> <p>Build the capacity of grantees/sub-grantees in the management of grants and the development of fundraising capacity within these organizations.</p>	<p>Persuade</p> <p>Engages local and international organizations to serve as recipients for grants, build awareness of MCA's grants/funding capacity as aligned to the country program;</p> <p>Acts as a point of reference for grantees/sub-grantees to ensure up-to-date knowledge of best practices for financial reporting.</p>
Delivery	<p>Manage the Project Cycle</p> <p>Designs approaches to support the management of grants, analysis of grants performance, and capacity building to extend/expand the MCA's ability to identify organizations and projects to whom grants may be provided.</p>	<p>Adapt the Project Cycle</p> <p>Manages and supports the annual planning and budgeting process relating to funding;</p> <p>Keep current with MCC grants policies.</p>

HUMAN RESOURCES

	Band B - Transactional Support		Band C - Process Management	
	Human Resources Assistant		Human Resources Manager	
Purpose	<p>Process Basic Transactions</p> <p>Track Human Resource information such as staff attendance/leave and collect employee information for use in records and files.</p>	<p>Execute Intricate Transaction</p> <p>Execute multi-step transactions in a specialized area of Human Resources such as recruitment, learning and development, or compensation and benefits administration.</p>	<p>Ensure Process Integrity</p> <p>Execute complex multi-step transactions encompassing multiple processes in one functional of Human Resources (e.g. recruitment, learning and development, compensation and benefits administration, international staff deployment and support) or as a generalist across Human Resources functions.</p>	<p>Manage Integrated Processes</p> <p>Oversees and integrates related transaction services in Human Resources (e.g. recruitment, learning and development, or compensation and benefits administration) into an effective service platform.</p>
Engagement	<p>Inform</p> <p>Provide complete information to staff as requested with regard to their leave entitlements, the status of different entitlements, etc.</p>	<p>Inform</p> <p>Provide comprehensive information and fully explain the process and requirements of multi-step Human Resources transactions (e.g. hiring, enrollment into insurance, etc.)</p>	<p>Advise</p> <p>Advise management on issues and other operational factors which impact consistent delivery of transactions within a particular Human Resources function (e.g. recruitment, learning and development, and benefits administration.)</p> <p>Advise managers on the process of staff transfers, extensions of contracts, and the establishment and abolition of posts.</p>	<p>Align</p> <p>Identify issues impacting the consistent delivery of Human Resources services across a variety of factors and recommend remedial solutions.</p>
Delivery	<p>Organize Basic Information</p> <p>Organize Human Resources information systems documentation and ensure their completeness and compliance against established guidelines.</p>	<p>Prioritize and Select</p> <p>Identify priorities and sequence multi-step Human Resources transactions (e.g. recruitment) to achieve consistent and timely delivery.</p>	<p>Sustaining Standards</p> <p>Deliverables reflect consistent quality that reconciles inconsistencies in Human Resources information and conflicting priorities, while sustaining the value of products/services and the standards of the organization.</p>	<p>Sustaining Service</p> <p>Deliverables are the consistent provision of quality Human Resources services across a range of functions (e.g. recruitment, learning and development, etc.) sustained through different operational and environmental conditions/demands.</p>

	Band D - Core Capacity	
	Director, Human Resources	
Purpose	<p>Analyze</p> <p>Analyze recruitment process performance and create dashboards for workforce analytics in the assessment of the recruitment process and sourcing providers or channels.</p>	<p>Adapt</p> <p>Displays refined/seasoned conceptual understanding in the adaptation of Learning and Development approaches aligned to current Human Resources policy frameworks;</p> <p>Adapting MCC Human Resources policies and frameworks to the country context, ensuring consistency with host country employment regulations.</p>
Engagement	<p>Collaborate</p> <p>Advise managers on outreach strategies, assessment of post requirements, development of terms of reference, evaluation of candidates in order to build an informed management capacity related to the acquisition of talent.</p> <p>Negotiate terms and conditions at the recruitment stage or for the secondment of staff, ensuring that consistency with MCA standards balanced with the need to secure and/or deploy talent.</p>	<p>Persuade</p> <p>Secure collaboration/ agreement from colleagues in the development of Learning and Development curriculums and projects that reflect empathy with both staff and management perspectives, and able to uphold complimentary interests.</p>
Delivery	<p>Manage the Project Cycle</p> <p>Analytical work is effectively organized and delivered within established Recruitment process and resources; well-integrated with the related work of colleagues and within the anticipated expectations of managers and stakeholders.</p>	<p>Adapt the Project Cycle</p> <p>Anticipate/plan for operational dimensions that contextualize the delivery of Learning and Development interventions including unique resource requirements, conflicting timelines, operational demands, etc. that may affect quality service delivery.</p>

INFORMATION TECHNOLOGY

	Band B - Transactional Support		Band C - Process Management	
	IT Assistant		IT Manager	
Purpose	<p>Process Basic Transactions</p> <p>Provide technical support in setting up teleconferencing activities and meeting logistics related to audio-visual equipment.</p>	<p>Execute Intricate Transaction</p> <p>Install and maintain software/hardware ensuring the proper use of tools, application of technical procedures, and compliance with IT security/safety protocols.</p>	<p>Ensure Process Integrity</p> <p>Maintain IT databases and ensure the proper and consistent quality of database inputs from multiple sources with particular attention to data structure, syntax and taxonomy.</p>	<p>Manage Integrated Processes</p> <p>Oversees and integrates related IT services across help desk support, network infrastructure maintenance, website/intranet administration.</p>
Engagement	<p>Inform</p> <p>Explain the process of requesting support or equipment and inform the client of usage guidelines.</p>	<p>Inform</p> <p>Guide users and resolve issues relating to software/hardware installations and the set-up of IT-related accounts and access.</p>	<p>Advise</p> <p>Advise users of databases on access and maintenance issues and recommend remedial approaches that sustain and advance the quality of databases.</p>	<p>Align</p> <p>Identify issues impacting consistent IT service delivery, recommend remedial solutions to ensure continuity of operations.</p> <p>Advise management on the maintenance of MCA IT infrastructure and ICT procurement.</p>
Delivery	<p>Organize Basic Information</p> <p>Organize schedules for the use of audio-visual and teleconferencing facilities and track the release of equipment including laptops, cellular phones, radios, etc.</p>	<p>Prioritize and Select</p> <p>Identify priorities and sequence work to achieve consistent and timely delivery of IT support.</p>	<p>Sustaining Standards</p> <p>Deliverables reflect consistent quality which sustain the value of knowledge products and comply with the data storage and access standards of the organization.</p>	<p>Sustaining Service</p> <p>Deliverables are the consistent provision of quality IT services sustained through different operational and environmental conditions/demands, and the evolution of IT tools.</p>

	Band D - Core Capacity	
	Director, IT	
Purpose	<p>Analyze</p> <p>Develop applications or identify as-built systems/tools for the use of the MCA, program teams, and other organizational units to enable the delivery of program activities.</p>	<p>Adapt</p> <p>Adapts tools and procedures to deliver a portfolio of IT projects/services optimized for evolving business needs and varied operational environments.</p> <p>Monitor infrastructure status and operations ensuring the integrity of the ICT system especially when confronted by security threats or interruption of services.</p>
Engagement	<p>Collaborate</p> <p>Work with MCA management and program teams to determine their needs especially related to the set up of Country Office infrastructure and application development and deployment.</p>	<p>Persuade</p> <p>Secure collaboration from stakeholders reflecting empathy of diverse business perspectives and identify areas of work that can be facilitated by use of IT tools.</p>
Delivery	<p>Manage the Project Cycle</p> <p>Analytical work is effectively organized and delivered within established project plans; well-integrated with the related work of colleagues from design, programming, testing and implementation.</p>	<p>Adapt the Project Cycle</p> <p>Anticipate/plan for operational dimensions in the development of the MCA's IT infrastructure, including unique resource requirements that may affect quality project delivery.</p> <p>Ensure that business continuity plans are in place, regularly tested, and updated as MCA programs evolve and grow.</p>

MONITORING AND EVALUATION

	Band C - Process Management	
	M&E Specialist	
Purpose	<p>Ensure Process Integrity</p> <p>Collate and review data related to Monitoring & Evaluation (M&E) metrics ensuring quality of information and conformity with established M&E procedures and formats;</p> <p>Maintain the integrity of M&E databases and documentation used in evaluating and reporting on project quality and impact;</p>	<p>Manage Integrated Processes</p> <p>Reviews project components and M&E plans, develops project profiles and timelines. Monitors project implementation specifically the utilization of M&E tools and the capturing of metrics through site visits, identifying operational issues.</p>
Engagement	<p>Advise</p> <p>Guide program staff and partners on the use of Monitoring & Evaluation (M&E) tools and databases.</p> <p>Advise program staff on issues of data quality and compliance with M&E standards and processes that are integrated into project design;</p>	<p>Align</p> <p>Works closely with program teams and local/national government counterparts to build cooperative relationships that allow for the efficient delivery of MCA project activities.</p>
Delivery	<p>Sustaining Standards</p> <p>Ensure Monitoring & Evaluation (M&E) process is executed against established project timelines and that quality M&E data is available to support a range of activities from planning, execution, and reporting.</p>	<p>Sustaining Service</p> <p>Monitors project activities to ensure consistent/appropriate use of resources, delivery proceeding on schedule and consistent with guidelines and plans set in the project design.</p>

	Band D - Core Capacity	
	Director, M&E	
Purpose	<p>Analyze</p> <p>Analyze Monitoring & Evaluation (M&E) metrics at the level of individual projects to assess impact and quality in support of project design, implementation, and reporting;</p> <p>Develop M&E metrics and tools for use in specific projects based on established M&E framework;</p>	<p>Adapt</p> <p>Oversee adherence of national and/or regional program teams in the integration of established Monitoring & Evaluation (M&E) processes into program delivery;</p> <p>Design M&E metrics and tools for use by national and/or regional program teams adapted to major donor and stakeholder reporting requirements;</p>
Engagement	<p>Collaborate</p> <p>Advise program personnel on the development and use of Monitoring & Evaluation (M&E) metrics and tools appropriate to project/program design and compliant with donor/stakeholder reporting requirements;</p> <p>Communicate with donors and stakeholders to identify reporting requirements that are relevant to their assessment of program quality and impact;</p>	<p>Persuade</p> <p>Advise program personnel on how to stream in established Monitoring & Evaluation (M&E) standards and practices as integral parts of the national/regional project development framework;</p> <p>Engage with donors and stakeholders to identify areas and measures of impact to inform program design and sustain program quality;</p>
Delivery	<p>Manage the Project Cycle</p> <p>Coordinates the execution of Monitoring & Evaluation (M&E) processes as integrated into project timelines spanning from design to implementation and reporting.</p>	<p>Adapt the Project Cycle</p> <p>Integrate Monitoring & Evaluation (M&E) as a functional dimension of country/regional framework for program design and delivery and ensure that these are aligned with organizational standard for M&E.</p>

PROCUREMENT

	Band B - Transactional Support		Band C - Process Management	
	Procurement Assistant		Procurement Manager	
Purpose	<p>Process Basic Transactions</p> <p>Organize and review procurement documents ensuring completeness of information and compliance with procurement regulations to support initiation of procurement process.</p>	<p>Execute Intricate Transaction</p> <p>Execute processes to support procurement of goods and services from initiation to completion in alignment and support of MCA business activities;</p>	<p>Ensure Process Integrity</p> <p>Execute complex procurement processes involving more extensive tenders and larger numbers of contract bidders from initiation to completion in alignment with and support of MCA business activities and in accordance with internal regulations for procurement.</p>	<p>Manage Integrated Processes</p> <p>Review procurement transactions for compliance and consistency in order to identify and resolve issues in process execution.</p>
Engagement	<p>Inform</p> <p>Provide support in organizing the public tender process for delivery in a timely manner.</p>	<p>Inform</p> <p>Communicate process requirements, specifications, and procedures to ensure awareness and compliance by authorizing officers, technical line managers, and external vendors;</p>	<p>Advise</p> <p>Communicate process requirements, specifications, and procedures to ensure awareness and compliance by authorizing officers, technical line managers, and external vendors. Highlighting issues and specifications of unique complexity.</p>	<p>Align</p> <p>Advise authorizing officers, technical line managers, and external vendors on process compliance, legal and financial requirements to identify and resolve procurement-related issues or recommend alternative solutions to user needs.</p>
Delivery	<p>Organize Basic Information</p> <p>Maintain completeness of vendor and contract databases essential as reference for internal and external users to facilitate the procurement process.</p>	<p>Prioritize and Select</p> <p>Maintain completeness of vendor and contract databases essential as reference for internal and external users to facilitate the procurement process;</p> <p>Keep informed of procurement procedures, user guidelines and tools, and current practices for procurement.</p>	<p>Sustaining Standards</p> <p>Evaluate current processes/procedures and service performance to identify areas where improved efficiency and alignment with business functions are possible.</p>	<p>Sustaining Service</p> <p>Review procurement procedures, user guidelines and tools against work program performance, alignment with business needs, and current practices for procurement within the country and across the MCC group of organizations, identifying areas for improvement.</p>

	Band D - Core Capacity	
	Director, Procurement	
Purpose	<p>Analyze</p> <p>Develop procurement tools, such as the Procurement Procedures manual, for use of MCA personnel to ensure understanding and compliance with MCA rules and procedures, and ensure that approaches are designed to mitigate risk and minimize opportunities for possible unethical/corrupt practices or abuse.</p>	<p>Adapt</p> <p>Organize and coordinate the distribution of procurement transactions across the service taking into account team capacities, technical requirements and complexity of transactions, and overall work program performance.</p> <p>Adapt MCC procurement and anti-corruption policies with the MCA operational requirements and aligned with national government regulations of procurement, maximizing efficiency and transparency.</p>
Engagement	<p>Collaborate</p> <p>Provide substantive input to the development of costing of activities, and budgets as these relate to procurement for MCA programs and the development of proposals;</p> <p>Communicate with the programs and Finance teams to gather data for use in the development and refinement of tools and systems such as the ERP.</p>	<p>Persuade</p> <p>Administer public tender process from announcement, opening of tender, to awarding of contracts in order to ensure consistency with internal regulations for procurement execution of process in a timely manner.</p>
Delivery	<p>Manage the Project Cycle</p> <p>Analytical work is effectively organized and delivered within the MCA's established procurement, and reporting guidelines, in the development of periodic reports for use in auditing MCA procurement activities.</p>	<p>Adapt the Project Cycle</p> <p>Review procurement procedures, user guidelines and tools against work program performance, alignment with business needs, and current practices for procurement identifying areas for improvement.</p>

PROGRAM

	Band B - Transactional Support		Band C - Process Management	
	Program Assistant		Program Manager	
Purpose	<p>Process Basic Transactions</p> <p>Execute sequential transactions requiring basic understanding of subject-specific rules and procedures as these relate to the tracking of project activities.</p>	<p>Execute Intricate Transaction</p> <p>Organize statistical data on project implementation which supports assessment of project performance.</p>	<p>Ensure Process Integrity</p> <p>Prepare analysis of project financial statements and manage project budgets, identifying issues on costs against budgets.</p> <p>Program implementation support services regular monitoring of program, bi-weekly reporting on program activities</p>	<p>Manage Integrated Processes</p> <p>Reviews project components, develops project resource profiles and timelines. Monitors project implementation through site visits, identifying operational issues.</p>
Engagement	<p>Inform</p> <p>Provide complete information and explain process delivery requirements to stakeholders.</p>	<p>Inform</p> <p>Advise Program Managers on status of project delivery highlighting issues of resource management and delivery schedule.</p>	<p>Advise</p> <p>Identify issues of consistency in project accounts and recommend remedial approaches to sustain and advance quality.</p>	<p>Align</p> <p>Works closely with national counterparts to build cooperative relationships and establish the organization as an effective partner.</p>
Delivery	<p>Organize Basic Information</p> <p>Organize and filter information consistent with subject and delivery standards to ensure accuracy of project data and facilitate the maintenance of project databases.</p>	<p>Prioritize and Select</p> <p>Monitor project activities to report on status and maintain master files on projects for later consolidation of program portfolios.</p> <p>Ensure project data and registries of technical documentation are presented in a timely manner to support project management/oversight and evaluation.</p>	<p>Sustaining Standards</p> <p>Deliverables reflect consistent quality and uniform compliance which sustain integrity of the project financial regulations and budgets.</p>	<p>Sustaining Service</p> <p>Monitors project activities to ensure consistent/appropriate use of resources, delivery proceeding on schedule and operational demands are within project parameters</p>

Band D - Core Capacity		
Director, [Program Area]		
Purpose	Analyze	Adapt
	<p>Implements specific MCA Programs or project activities, and manage all aspects of the activity/initiative including budget, project monitoring and evaluation.</p> <p>Assess capacity development needs of national government counterparts and stakeholder communities in the country and/or those associated with country partners in order to develop targeted curricula as part of the overall MCA capacity development and knowledge transfer strategy;</p>	<p>Implements complex/advanced programs or projects, including budget, program design and development, project monitoring and evaluation;</p> <p>Manages the execution of a multi-disciplinary field project in the area of [MCA program area];</p> <p>Map out areas for program intervention in consultation with the Executive Director, Deputy Executive Director – programs, government counterparts, development partners and in line with the agreed country strategy for MCA.</p>
Engagement	Collaborate	Persuade
	<p>Networks with other organizations, local government officials and community leaders in project areas.</p> <p>Collaborate with short-term technical consultants in the development of training programs and tools for use in projects.</p>	<p>Liaise with donor representatives, national and international stakeholders in the development field creating a network of collaboration and highlighting the value that MCA brings especially bringing to fore MCA's approaches to collaborating with governments and capacity building, along with other principles including Environmental and Social Performance and Gender;</p>
Delivery	Manage the Project Cycle	Adapt the Project Cycle
	<p>Identifies project delivery issues and ensures effective coordination of project activities and resources to ensure attainment of objectives against established timeframes.</p>	<p>Organizes and oversee project execution across all components of the project cycle, consistent with program objectives, and able to engage national counterparts to collaborate and comply with MCA standards of quality, and build MCA's reputation for quality design and reliable delivery.</p>

	Band E - Functional Management / Expert
	Deputy Executive Director, Program
Purpose	<p>Innovate</p> <p>Responsible for managing the daily work activities and program execution of a significant MCA Program as chief of party or lead a small MCA office;</p> <p>As senior subject matter expert for MCA, develop new approaches to programs that substantively expand MCA's ability to deliver programs in a specific subject area.</p>
Engagement	<p>Advocate</p> <p>Develops relationships and consults with, and represents MCA to, donors, official authorities and other NGOs, to ensure compliance and to develop opportunities for collaboration and general development of a positive profile for MCA within the country.</p>
Delivery	<p>Define Project Cycle</p> <p>Creation of an effective delivery platform for development services through aligning MCA country office capacities with national development priorities, and international MCC standards on Environmental and Social Performance, and its Gender Policy; and building effective networks of collaboration to position the organization as a critical partner.</p>

SECRETARIAL

	Band B - Transactional Support		Band C - Process Management	
	Secretary		Executive Secretary	
Purpose	<p>Process Basic Transactions</p> <p>Monitor unit schedules and event calendars, and necessary materials are facilities are prepared to facilitate regular and ad hoc unit meetings.</p>	<p>Execute Intricate Transaction</p> <p>Monitor the manager's calendar and ensure that all the necessary documentation for meetings/activities are organized.</p>	<p>Ensure Process Integrity</p> <p>Support executive activities by providing refined secretarial support, operational coordination, and confidential discretion.</p>	<p>Manage Integrated Processes</p> <p>Oversees and integrates related transaction services in an effective service platform.</p>
Engagement	<p>Inform</p> <p>Route complete information within the unit and across units (including Finance, Human Resources, etc. for specific requests) to support the coordination of activities.</p>	<p>Inform</p> <p>Guide staff and perform on-boarding activities to ensure staff are aware of departmental guidelines and processes.</p>	<p>Advise</p> <p>Recommend alternative options to the executive/departmental staff in terms of support requirements for travel, reimbursement, etc.;</p> <p>Disseminate information/documents/announcements to the appropriate staff and throughout MCA as necessary.</p>	<p>Align</p> <p>Identify issues impacting consistent service delivery, recommend remedial solutions;</p> <p>Anticipates client requirements and ensures alignment of services to meet client needs.</p>
Delivery	<p>Organize Basic Information</p> <p>Organize documentation related to unit staff activities and track requests made to ensure that these are addressed.</p>	<p>Prioritize and Select</p> <p>Organize meeting/events logistics support including the processing of requests for travel, reimbursements, etc. and ensure that schedules and budgets are respected.</p>	<p>Sustaining Standards</p> <p>Deliverables reflect highly refined understanding of organizational standards of communication and operational support.</p>	<p>Sustaining Service</p> <p>Deliverables are the consistent provision of quality service sustained through different operational and environmental conditions/demands.</p>

14. ANNEX III: MCA JOB PROFILES BY JOB FAMILY

The Tables below indicate the 13 job families identified at the MCAs. These are generic titles which can be adapted to the local needs of the MCA.

MCC Bands	Admin	Country Leadership	Env. & Social Perf.	Finance
F		Executive Director/CEO		
E		Deputy Executive Director [Program / Operations]; Executive Director/CEO (Limited Program)		Deputy Executive Director, Operations
D	Director, Administration		Director, Env. & Social Performance	Director, Finance
C	Office Manager		Specialist, Env. & Social Performance	Finance Manager
B	Administrative Assistant			Finance Assistant
A	General Office Support - Office Driver			

MCC Bands	Gender and Social Inclusion	Grants & Partnerships	Human Resources	IT	Legal
F					
E					General Counsel, Legal
D	Director, Gender and Social Inclusion	Director, Grants & Partnerships	Director, Human Resources	Director, IT	Director, Legal
C	Specialist, Gender and Social Inclusion	Specialist, Grants	HR Manager	IT Manager	Specialist, Legal
B			HR Assistant	IT Assistant	
A					

MCC Bands	M&E	Procurement	Program	Secretarial
F				
E			Deputy Executive Director, Program	
D	Director, M&E	Director, Procurement	Director, [Program Area]	
C	Specialist, M&E	Procurement Manager	Program Manager	Executive Secretary
B		Procurement Assistant	Program Assistant	Secretary
A				

Job Profiles

Position:	Office Driver		
Division:	Administration		
Report to:	Office Manager		
Band:	A		
Position Objective			
The Office Driver, under the supervision of the Office Manager, is responsible for driving office vehicles for official functions and maintaining cleanliness and functionality of vehicles in order to support the office in its overall functioning.			
Duties and Responsibilities			
<ul style="list-style-type: none"> • Drive MCA office staff and guests ensuring safety and security of passengers in support of daily operational requirements of the office and its programs; • Maintain the cleanliness and functionality of vehicles, reporting any damage or needs for repair and maintenance and ensure that the vehicles are ready for use; • Log vehicle use, gasoline consumption, and mileage to ensure that vehicles – considered organizational resources – are responsibly used and to support monitoring and audit activities; • Keep aware of schedules and work plans and general traffic conditions to ensure effective and efficient driving support is provided to office staff. 			
Requirements (Education, Experience, Technical Competencies)			
<ul style="list-style-type: none"> • Professional Driver's License • Proficiency in English 			
This Position Description is subject to revisions/updates as necessary to ensure alignment to the organization's strategic direction and structure. Revisions to the description are subject to applicable Human Resources policies and procedures, and official versions of each Position Description are maintained by Human Resources.			
Original Drafted by:		Date:	
Reviewed by:		Date:	
Approved by:		Date:	

Position:	Administrative Assistant		
Division:	Administration		
Report to:	Office Manager		
Band:	B		
Position Objective			
The Administrative Assistant, reporting directly to the Office Manager, provides support in a range of administrative services including organization of event logistics, travel arrangements, and maintenance of office inventories and filing systems.			
Duties and Responsibilities			
<ul style="list-style-type: none"> Organizes logistics and materials for workshops, meetings, and events to support smooth-running activities; Processes visa applications and travel arrangements, travel disbursements, and other travel-related requirements in accordance with MCA travel policy in order to support programmatic activities; Initiates communication within the MCA and with external service providers, to ensure that logistical preparations for workshops, meetings, and events are in place allowing sufficient leeway in case of changes in schedule or venue; Maintains an inventory of office supplies and equipment ensuring that stocks are replenished on a regular basis and faulty equipment are repaired as needed facilitating workplace efficiency; Maintains filing systems and databases of all division and project documentation to ensure that activities are well-documented in support of planning and auditing processes. 			
Requirements (Education, Experience, Technical Competencies)			
<ul style="list-style-type: none"> Completion of Secondary Education General Office Experience 			
This Position Description is subject to revisions/updates as necessary to ensure alignment to the organization's strategic direction and structure. Revisions to the description are subject to applicable Human Resources policies and procedures, and official versions of each Position Description are maintained by Human Resources.			
Original Drafted by:		Date:	
Reviewed by:		Date:	
Approved by:		Date:	

Position:	Finance Assistant		
Division:	Finance		
Report to:	Finance Manager		
Band:	B		
Position Objective			
The Finance Assistant, under the supervision of the Finance Manager, is responsible for the execution of finance and accounting transactions that comply with the reporting and financial management protocols of the MCA, these extend to the disbursing funds, transacting with local banks, and maintaining accurate records and reports.			
Duties and Responsibilities			
<ul style="list-style-type: none"> Disburse cash from the appropriate program and non-program petty cash funds, ensuring requests are authorized and disbursed in a timely basis to support MCA program or other Operations Support functions, ensuring that these are properly accounted for reporting and audit purposes; Transact with local banks and payees ensuring that all relevant information is communicated to allow for the timely processing of transactions and the resolution of issues, and ensuring that all transactions are properly documented; Monitor petty cash and bank account balances ensuring that sufficient balances are available to cover daily petty cash and pending payables, and inform the Finance Manager of issues related to overspend/underspend; Organize information and generate reports related to the status of bank accounts and of petty cash funds and ensure the accuracy and currency of information, to aid in budget planning/monitoring and audit activities; Document issues and best practices to help inform process improvement activities. 			
Requirements (Education, Experience, Technical Competencies)			
<ul style="list-style-type: none"> Completion of Secondary School, supplemental training in accounting Some prior office experience in bookkeeping 			
This Position Description is subject to revisions/updates as necessary to ensure alignment to the organization's strategic direction and structure. Revisions to the description are subject to applicable Human Resources policies and procedures, and official versions of each Position Description are maintained by Human Resources.			
Original Drafted by:		Date:	
Reviewed by:		Date:	
Approved by:		Date:	

Position:	Human Resources Assistant		
Division:	Human Resources		
Report to:	Human Resources Manager		
Band:	B		
Position Objective			
The Human Resources (HR) Assistant, under the supervision of the Human Resources Manager, is responsible for the execution of recruitments, tracking of attendance and maintenance of MCA personnel files, and the logistics support for Human Resources-related activities and meetings.			
Duties and Responsibilities			
<ul style="list-style-type: none"> • Execute recruitment activities from posting job vacancies to scheduling of applicant interviews, and contracting, ensuring proper documentation and timely delivery against MCA programmatic and operational personnel needs; • Track attendance of staff and contracted personnel, and ensure that information is entered accurately for payroll and benefits administration, and contract compliance processes; • Inform staff and managers of Human Resources processes ensuring information is complete to build an informed interaction that facilitates the fulfillment of requests and strengthens compliance with Human Resources guidelines; • Maintain files for all MCA personnel ensuring the security, currency, and confidentiality of information; • Organize materials and logistics for internal and external MCA staff development and engagement activities, and Human Resources meetings; • Document issues and best practices to help inform process improvement activities. 			
Requirements (Education, Experience, Technical Competencies)			
<ul style="list-style-type: none"> • Completion of Secondary School • Some prior office experience preferably in a human resource function 			
This Position Description is subject to revisions/updates as necessary to ensure alignment to the organization's strategic direction and structure. Revisions to the description are subject to applicable Human Resources policies and procedures, and official versions of each Position Description are maintained by Human Resources.			
Original Drafted by:		Date:	
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Approved by:		Date:	

Position:	IT Assistant		
Division:	IT		
Report to:	IT Manager		
Band:	B		
Position Objective			
The IT Assistant, under the supervision of the IT Manager, is responsible for the execution of IT-related processes from helpdesk support, network and data troubleshooting, and efficient application of information system and security technologies in support of wider organization programs.			
Duties and Responsibilities			
<ul style="list-style-type: none"> • Execute system-related activities (e.g. software and security testing, maintenance and updating of technology, etc.) as per standards of quality and timeliness to meet operational needs of organization units; • Perform end-to-end user support (e.g. user account set-up, installation of software, helpdesk support, troubleshooting, etc.) in an efficient and timely manner, ensuring adherence to established guidelines and protocols; • Inform staff on system updates and other improvements to databases to build awareness on proper use of tools, further facilitating program efficiency within the organization; • Report major issues in network systems and existing software to management for resolution and to guide future procurement actions and process improvement; • Maintain and test information databases supporting various functions (e.g. project management, monitoring & evaluation, etc.) within the organization to ensure functionality of systems in support of wider organization deliverables. 			
Requirements (Education, Experience, Technical Competencies)			
<ul style="list-style-type: none"> • Completion of Secondary School • Some prior experience in the provision of IT services 			
This Position Description is subject to revisions/updates as necessary to ensure alignment to the organization's strategic direction and structure. Revisions to the description are subject to applicable Human Resources policies and procedures, and official versions of each Position Description are maintained by Human Resources.			
Original Drafted by:		Date:	
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Position:	Procurement Assistant		
Division:	Procurement		
Report to:	Procurement Manager		
Band:	B		
Position Objective			
The Procurement Assistant, under the supervision of the Procurement Manager, is responsible for the execution of procurement-related processes from sourcing, stock control, inspection, and delivery of goods and services in support of wider organization programs.			
Duties and Responsibilities			
<ul style="list-style-type: none"> • Execute procurement-related activities (quotation-gathering, purchasing, quality inspection, etc.) in accordance with MCA Procurement Guidelines and ensure responsiveness and the timely servicing of procurement requests; • Perform regular inventory checks and bring issues to the attention of the Procurement Manager to address and anticipate resource needs of various organization units; • Inform staff on standard procedures, requirements, and timetables for resource acquisition and delivery to ensure smooth processing and completion of program requests; • Communicate technical specifications to suppliers and agents to efficiently assess availability and timeliness of deliveries against MCA project needs and timelines; • Maintain database of contacts and suppliers to serve as a resource for future procurement activities and for audit purposes; • Document issues and best practices to help inform process improvement activities. 			
Requirements (Education, Experience, Technical Competencies)			
<ul style="list-style-type: none"> • Completion of Secondary School • Some prior office experience preferably in a purchasing function 			
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Original Drafted by:		Date:	
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Position:	Program Assistant		
Division:	[Name of Project/Project Unit]		
Report to:	Program Manager		
Band:	B		
Position Objective			
The Program Assistant, under the supervision of the Program Manager, is responsible for the execution of project support activities, organizing logistical and administrative support for project activities, gathering and inputting information, and monitoring and reporting on project activities.			
Duties and Responsibilities			
<ul style="list-style-type: none"> • Execute project activities as defined by project plan ensuring that these are delivered on a timely basis to support broader project initiatives and objectives; • Organize logistics and administrative requirements for project activities (e.g. travel, venue management, etc.) and ensure that these are delivered and that costs are controlled in line with established budgets; • Collect and input information for use in project monitoring, evaluation, and reporting activities, ensuring the accuracy of data and adherence to established formats for reporting; • Address queries from staff and external stakeholders (e.g. partner organizations, government offices) related to the implementation of project activities to build an informed basis for interaction and increased efficiency in the execution of activities; • Maintain a calendar of project activities and ensure that staff and project stakeholders are informed of upcoming deadlines and project progress against milestones to support overall project management. 			
Requirements (Education, Experience, Technical Competencies)			
<ul style="list-style-type: none"> • Completion of Secondary School • Some prior office experience in general administration and project/program management. 			
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Original Drafted by:		Date:	
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Approved by:		Date:	

Position:	Secretary		
Division:	[Name of Division]		
Report to:	Deputy Executive Director, [Program/Operations/Finance]		
Band:	B		
Position Objective			
The Secretary, reporting directly to the Deputy Executive Director for a functional area, is responsible for executive support including the setting appointments, drafting correspondence, and maintaining files to support the efficient flow of information between the Deputy Executive Director and concerned parties within and outside the MCA.			
Duties and Responsibilities			
<ul style="list-style-type: none"> • Process appointment requests from internal and external parties to maintain an efficient and organized schedule for the Deputy Executive Director; • Sort communications addressed to the Deputy Executive Director to ensure proper prioritization of information and the facilitation of correspondence; • Informs concerned parties on appointment request guidelines to ensure scheduling protocols are followed consistently; • Drafts responses to basic inquiries to aid in a swift turnover of information to concerned parties; • Organizes documentation for the functional area, ensuring that these are readily accessible to support planning and implementation of activities and audit processes. 			
Requirements (Education, Experience, Technical Competencies)			
<ul style="list-style-type: none"> • Completion of Secondary School • Some prior office experience 			
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Original Drafted by:		Date:	
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Approved by:		Date:	

Position:	Executive Secretary		
Division:	Office of the CEO		
Report to:	Chief Executive Officer		
Band:	C		
Position Objective			
The Executive Secretary is responsible for the daily monitoring and organization of the schedule, work flow, and communications of the Chief Executive Officer. The position maintains open communication lines to support the functions of the CEO's office while ensuring compliance with established knowledge management and information security protocols.			
Duties and Responsibilities			
<ul style="list-style-type: none"> Monitors communications addressed to the Executive Director ensuring pressing matters are identified and addressed in a timely manner; Organizes daily appointment schedule and briefing materials for the Executive Director anticipating possible changes in priority and agenda to ensure an optimized work flow of concerned parties; Facilitates the flow of information across different functional areas of the MCA to support collaboration and the dissemination of information from the CEO's office; Reviews requests, proposals, plans, and other documents to be approved by the Executive Director ensuring compliance to established templates and standards; Maintains a file to effectively track schedules and deliverables leading to timeliness and consistency of service delivery. 			
Requirements (Education, Experience, Technical Competencies)			
<ul style="list-style-type: none"> Completion of Secondary School Extended prior experience in provision of administrative services/office management 			
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Original Drafted by:		Date:	
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Approved by:		Date:	

Position:	Finance Manager		
Division:	Finance		
Report to:	Director, Finance		
Band:	C		
Position Objective			
The Finance Manager, under the supervision of the Director, Finance, is responsible for examining the daily execution of accounting and finance transactions, monitoring the banking relationship, and serving a facilitating role in budget management and as focal point for the preparations for budgeting and auditing activities.			
Duties and Responsibilities			
<ul style="list-style-type: none"> • Review and verify a range of transactions (including disbursements, transfers, etc.) and ensure MCA/MCC finance and accounting guidelines are properly observed, and documentation is current and accurate to support reporting and audit activities; • Examine bank records/reports to determine if any inconsistencies exist and advise the Finance Director/Executive Director-Finance of issues related to the banking relationships of the MCA; • Train MCA staff on the proper use of accounting forms and accomplishment of finance and accounting transactions to ensure consistent compliance with MCA guidelines and strengthen the transparency of the accounting function; • Monitor budgets and daily cash flow ensuring that issues of overspend/underspend are anticipated and that remedial measures are raised to management; • Oversee the preparation and organization of finance and accounting documentation for budgeting, reporting, and audit activities, ensuring that information is accurate and traceable; • Consolidate and maintain documentation on issues and best practices to support process improvement activities. 			
Requirements (Education, Experience, Technical Competencies)			
<ul style="list-style-type: none"> • University Degree in Accounting/Finance • Some experience in accounting 			
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Original Drafted by:		Date:	
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Approved by:		Date:	

Position:	Specialist, Legal		
Division:	Legal		
Report to:	Director, Legal		
Band:	C		
Position Objective			
The Specialist, Legal, under the supervision of the Director, Legal, functions as a paralegal in providing legal research, document review and management, and the monitoring of legal actions and compliance with the MCA legal framework and guidelines.			
Duties and Responsibilities			
<ul style="list-style-type: none"> • Execute a full range of Legal support functions related to researching legal/statutory requirements, preparatory casework for legal proceedings, etc. and ensure that these are consistent with standards and schedules within the legal team; • Review transactional documents (e.g. procurement documents, project agreements and employment contracts) for compliance with documentary requirements, and consistency with established MCA formats; • Advise Legal Director/General Counsel, on issues related to non-compliance with legal documentary and ethics guidelines by MCA personnel, and anticipate issues that may arise from non-compliance; • Explain the process and guidelines for the completion of legal documents, submission/compliance with local law/regulations; • Maintain complete files of MCA legal documentation, ensuring completeness, confidentiality, and accessibility for use by the legal team, and for audit purposes; • Track legal actions to assure that deadlines are met and to resolve impediment to clearance or approval. 			
Requirements (Education, Experience, Technical Competencies)			
<ul style="list-style-type: none"> • Completion of University Degree with emphasis on legal training desirable. • Some prior office experience in a para-legal or administrative function. 			
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Position:	IT Manager		
Division:	IT		
Report to:	Director, IT		
Band:	C		
Position Objective			
The IT Manager, under the supervision of the Director, IT, is responsible for the delivery and implementation of IT-related services to include network management and data infrastructure oversight, ensuring that services rendered support the work of the MCA.			
Duties and Responsibilities			
<ul style="list-style-type: none"> • Oversee delivery of various IT services (e.g. infrastructure maintenance, database management, etc.) across the MCA, ensuring that the quality of execution meets organization needs and established IT standards; • Advise management on overall issues regarding day-to-day IT operations and provide inputs to improve delivery and efficiency of services rendered; • Provide recommendations on software developments or upgrades for organization use in support of increased efficiency and productivity of wider program deliverables; • Develop regular testing, update, and maintenance schedule for IT infrastructure to ensure continuity of functionality and capacity to service the needs of the MCA; • Assess existing procedures/protocols to incorporate improvements based on user feedback to facilitate seamless delivery of services. 			
Requirements (Education, Experience, Technical Competencies)			
<ul style="list-style-type: none"> • University degree in computer science • Some prior experience in the provision of IT services 			
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Original Drafted by:		Date:	
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Position:	Office Manager		
Division:	Administration		
Report to:	Director, Administration		
Band:	C		
Position Objective			
The Office Manager, reporting directly to the Administration Director, provides oversight of general office administrative functions ensuring the quality and timeliness of service delivery. The Office Manager supervises general service staff and ensures compliance with established policies and work plans.			
Duties and Responsibilities			
<ul style="list-style-type: none"> Oversees daily office operations including cleaning, mail services, transportation, travel, and security, ensuring timeliness and of service delivery for an integrated administrative services platform; Conducts building and property inspections on a regular basis to ensure compliance with safety and security standards, and ensuring that the premises function as a conducive work environment for MCA staff and partners; Engages with service providers ensuring clarity in the scope, type, and quality of services required, and that established policies and guidelines are adhered to in rendering such services; Orients MCA staff and external service providers on administrative guidelines and policies to ensure awareness and compliance; Supervises staff and establishes work plans to support an efficient administrative division. 			
Requirements (Education, Experience, Technical Competencies)			
<ul style="list-style-type: none"> University Degree Experience in office administration 			
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Original Drafted by:		Date:	
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Position:	Procurement Manager		
Division:	Procurement		
Report to:	Director, Procurement		
Band:	C		
Position Objective			
The Procurement Manager, under the supervision of the Director, Procurement, is responsible for overseeing the delivery and implementation of procurement-related services that include resource acquisition, inventory management, and stock quality control of goods and services relevant to wider organization programs.			
Duties and Responsibilities			
<ul style="list-style-type: none"> • Oversee delivery of various procurement services (e.g. resource acquisition, inventory management, stock quality control, etc.) across the organization, ensuring that the quality of services rendered meet organization needs and are consistent with MCC/MCA procurement standards; • Assess technical procurement requests and ensure that they are aligned to procurement plans; • Execute technical procurements and tendering processes and ensure transparency, compliance with MCC/MCA procurement standards, quality of goods and suppliers, and documentation; • Advise management on overall issues regarding procurement operations and provide recommendations to improve service delivery and efficiency; • Monitor procurement flow to determine core issues affecting procurement delivery, efficiency, and timeliness; • Anticipate organization-wide procurement needs according to purchasing trends and projections to sustain smooth delivery of expected services rendered. 			
Requirements (Education, Experience, Technical Competencies)			
<ul style="list-style-type: none"> • University Degree • Some experience in the provision of procurement services 			
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Original Drafted by:		Date:	
Reviewed by:		Date:	
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Position:	Program Manager		
Division:	[Name of Project/Project Unit]		
Report to:	Director, [Program Area]		
Band:	C		
Position Objective			
The Project Manager, under the supervision of the Director, [Program Area], is responsible for the daily execution, monitoring, and supervision of a range of activities supporting the [NAME OF PROJECT], ensuring consistency with established work plans and implementation guidelines.			
Duties and Responsibilities			
<ul style="list-style-type: none"> • Execute and/or oversee a range of project implementation and support activities as defined by the project plan ensuring that these are delivered on a timely basis to support broader project initiatives and objectives, and ensure consistency of quality; • Consolidate project statistics from multiple sources and review these for accuracy and compliance with established formats to support implementation, monitoring, and analytics; • Advise Director, [Program Area] of issues related to the implementation of the project in order ensure the continuity of project delivery; • Monitor project budget, procurement activities, and contracts, ensuring that these are consistent with established MCA guidelines and that issues and discrepancies are resolved and reported; • Monitor project timelines and milestones, anticipate delivery issues, and ensure that staff and external stakeholders are kept informed of project status to support overall project management and delivery; • Maintain project documentation and Operations Manuals ensuring that these are current and reflecting lessons learned to support the improvement of projects/processes. 			
Requirements (Education, Experience, Technical Competencies)			
<ul style="list-style-type: none"> • University Degree • Some experience in project management 			
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Original Drafted by:		Date:	
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Position:	Specialist, Environmental & Social Performance
Division:	Program
Report to:	Director, Environmental & Social Performance
Band:	C

Position Objective

The Specialist, Environmental & Social Performance (ESP), under the supervision of the Director, ESP, is responsible for assisting in providing technical input to ensure the environmental and social performance of all Compact funded activities. This involves assisting the Environmental and Social Performance Director in ensuring compliance of the Program activities with relevant national environmental and social laws and regulations, MCC Environmental Guidelines, and the International Finance Corporation (IFC) Performance Standards on Environment and Social Sustainability.

Duties and Responsibilities

- Assist the ESP Director in the development and/or review of ESP documents including, but not limited to, Environmental and Social Management System, Environmental and Social Impact Assessments and Management Plans, Resettlement Action Plans, Stakeholder Engagement Plans, etc., and under the guidance of the ESP Director, ensure the dissemination and implementation of these tools to improve environmental and social performance on Compact activities;
- Assist the ESP Director to engage MCA Staff, MCC Staff, and other government counterparts to effectively integrate environmental and social considerations into project planning, development, and implementation, including Terms of Reference, work plans, designs, supervision contracts, budgets, timelines, and monitoring mechanisms;
- Under the supervision of the ESP Director, coordinate closely with all MCA Staff and government counterparts to ensure proper oversight of the implementation of all Compact-funded activities, including participating in field missions.
- Monitor the adherence of the project team and implementing partners to ESP plans and schedules across different project stages, to ensure efficient implementation of ESP elements and strengthen quality of ESP outputs;
- Maintains documentation and databases related to ESP information to support reporting and communications activities.

Requirements (Education, Experience, Technical Competencies)

- Advanced University Degree in natural or social science, environmental planning, engineering, or a similar discipline.
- Demonstrated experience in environmental and social impact assessment on projects of a similar nature.
- Familiarity with international environmental and social guidelines and policies, including IFC Performance Standards on Environment and Social Sustainability.

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Position:	Specialist, Gender and Social Inclusion
Division:	Program
Report to:	Gender and Social Inclusion Director
Band:	C

Position Objective

The Specialist, Gender and Social Inclusion, under the supervision of the Director, Gender and Social Inclusion, is responsible for the implementation and monitoring of social inclusion, gender and poverty reduction efforts, across project activities, ensuring consistency with established policies, operational requirements, and work plans.

Duties and Responsibilities

- Under the supervision of the Gender and Social Inclusion Director, provides technical input to the MCA, implementing entities, and project stakeholders to ensure that social inclusion, gender, and poverty reduction considerations are effectively integrated in accordance with MCC policies and procedures across all stages of program development and implementation;
- Assists the Gender and Social Inclusion Director with the development and implementation of a Social and Gender Integration plan (SGIP) that incorporates relevant poverty, social and gender analyses, and inputs into projects and activities;
- Monitors and reports to the Gender and Social Inclusion Director on the quality of integration of gender, social inclusion and poverty reduction efforts in all project activities and identifies areas where integration can be strengthened or modified;
- Provides technical oversight for consultants and/or contractors providing social and gender integration services for Compact activities.

Requirements (Education, Experience, Technical Competencies)

- Advanced University Degree social sciences or a related discipline (e.g. anthropology, sociology, women's studies, public policy, community development, developmental economics, etc.)
- Experience supporting the integration of social inclusion, gender, and poverty reduction efforts in programs of a similar nature, in an international development context
- Experience with social and gender integration in [fill in sectors here]

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Position:	Specialist, Grants Partnerships		
Division:	Program		
Report to:	Director, Grants Partnerships		
Band:	C		
Position Objective			
The Grants Partnerships Specialist, under the supervision of the Director, Grants Partnerships, is responsible for the day-to-day monitoring of projects against established milestones and deliverables to support the disbursement of grants and monitoring the full life cycle of grants.			
Duties and Responsibilities			
<ul style="list-style-type: none"> • Execute payments and grants disbursements aligned to payment schedules and in response to the achievement of project milestones and deliverables, ensuring compliance with Grant requirements as well as MCA finance and accounting policies; • Consolidate documentation and maintain a database of partners and grants, for the full cycle of grants management from pre-award to close-out of grants to support grants management, budget development, and internal and external audit processes; • Inform potential and current grantees/sub-grantees of documentary/information and grants processing requirements and grants management activities, to build an informed partnership toward the efficient management of contracts and grants; • Advise the Director, Grants Partnerships of issues related to the administration of grants, anticipating issues affecting the payment schedule and/or achievement of project milestones and deliverables by grantees/sub-grantees; • Monitor the adherence of partners/grantees/sub-grantees against established project milestones. 			
Requirements (Education, Experience, Technical Competencies)			
<ul style="list-style-type: none"> • University Degree • Some experience in accounting • Some experience in project management 			
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Original Drafted by:		Date:	
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Position:	Specialist, Monitoring, Evaluation and Economic Analysis		
Division:	Program		
Report to:	Director, MEE		
Band:	C		
Position Objective			
The Specialist, Monitoring, Evaluation, and Economic Analysis (MEEA), under the supervision of the Director, MEEA, is responsible for the daily execution, monitoring, and supervision of M&E activities, and the collection and consolidation of economic data, ensuring consistency with established work plans and implementation guidelines by the program team and by implementing partners.			
Duties and Responsibilities			
<ul style="list-style-type: none"> • Consolidate monitoring and evaluation (ME) metrics and documentation on project performance against milestones from program team and implementing partners, to support the evaluation of project implementation and impact; • Conduct a preliminary analysis of M&E data to identify inconsistencies/outliers and verify information to ensure accuracy of information fed into the project evaluation and reporting process; • Gather economic statistics to feed into the analysis that are crucial to the design and implementation of projects; • Train and guide the project team and implementing partners on the use of MCA M&E tools and formats, to strengthen the quality of M&E outputs; • Monitor the adherence of the project team and implementing partners to M&E plans and schedules across different project stages, to ensure efficient implementation of M&E plans; • Maintains documentation and databases related to M&E statistics and project results to support improvement of projects and of the overall M&E framework. 			
Requirements (Education, Experience, Technical Competencies)			
<ul style="list-style-type: none"> • Bachelor's Degree in Economics, Statistics, or a related field • Experience conducting program evaluation; conducting qualitative data collection (ex: key informant interviews, focus groups); conducting quantitative data collection (ex: household surveys, business surveys); and extracting and assessing the quality of secondary/administrative data. • Demonstrated experience in one or more of the following statistical analysis software and databases, such as STATA, SPSS, SAS, CSPRO, Access, Excel and strong knowledge of MS Word and PowerPoint 			
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Position:	Safety and Security Specialist
Division:	Administration
Report to:	Director, Administration
Band:	C

Position Objective

Assures the safety and security of all MCA staff and MCC visitors.

Duties and Responsibilities

- Monitor the situation in (Country XXX), affecting the main office and the sites of MCA (Country XXX) projects, and advise Management and required bodies
- Create, implement, and update the Organizational Security Plans and programs, as needed;
- Provide advice on safety in field trips to staff as required;
- Provide training to drivers, local personnel and MCA (Country XXX) contractors on general safety procedures;
- Provide security assessments of MCA (Country XXX) projects and projects site and security escorts to staff as required;
- In coordination with MCA (Country XXX) Senior staff, track and approve all internal and external staff movement and trips.;
- Establishes a security support network, phone tree system (communications) and additional (as needed) security protocols to support MCA emergency response
- Develop emergency response plans (medical/physical)
- Provide daily/weekly security updates to MCA (COUNTRY XXX) personnel;
- Provide onboarding briefs for incoming staff, and monitor compliance to security protocols
- Coordinate Physical Security, Risk and Threat assessments, inside and outside the MCA (Country XXX), and Travel Safety Programs: Security Services, Access Controls and CCTV Systems, Field Studies, among others;
- Supervise the specific Safety Performance of employees and service providers;
- Assist the implementation of Corporate safety and security standards, policies and practices;

Requirements (Education, Experience, Technical Competencies)

- Bachelor's degrees in Safety, Security, and Risk Prevention.
- Desirable Postgraduate Studies or equivalent experience.
- 5 to 7 years of experience in Security Risk Assessment and Security Risk Mitigation in (Country XXX) region.
- Sensitivity to cross-cultural dynamics in the workplace (Expatriate and Local Staff)
- Previous experienced in providing Induction Training and Programs on Risk Management and Safety.

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Approved by:		Date:	

Position:	Director, Administration		
Division:	Administration		
Report to:	Deputy Executive Director, Operations		
Band:	D		
Position Objective			
The Director, Administration, under the supervision of the Deputy Executive Director, Operations, leads the adaptation of administrative policies, systems, and frameworks ensuring these are aligned to the needs of the MCA and compliant with MCC guidelines for workplace OHS and local law.			
Duties and Responsibilities			
<ul style="list-style-type: none"> Adapt MCC administrative policy frameworks (e.g. OHS, Security) to the local context of the MCA, ensuring that these are aligned to local statutory requirements, and best practices; Assess the administrative support needs of the MCA and develop administrative systems and plans that cover travel, facilities management, and logistics, and align these with MCA objectives; Advise MCA management regarding compliance with local law related to operating as an entity in the country; Build partnerships with local government units and implementing partners in various areas in-country to facilitate the efficient establishment of project units and field offices or presence; Develop tools to support the implementation of administrative policies across all functions within the organization; 			
Requirements (Education, Experience, Technical Competencies)			
<ul style="list-style-type: none"> University Degree Extended experience in the provision of Administrative Services 			
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Approved by:		Date:	

Position:	Director, Environmental & Social Performance		
Division:	Program		
Report to:	Deputy Executive Director, Program		
Band:	D		
Position Objective			
<p>The Director, Environmental & Social Performance (ESP), leads the ESP Unit, and under the guidance of the Deputy Executive Director, Program, provides technical input to ensure the environmental and social performance of all Compact funded activities. This involves ensuring compliance of the Program activities with relevant national environmental and social laws and regulations, MCC Environmental Guidelines, and the International Finance Corporation (IFC) Performance Standards on Environment and Social Sustainability.</p>			
Duties and Responsibilities			
<ul style="list-style-type: none"> • Lead the development and/or review of ESP documents including, but not limited to, Environmental and Social Management System, Environmental and Social Impact Assessments and Management Plans, Resettlement Action Plans, Stakeholder Engagement Plans, etc., and ensure the dissemination and implementation of these tools to improve environmental and social performance on Compact activities; • Engage MCA Staff, MCC Staff, and other government counterparts to effectively integrate environmental and social considerations into project planning, development, and implementation, including Terms of Reference, work plans, designs, supervision contracts, budgets, timelines, and monitoring mechanisms; • Directly supervise staff and consultants providing environmental and social performance services for Compact activities; • Serve as the main counterpart to MCA Staff, MCC Staff, and other government counterparts and stakeholders on all Environmental and Social Performance issues on Compact activities; • Coordinate closely with all MCA Staff and government counterparts to ensure proper oversight of the implementation of all Compact-funded activities, including participating in field missions. 			
Requirements (Education, Experience, Technical Competencies)			
<ul style="list-style-type: none"> • Advanced University Degree in natural or social science, environmental planning, engineering, or a similar discipline. • Demonstrated experience in environmental and social impact assessment and in leading efforts to integrate environmental and social considerations into infrastructure projects, or projects of a similar nature. • Familiarity with international environmental and social guidelines and policies, including IFC Performance Standards on Environment and Social Sustainability. 			
<p>This Position Description is subject to revisions/updates as necessary to ensure alignment to the organization's strategic direction and structure. Revisions to the description are subject to applicable Human Resources policies and procedures, and official versions of each Position Description are maintained by Human Resources.</p>			
Original Drafted by:		Date:	
Reviewed by:		Date:	
Approved by:		Date:	

Position:	Director, Finance		
Division:	Finance		
Report to:	Deputy Executive Director, Finance		
Band:	D		
Position Objective			
The Director, Finance, under the guidance of the Deputy Executive Director, Finance, is accountable for budget monitoring and preparation, preparation of periodic financial reports, and advising MCA management and implementing partners on fiscal issues.			
Duties and Responsibilities			
<ul style="list-style-type: none"> Analyze MCA operational and programmatic needs and assess the annual budget's capacity to fund initiatives and daily operational requirements, and forecast cash flows ensuring that funding is secured from MCC and allocated as per the Compact; Develop periodic financial reports for MCA management, Board of Trustees, and MCC; Advise MCA management during budget and audit exercises, providing analysis and compliance guidance, to facilitate fiscal planning and implementation; Guide MCA program staff and implementing entities on MCC fiscal management and reporting regulations, and national government procedures, to ensure compliance and transparency; Assess and update Fiscal Accountability Plan, accounting and reporting guidelines, incorporating feedback from MCA finance team, operations, and program staff, to ensure its relevance and ability to support the work of the Compact; Evaluate MCA's and implementing entities' fiscal and reporting system and determine their compliance with MCC standards, identify issues and risks, to support internal and external audit exercises. 			
Requirements (Education, Experience, Technical Competencies)			
<ul style="list-style-type: none"> University Degree in Accounting Professional Certification as a CPA or Chartered Accountant Specialized experience in account management 			
This Position Description is subject to revisions/updates as necessary to ensure alignment to the organization's strategic direction and structure. Revisions to the description are subject to applicable Human Resources policies and procedures, and official versions of each Position Description are maintained by Human Resources.			
Original Drafted by:		Date:	
Reviewed by:		Date:	
Approved by:		Date:	

Position:	Gender and Social Inclusion Director		
Division:	Program		
Report to:	Deputy Executive Director, Program		
Band:	D		
Position Objective			
<p>The Director, Gender and Social Inclusion (GSI), leads the Gender and Social Inclusion Unit, and under the guidance of the Deputy Executive Director, Programs, provides technical leadership to the MCA, implementing partners, and project stakeholders to ensure social and gender integration across all program functions.</p>			
Duties and Responsibilities			
<ul style="list-style-type: none"> Serves as the main counterpart and technical lead for all MCA staff, implementing entities, and project stakeholders on all gender and social inclusion issues for the Compact; Strengthens the impact of Compact benefits by providing technical guidance to the MCA, implementing entities, and project stakeholders to ensure that social inclusion, gender, and poverty reduction considerations are effectively integrated in accordance with MCC policies and procedures across all stages of program development and implementation; Leads the development and implementation of the Social and Gender Integration Plan (SGIP) which incorporates relevant poverty, social, and gender analyses and inputs across all projects and activities; Monitors the quality of integration of gender, social inclusion and poverty reduction in all project activities and identifies areas where integration can be strengthened or modified; Directly supervises staff and consultants providing social and gender integration services for Compact activities. 			
Requirements (Education, Experience, Technical Competencies)			
<ul style="list-style-type: none"> Advanced University Degree in social sciences or a related discipline (e.g. anthropology, sociology, women's studies, public policy, community development, developmental economics, etc.) Extended experience leading the integration of social inclusion, gender, and poverty reduction efforts in programs of a similar nature, in an international development context. 			
<p>This Position Description is subject to revisions/updates as necessary to ensure alignment to the organization's strategic direction and structure. Revisions to the description are subject to applicable Human Resources policies and procedures, and official versions of each Position Description are maintained by Human Resources.</p>			
Original Drafted by:		Date:	
Reviewed by:		Date:	
Approved by:		Date:	

Position:	Director, Grants Partnerships		
Division:	Program		
Report to:	Deputy Executive Director, Program		
Band:	D		
Position Objective			
The Director, Grants Partnerships, under the guidance of the Deputy Executive Director, Program, is responsible for monitoring the MCA's grants portfolio, analyzing grants opportunities, negotiating contracts, and creating payment schedules and determining project milestones for the full life-cycle management of grants.			
Duties and Responsibilities			
<ul style="list-style-type: none"> Analyze grants opportunities and ensure that these are aligned to the priorities and objectives of the Compact, adhere to guidelines and criteria established by MCC and the MCA, and recommend viable grants opportunities for approval; Develop payment schedules and determine project milestones and deliverables as part of the awarding of grants, in compliance with MCC grants management and reporting guidelines; Advise Deputy Executive Director, Program and collaborate with Deputy Executive Director, Finance in the development and management of sound budgeting and investment strategies, risk assessments, and management of contractual liabilities and obligations associated with managing grants for a portfolio of projects; Negotiates and oversees contractual relationships and agreements with grantees/sub-grantees, ensuring that contractual terms, expectations, and accountabilities are clearly communicated and agreed upon; Oversee grants portfolio and ensure that project milestones and deliverables are met by grantees/sub-grantees/implementing partners as agreed, and report on progress to MCA management and the Board on a regular basis; Develop manuals and criteria for grants management for use internally and externally. 			
Requirements (Education, Experience, Technical Competencies)			
<ul style="list-style-type: none"> Advanced University Degree in finance or program management Specialized experience in grant programs Significant experience in project management 			
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Original Drafted by:		Date:	
Reviewed by:		Date:	
Approved by:		Date:	

Position:	Director, Legal		
Division:	Legal		
Report to:	General Counsel		
Band:	D		
Position Objective			
The Director, Legal, under the guidance of the General Counsel, is responsible for the analysis of legal matters, drafting of legal documents, and advising MCA staff and the MCA board related to contracts/agreements/MOUs which may have legal implications for the MCA.			
Duties and Responsibilities			
<ul style="list-style-type: none"> • Render sound analysis on legal issues to support decision-making by MCA management and by the board; • Draft contracts/agreements/MOUs ensuring that proper these are consistent with MCA standards for risk mitigation, legal documentations, and with country legal statutes; • Advise MCA management on the preparation and interpretation of transactional documentation (e.g. related to procurement documents, project agreements and employment contracts); • Build networks within the local legal community and local regulatory agencies, to keep current with legal developments in the country and anticipate how these may affect the work of the MCA; • Oversee staff learning and development activities related to legal matters and ethics, to build an informed community and minimize the risks to the MCA; • Develop standardized contract/agreement/MOU formats for use across the MCA, ensuring established practices are in place for the drafting of legal documents. 			
Requirements (Education, Experience, Technical Competencies)			
<ul style="list-style-type: none"> • Completion of Advanced University Degree in Law (Juris Doctor) • Specialized experience in the provision of legal advice with a particular emphasis on commercial contracting and labor law. 			
This Position Description is subject to revisions/updates as necessary to ensure alignment to the organization's strategic direction and structure. Revisions to the description are subject to applicable Human Resources policies and procedures, and official versions of each Position Description are maintained by Human Resources.			
Original Drafted by:		Date:	
Reviewed by:		Date:	
Approved by:		Date:	

Position:	Director, IT		
Division:	IT		
Report to:	Deputy Executive Director, Operations		
Band:	D		
Position Objective			
The IT Director, leading the IT unit, and under the guidance of the Deputy Executive Director, Operations, is accountable for the successful delivery of all IT-related infrastructure, from set up, maintenance, sustenance, and alignment of systems and resources towards overall project objectives and MCA needs.			
Duties and Responsibilities			
<ul style="list-style-type: none"> • Lead development, adaptation, and deployment of IT infrastructure and functional systems, to ensure optimal use of resources and alignment of initiatives to current and future organization needs; • Analyze opportunities and gaps within existing infrastructure to identify key areas of improvement, further enhancing organization program delivery; • Collaborate with other MCA units to determine operational needs and provide solutions to increase program efficiency and productivity; • Anticipate department challenges and address gaps in capacity to facilitate consistent and efficient delivery of IT-related services and programs; • Develop evaluation tools and metrics for continuous development of existing IT infrastructure relevant to wider organization need and strategies, and consistent with developments in the field of IT especially information security. 			
Requirements (Education, Experience, Technical Competencies)			
<ul style="list-style-type: none"> • Advanced University Degree in computer science • Specialized experience in the organization and delivery of IT services 			
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Original Drafted by:		Date:	
Reviewed by:		Date:	
Approved by:		Date:	

Position:	Director, Monitoring, Evaluation, and Economic Analysis		
Division:	Program		
Report to:	Deputy Executive Director, Program		
Band:	D		
Position Objective			
The Director, Monitoring, Evaluation, & Evaluation Analysis, leads the MEEA function, and under the guidance of the Deputy Executive Director, Program, adapts MCC MEEA frameworks and ensures its implementation across projects at the MCA, monitors project progress and impact, to strengthen the Compact's ability to deliver its objectives, and provides insight into the economic conditions of the country.			
Duties and Responsibilities			
<ul style="list-style-type: none"> Adapts the MCA MEEA framework as a cross-cutting component of the overall program framework and design tools and approaches to track the progress projects and evaluate their impact to strengthen MCA's capacity to deliver projects; Define, track, and analyze economic indicators that will be impacted by the compact in order to inform the design and implementation of initiatives related to compact objectives; Advise Deputy Executive Director, Program on the performance of projects and create reports and presentations for internal and external stakeholders (e.g. implementing partners, MCC, the Board, media) to build the MCA's reputation for quality programming and increase support for MCA projects; Guide program staff and implementing partners on the mainstreaming of ME tools and principles into project designs and promote knowledge and accountability for their proper utilization; Define project ME metrics and milestones and analyze project performance to anticipate changes/adjustments to project designs and implementation plans, capture best practices, and build informative reports on the Compact's impact on its stakeholders; Develop ME plans and budgets, identify external ME resources, and ensure the effective implementation of the ME framework aligned to program initiatives and the Compact's objectives. 			
Requirements (Education, Experience, Technical Competencies)			
<ul style="list-style-type: none"> Advanced University Degree in Economics, Statistics, or similar fields Specialized experience in the organization and delivery of M&E functions Demonstrated experience in one or more of the following statistical analysis software and databases, such as STATA, SPSS, SAS, CSPRO, Access, Excel and strong proficiency with MS Word and PowerPoint. 			
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Original Drafted by:		Date:	
Reviewed by:		Date:	

Position:	Director, Procurement		
Division:	Procurement		
Report to:	Deputy Executive Director, Operations		
Band:	D		
Position Objective			
The Director, Procurement, under the guidance of the Deputy Executive Director, Operations, is responsible for ensuring that MCC procurement guidelines are implemented at the MCA and observed by implementing partners, to promote fiscal responsibility, accountability, and transparency in all transactions of the MCA.			
Duties and Responsibilities			
<ul style="list-style-type: none"> Analyze MCA operational and programmatic needs and develop procurement plans and budgets consistent with the overall plans of the Compact and aligned to the needs of the MCA; Develop asset tracking tools and generate periodic asset tracking reports for MCA management, Board of Trustees, and MCC audits; Advise MCA management during budget, planning, and audit exercises, providing analysis of the procurement-related expenditures and assets of the MCA; Guide MCA procurement staff and implementing entities on MCC procurement guidelines, asset management regulations, and reporting requirements to ensure compliance and transparency; Assess and update capital master plan for the MCA, and adapt MCC procurement guidelines to align with local law and Compact requirements; Evaluate MCA's and implementing entities' procurement systems and determine their compliance with MCC standards, identify issues and risks, to support internal and external audit exercises. 			
Requirements (Education, Experience, Technical Competencies)			
<ul style="list-style-type: none"> Advanced University Degree in administration or finance Specialized experience in the organization and delivery of procurement services 			
This Position Description is subject to revisions/updates as necessary to ensure alignment to the organization's strategic direction and structure. Revisions to the description are subject to applicable Human Resources policies and procedures, and official versions of each Position Description are maintained by Human Resources.			
Original Drafted by:		Date:	
Reviewed by:		Date:	
Approved by:		Date:	

Position:	Director, [Program Area]		
Division:	[Name of Project/Project Unit]		
Report to:	Deputy Executive Director, Program		
Band:	D		
Position Objective			
<p>The Director, [Program Area], leading the [NAME OF PROJECT/PROJECT UNIT], and under the guidance of the Deputy Executive Director, Program, is accountable for the successful implementation of the project, from initiation and execution, building collaborative relationships with project stakeholders, and oversight of project budgets. The Director, [Program Area] ensures the alignment of project execution with the overall objectives of the Compact and the judicious management of its resources.</p>			
Duties and Responsibilities			
<ul style="list-style-type: none"> • Lead the [NAME OF PROJECT] across all project activities and ensure that these are aligned to the established strategies, frameworks, budgets and resources defined by the Compact; • Evaluate project components and activities as these are developed to ensure their relevance to the country context and ensure that these adapted to address requirements on the ground; • Represent the [NAME OF PROJECT] as an integrated component of the Country MCA program to project stakeholders (e.g. with national/local government counterparts, civil society, project beneficiaries, etc.) ensuring that collaborative relationships are built and maintained to facilitate the delivery of the program; • Guide [NAME OF PROJECT] team to ensure the use of resources and the implementation of project activities are aligned to the overall project plan; • Build the [NAME OF PROJECT] team through recruitment, training and development, and performance management of staff to ensure a capacity to deliver the project's objectives; • Develop tools to support the implementation of project activities. 			
Requirements (Education, Experience, Technical Competencies)			
<ul style="list-style-type: none"> • Advanced University Degree • Specialized experience in development program management 			
<p>This Position Description is subject to revisions/updates as necessary to ensure alignment to the organization's strategic direction and structure. Revisions to the description are subject to applicable Human Resources policies and procedures, and official versions of each Position Description are maintained by Human Resources.</p>			
Original Drafted by:		Date:	
Reviewed by:		Date:	
Approved by:		Date:	

Position:	Chief Executive Officer		
Division:			
Report to:	MCA Board		
Band:	E		
Position Objective			
The Chief Executive Officer, accountable to the MCA Board, is responsible for establishing the MCA, the direct management of the MCA's Program and Operational Support Functions, and serving as the primary representative of the MCA in the country to stakeholders, the MCA Board, and MCC.			
Duties and Responsibilities			
<ul style="list-style-type: none"> • Lead the MCA, aligning both the Programmatic and Operations functions, and develop systems and strategies that establish the targets for the Compact and ensure its delivery; • Evaluate the Compact's programmatic, statutory, and operational requirements and develop Operations and Program frameworks, and allocate budgets and resources, to ensure the MCA's ability to deliver; • Represent the MCA to all stakeholders in [NAME OF COUNTRY] (e.g. with national/local government counterparts, regulatory agencies, program/project partners, etc.) and expand the MCA's collaborative network into new partnerships that will sustain the MCA throughout the Compact; • Report to the MCA Board on a regular basis to inform it of progress, issues, and risks related to the implementation of the Compact program, and link inputs from the MCA Board with the MCA's strategic development; • Guide functional and project heads across the MCA and ensure a collaborative environment is established to facilitate cooperation, sharing of information, and shared accountability for the success of the Compact; • Build the country management team (e.g. Directors for Finance, Human Resources, Program) and identifying technical resources (e.g. external consultants, MCC technical resources) aligned to the needs of the MCA. 			
Requirements (Education, Experience, Technical Competencies)			
<ul style="list-style-type: none"> • University Degree • Extended Experience in Development Program Management 			
This Position Description is subject to revisions/updates as necessary to ensure alignment to the organization's strategic direction and structure. Revisions to the description are subject to applicable Human Resources policies and procedures, and official versions of each Position Description are maintained by Human Resources.			
Original Drafted by:		Date:	
Reviewed by:		Date:	
Approved by:		Date:	

Position:	Deputy Executive Director, Finance		
Division:	Finance		
Report to:	Chief Executive Officer		
Band:	E		
Position Objective			
The Deputy Executive Director, Finance, oversees the overall Finance function of the MCA, and under the direction of the Chief Executive Officer, and accountable to the MCA Board and MCC, is responsible for day-to-day management of the Compact's financial management and ensuring the financial health of the MCA throughout the lifespan of the Compact.			
Duties and Responsibilities			
<ul style="list-style-type: none"> • Lead the overall Finance function of the MCA and ensure that sufficient finance and accounting support is provided to the operational and programmatic functions of the MCA to strengthen its ability to deliver on the targets of the Compact; • Evaluate Compact requirements and develop policies and plans for managing the MCA's fiscal resources, aligned with the overall plan of the MCA and in accordance with MCC fiscal accountability and transparency policies, and internal and external audit standards and requirements; • Oversee the production of periodic reports, including annual fiscal reports, for the reference of MCA management, MCC, and the MCA Board; • Represent the MCA management with MCC and the MCA Board on all matters associated with the financial management and overall fiscal health of the Compact; • Guide Finance Director and advise MCA management team and ensure a collaborative environment is established to facilitate cooperation, sharing of information, and shared accountability for the success of the Compact; • Build the Finance team through recruitment of staff and identifying technical resources (e.g. external consultants, MCC technical resources) to provide external advice and expertise, aligned to the strategic needs of the MCA. 			
Requirements (Education, Experience, Technical Competencies)			
<ul style="list-style-type: none"> • Advanced University Degree in Management • Professional Certification in Accounting • Extended experience in financial management 			
This Position Description is subject to revisions/updates as necessary to ensure alignment to the organization's strategic direction and structure. Revisions to the description are subject to applicable Human Resources policies and procedures, and official versions of each Position Description are maintained by Human Resources.			
Original Drafted by:		Date:	
Reviewed by:		Date:	
Approved by:		Date:	

Position:	General Counsel		
Division:	Legal		
Report to:	Chief Executive Officer		
Band:	E		
Position Objective			
The General Counsel, reporting to the Chief Executive Officer, serves as the principal legal officer and senior policy advisor on legal matters, as well as a technical resource to the MCA governing board (Board) and management team and other staff of the MCA. The General Counsel will also serve as the corporate secretary to the Board of the MCA.			
Duties and Responsibilities			
<ul style="list-style-type: none"> • Guide the strategic development of the MCA ensuring that liabilities and risks are addressed, and all aspects of implementation are compliant with country laws; • Review contracts/agreements/MOUs and other legally binding documents and ensure that these align to the programmatic needs of the MCA while compliant with all relevant legislative/regulatory requirements; • Represent the MCA with MCC and the Board, and before courts, regulatory, and administrative bodies, on all legal matters or on decision-making and negotiations which may have legal implications; • Lead legal negotiations between the MCA and the host country government or with external partner organizations, ensuring that the MCA's interests are projected and protected, and risks are identified and mitigated; • Establish contractual, legal documentary, Board procedures and by-laws, and ethics standards and frameworks consistent with MCC requirements, Compact requirements, and local statutes; • Review legal requirements Evaluate Compact requirements and develop the Human Resources framework and the staffing plan, aligned with the overall plan of the MCA and in accordance with MCC personnel management policies, and national labor law and regulatory requirements; • Build the Legal team and determine the need for additional legal experts (including outside counsel), identify possible sources for such experts, to support the provision of strong legal advice, aligned to the strategic needs of the MCA. 			
Requirements (Education, Experience, Technical Competencies)			
<ul style="list-style-type: none"> • Completion of Advanced University Degree in Law (Juris Doctor) • Extended experience in rendering legal opinions at a corporate level. Experience with high level negotiation and expertise in contract and labor law. 			
This Position Description is subject to revisions/updates as necessary to ensure alignment to the organization's strategic direction and structure. Revisions to the description are subject to applicable Human Resources policies and procedures, and official versions of each Position Description are maintained by Human Resources.			
Original Drafted by:		Date:	
Reviewed by:		Date:	
Approved by:		Date:	

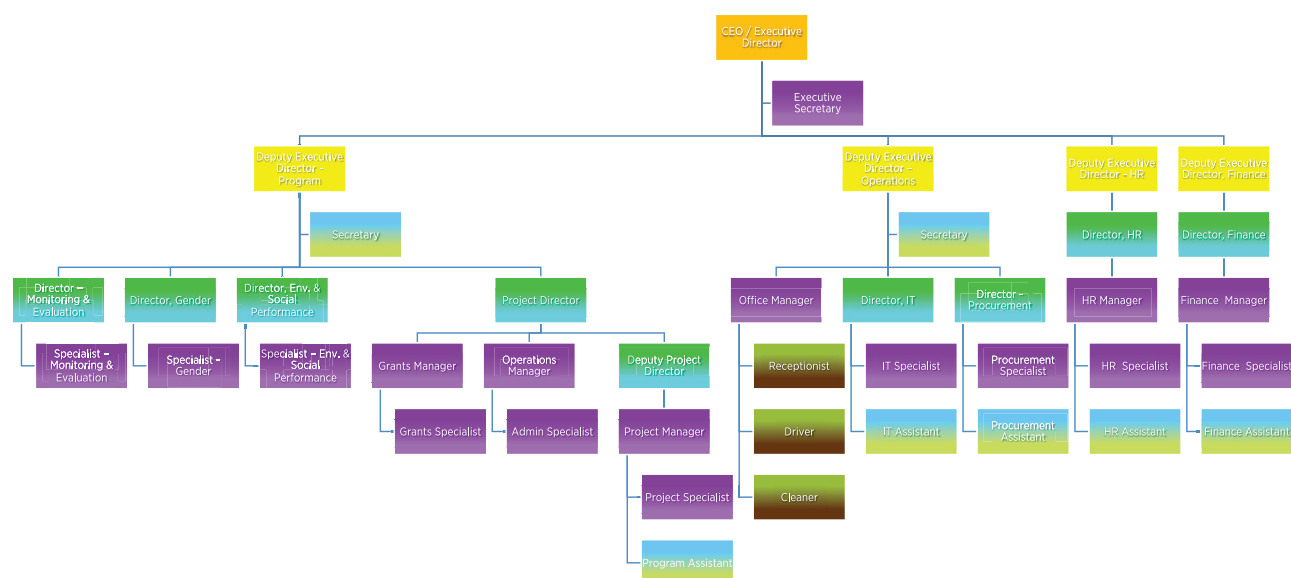
Position:	Deputy Executive Director, Operations		
Division:	Operations		
Report to:	Chief Executive Officer		
Band:	E		
Position Objective			
The Deputy Executive Director, Operations, oversees the overall Operations function of the MCA, and under the direction of the Chief Executive Officer, is responsible for day-to-day management of the Compact's administrative, information technology, and procurement functions, in support of and in collaboration with the office's programmatic functions toward the achievement of the Compact's objectives.			
Duties and Responsibilities			
<ul style="list-style-type: none"> • Lead the overall Operations function of the MCA and ensure that functional initiatives across administration, IT, procurement, and other functions under Operations sufficiently support the programmatic work of the Compact; • Evaluate the Compact's statutory and operational requirements and develop systems, and allocate budgets and resources, that are aligned to these requirements and consistent with the MCA's programmatic needs; • Represent the MCA as a legal entity in the country (e.g. with national/local government counterparts, regulatory agencies, etc.) and expand the MCA's collaborative network into new partnerships that will sustain the MCA throughout the Compact; • Link the MCA Operations function with the MCC and with the MCA board, ensuring that overall status of operations is shared, and that significant changes to legal and regulatory requirements, issues with resources and collaborative relationships are communicated to obtain guidance; • Guide functional Operations Directors (e.g. Directors of Administration, Grants, and Procurement) and ensure a collaborative environment is established to facilitate cooperation, sharing of information, and shared accountability for the success of the Compact; • Build the Operations team through the recruitment of Directors and identifying technical resources (e.g. external consultants, MCC technical resources) aligned to the operations needs of the MCA; • Create a cohesive Operations plan that integrates the different areas of Operations, with input from Human Resources, Finance, and Program, that defines Operations initiatives and targets throughout the full life cycle of the Compact. 			
Requirements (Education, Experience, Technical Competencies)			
<ul style="list-style-type: none"> • University Degree • Extended experience in program management and administrative systems 			
This Position Description is subject to revisions/updates as necessary to ensure alignment to the organization's strategic direction and structure. Revisions to the description are subject to applicable Human Resources policies and procedures, and official versions of each Position Description are maintained by Human Resources.			
Original Drafted by:		Date:	
Reviewed by:		Date:	
Approved by:		Date:	

Position:	Deputy Executive Director, Programs		
Division:	Program		
Report to:	Chief Executive Officer		
Band:	E		
Position Objective			
The Deputy Executive Director, Programs, oversees the overall program function of the MCA, and under the direction of the Chief Executive Officer, is responsible for day-to-day management of the Compact's projects and cross-cutting sector activities to ensure the achievement of the Compact's targets.			
Duties and Responsibilities			
<ul style="list-style-type: none"> • Lead the overall program of the MCA and ensure that projects across the Compact are aligned and that cross-cutting frameworks (e.g. Gender and Social Inclusion, ESP, M&E) are implemented, and that these projects can deliver the established targets for the compact; • Evaluate Compact requirements and determine the appropriateness/relevance of project designs and develop strategies and frameworks, allocate budgets and resources, to ensure the MCA's ability to deliver; • Represent the MCA program to project stakeholders (e.g. with national/local government counterparts, civil society, project beneficiaries, etc.) and expand the MCA's collaborative network into new partnerships; • Link the MCA program with the MCC and with the MCA board, ensuring that overall progress of the compact is shared and that significant changes to project design, issues with resources and collaborative relationships are communicated; • Guide Program Directors and ensure a collaborative environment is established to facilitate cooperation, sharing of information, and shared accountability for the success of the Compact; • Build the program team through the recruitment of Program Directors and identifying technical resources (e.g. external consultants, MCC technical resources) aligned to the programmatic and strategic needs of the MCA; • Create a cohesive framework that integrates project technical and cross-cutting areas. 			
Requirements (Education, Experience, Technical Competencies)			
<ul style="list-style-type: none"> • University Degree • Extensive experience in project management • Experience managing teams of diverse experts (staff and consultants in various technical areas) 			
This Position Description is subject to revisions/updates as necessary to ensure alignment to the organization's strategic direction and structure. Revisions to the description are subject to applicable Human Resources policies and procedures, and official versions of each Position Description are maintained by Human Resources.			
Original Drafted by:		Date:	
Reviewed by:		Date:	
Approved by:		Date:	

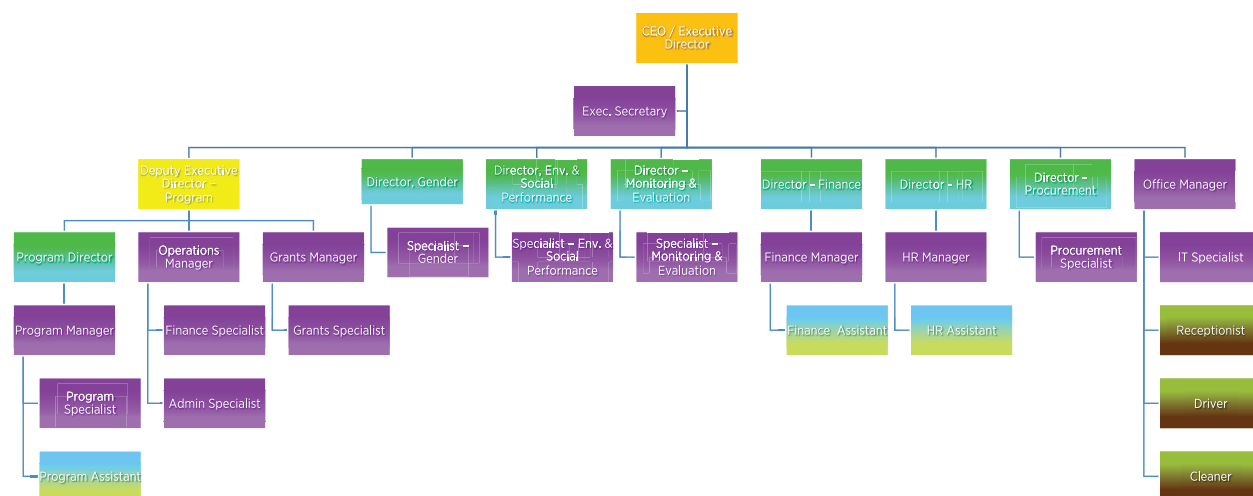
Position:	Chief Executive Officer/Executive Director		
Division:			
Report to:	MCA Board		
Band:	F		
Position Objective			
The Chief Executive Officer, accountable to the MCA Board, is responsible for establishing the MCA, the overall management of the MCA, integrating the MCA's Program and Operational Support functions, and serving as the primary representative of the MCA in the country to stakeholders, the MCA Board, and MCC.			
Duties and Responsibilities			
<ul style="list-style-type: none"> • Establish, with support from the Deputy Executive Directors, the structures, systems, and strategies at the initiation of the MCA in the country, ensuring that these are able to deliver on the targets of the MCA as defined in the Compact; • Link the National Government of [NAME OF COUNTRY] in its collaboration with the MCA to the MCC, ensuring that perspectives are shared in order to align expectations among parties; • Represent the MCA to the general public and establish links to the donor community, civil society, the private sector, and other constituencies, to establish the presence of the MCA and build networks of collaboration and partnership; • Report to the MCA Board on a regular basis to inform it of progress, issues, and risks related to the implementation of the Compact program, and relay broad guidance from the Board back to the Management Team to shape and reshape the strategic approach of the MCA; • Guide and integrate all functions of the MCA, across Program and Operational Support, and establish a corporate perspective on the delivery of the Compact and management of resources; • Build the Management team through the recruitment of the Deputy Executive Directors and other Directors (e.g. Finance, Human Resources). 			
Requirements (Education, Experience, Technical Competencies)			
<ul style="list-style-type: none"> • Advanced University Degree • Extended experience in development program management 			
This Position Description is subject to revisions/updates as necessary to ensure alignment to the organization's strategic direction and structure. Revisions to the description are subject to applicable Human Resources policies and procedures, and official versions of each Position Description are maintained by Human Resources.			
Original Drafted by:		Date:	
Reviewed by:		Date:	
Approved by:		Date:	

15. ANNEX IV: STANDARD NOTIONAL MCA OFFICE STRUCTURES

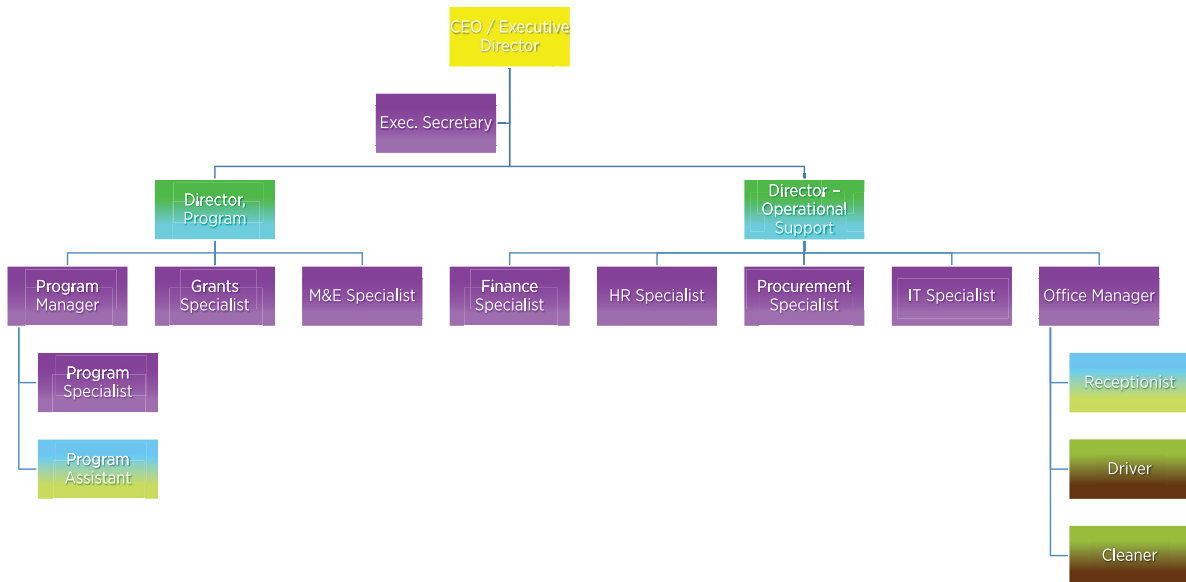
LARGE CONFIGURATION: To assist the MCA teams in building organizational structures, notional structures have been developed. *



MEDIUM CONFIGURATION: To assist the MCA teams in building organizational structures, notional structures have been developed. *



SMALL CONFIGURATION: To assist the MCA teams in building organizational structures, notional structures have been developed. *



16. ANNEX V: VACANCY NOTICE CONTENT

Every vacancy notice should contain the following mandatory information:

- Posting title and level
- Department/Office/Mission
- Organizational Setting and Reporting line
- Responsibilities
- Competencies
- Education
- Work Experience
- Languages
- Assessment Methods

A vacancy notice must convey the importance of the MCA as well as the competencies and experience expected of a successful applicant. It should be free of jargon and technical terms. If well written, a vacancy notice should facilitate screening and assessment. It should not be a direct copy of the generic job profile or individually classified job description. The identification of the suitable candidate will likely be accomplished through written assessments, competency-based interviews, and/or an assessment of the person's fit within the team.

The Vacancy Notice should also include the evaluation criteria, against which applicants are pre-screened and assessed. They form a compliance to use in monitoring and reviewing the process. There should be no doubt as to how a Hiring Manager has gone from base document to the vacancy notice, to evaluation criteria, to assessments and finally to recommendations.

The required years and field of work experience, academic qualifications and knowledge of languages are determined in line with the job profiles. In addition, the assessment methodology for which short-listed candidates are interviewed is indicated.

16.1 POSTING TITLE

The Posting Title as reflected in the published vacancy notice is aligned with the Job Profiles and it may further emphasize the focus of the position. The MCA's level/grade of the position is clearly stated next to the Posting Title.

16.2 ORGANIZATIONAL SETTINGS AND REPORTING LINE

The Organizational Settings and Reporting Line briefly explain in one to three lines the organizational unit's mission and the reporting line for the position being advertised.

16.3 JOB RESPONSIBILITIES

The job responsibilities are a description of the main tasks and duties of the position and should be attractive and clear to understand for potential applicants. This description should not be copied wholesale from the Job Profile but be carefully selected according to relevance so that the vacancy notice accurately and objectively captures the main elements. This description should be free of jargon, technical terms and should avoid acronyms. They must objectively and accurately portray the actual responsibilities and be in line with the classified level of the position. The main substantive functions of the position should be reflected ideally as follows:

- • From major to minor or less frequent;
- • Reflect what the incumbent actually 'does', i.e. writes, prepares, translates, etc.;
- • Whom he/she interacts, works with, supervises or assists;
- • In order to ensure consistency, the following text is suggested:

“Under the [overall/direct] supervision of the [Manager ...], the incumbent is responsible for:...”

Provide seven (6-7) main tasks and duties of the position. Number each task and begin each phrase with words such as: Contribute, Participate, Develop and Perform.

16.4 NO FEE STATEMENT

The following statement is included in every vacancy notice:

“[MCA-[Country]] or its agents does not charge a fee at any stage of the recruitment process (application, interview meeting, processing, training, or any other fees).

16.5 EVALUATION CRITERIA

The Hiring Manager must also establish the evaluation criteria against which applicants are assessed which may stem from a Job Profile or an individually classified job description and reflect the minimum organizational standards according to the classified level and job title. They must be in line with the requirements stated in the vacancy notice. While some additional qualifications may be desirable, no additional qualifications are required if a Job Profile is used for creating a vacancy notice. The requirements listed as part of the evaluation criteria are identical to those in the published vacancy notice. Criteria that are not mentioned in the vacancy notice must not be included in the evaluation criteria.

The requirements stated in the evaluation criteria are used by the screening process. Accordingly, when reviewing the evaluation criteria, the Human Resources Officer/Recruiter should keep in mind that the first screening and evaluation of applicants against these requirements is done based on the application

submitted, including the profile and cover letter. It is therefore important that the evaluation criteria are defined by the Hiring Manager in such a way as to enable the Human Resources Officer/Recruiter, or an outsourced screening service, to conduct initial screening, evaluation and determination of qualified and most qualified applicants in the most efficient, transparent, and justifiable manner.

Where qualifications are marked as “required” and these are not met by an applicant, this applicant is screened out, as he/she is considered not eligible. The evaluation criteria are used as a compliance tool for monitoring and reviewing the process. There should be no doubt as to how a Hiring Manager has gone from the individually classified job description to the vacancy notice, filtering questions, assessments and finally to recommendations.

The evaluation criteria consist of:

- • Required experience
- • Required field of work and where applicable, area of specialty
- • Required education qualifications
- • Required knowledge of languages
- • Assessment Methodology
- • Competencies

16.6 EXPERIENCE AND EDUCATION REQUIREMENTS

The minimum experience requirements contained in the Job Profiles are set to ensure the application of organizational standards across the job families. The Table below presents basic qualification requirements (education/experience) aligned with the proposed MCA banding structure.

16.7 LANGUAGE KNOWLEDGE

The MCA requires knowledge of the language of the country of operations, other specified languages and English. It is mandatory for internal and external applicants to meet the required language skills as stipulated in the vacancy notice. It is the responsibility of the Hiring Manager of the vacancy notice and/or respective Human Resources Officer/Recruiter to furnish job posting information and evaluation criteria that meet the requirements above.

17. ANNEX VI: ROSTER MANAGEMENT PROCESS

Over time, the MCA may develop a Roster of highly qualified and diverse candidates which may speed up the hiring process. Good practice is to anticipate recruitment needs and identify potential candidates through the use of rosters. For this purpose, the Human Resources Officer/Recruiter may publish generic vacancy notices for the purpose of creating viable rosters of qualified candidates for immediate and anticipated vacancies.

Also, recommended candidates endorsed for previous advertised positions by selection panels will be placed on a roster. Upon the opening of a job the Human Resources Officer/Recruiter may release a list of potential candidates from the Roster to the Hiring Manager. The Hiring Manager may select suitable candidates from the list. Rostered candidates who, in connection with a previous application for either a generic or a specific vacancy notice have undergone a rigorous competency and knowledge-based assessment and vetting process conducted by an Assessment Panel, may be short-listed without an additional recruitment process.

Rostered applicants are considered ready, willing and able for positions with similar functions and requirements (work experience, education, languages, competencies and skills). Rostered applicants can express their interest for consideration by applying for newly advertised positions or from roster vacancy notices. A notification shall be sent to applicants informing them that they are rostered. This notification shall explain that they have been rostered and that they may be considered in the future for positions with similar functions (i.e., a specific job family, category/level and functional title).

SELECTION OF ROSTER CANDIDATES

In order to move the recommendation of a roster candidate forward for selection, the Hiring Manager shall be required to 'recommend' the proposed roster candidate for selection. Where multiple positions are advertised under one vacancy notice, the Hiring Manager may immediately recommend the short-listing of one or more rostered candidates to fill the position(s). The recommended list can be comprised of a mixture of rostered and new candidates or a list of only new candidates.

In all other cases when either filling one or multiple position (s), Hiring Managers are required to review all new applications along with rostered candidates and must evaluate the profiles and record their findings as to whether they find the applicant as meeting none, some, or all of the required qualifications and the latter must be long-listed by the Hiring Manager. Any applicant found suitable (meeting the required and if applicable, any desirable qualifications) must be short-listed by the Hiring Manager to undergo at least a competency-based interview and/or an assessment exercise (knowledge-based test or other simulated exercise).

Rostered candidates are eligible for consideration and short-listing as rostered applicants only if they were placed on the roster prior to, or during the posting period of the vacancy notice.

18. ANNEX VII (A): EVALUATION REQUIREMENTS

During the preliminary evaluation, each applicant must be reviewed and rated in the three areas (academic, language and experience). The Hiring Manager may place the applicant in one of the following lists:

- Not Qualified: rated unsatisfactory;
- Long List: considered qualified for the job for further consideration and possible movement to the short list;
- •Short List: considered the most promising applicants for the job and should be interviewed.

JOB-SPECIFIC EXPERTISE

For vacancy notices that require the applicant to perform a self-assessment on a set of skills, the applicant must possess the required level of expertise as stated in the vacancy notice. Each higher-level implies control of the previous level's functions and accuracy. The level of expertise is recorded as:

- Not Applicable
- Unsatisfactory
- Satisfactory
- Outstanding

WORK EXPERIENCE

Relevance (or similarity):

- What is the applicant's field of work?
- Does the applicant possess knowledge of a particular geographic region covered by the job?
- Has the applicant undertaken assignments that correspond to the job?
- Has the applicant published articles or books related to the job?

Work environment:

- Does the applicant have experience in the public sector and/or the private sector?
- Does the applicant have experience at the international and/or national level?

Depth of experience:

- What is the nature and quality of the applicant's experience in his/her field of work?

Breadth of experience:

- Is the applicant's experience limited to a specialized field of work?
- Is the applicant multi-skilled and exposed to different fields of work?

Accomplishments/Tangible results achieved:

- Does the applicant's application indicate any significant achievement?
- Does the applicant appear to be a results-oriented person?

Progressively responsible experience:

- Has the applicant been working in the same position for many years?
- Has the applicant advanced in terms of responsibility or complexity of the job?

MANAGERIAL EXPERIENCE

- Does the applicant have the required level of managerial responsibility (e.g., junior level management, mid-level management, or senior level management)?
- Does the applicant have specific achievements, leadership, negotiation skills etc.?
- Supplementary questions under experience:
- Do the answers provided by the applicant reveal exposure and/or experience of the nature required for the position?
- Did the applicant substantiate the answer with concrete examples?

LEVEL OF EDUCATION

An applicant must be pre-screened for meeting the requisite level of education based on the indication in his/her application. While only academic qualifications from accredited and officially recognized universities or institutions are considered eligible, it should be noted that the accreditation status of an educational institution is not part of the initial pre-screening, but will be verified when reference verifications are conducted for the selected candidate.

- Relevance (or similarity):

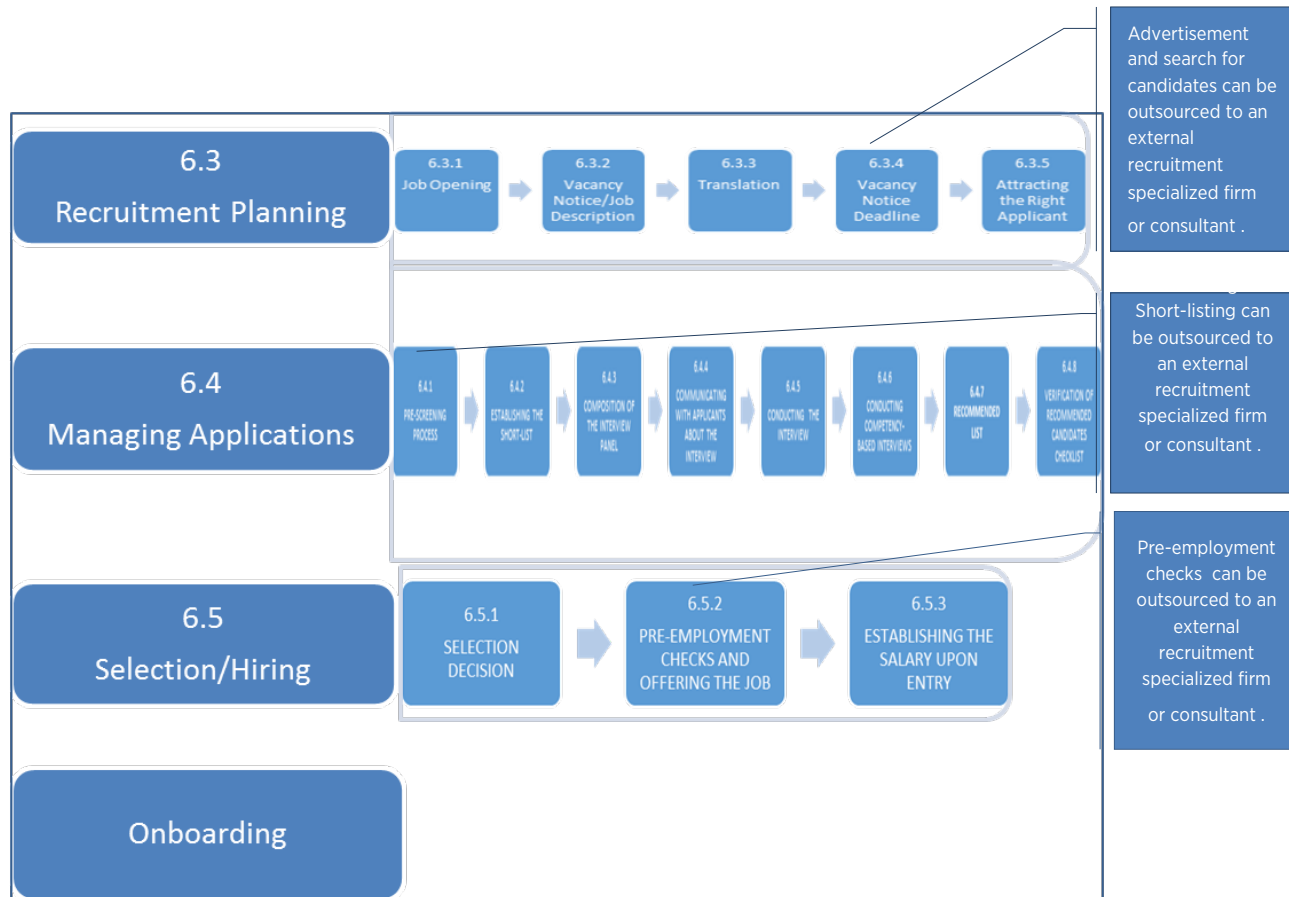
- Are the applicant's academic qualifications in line with the relevant field(s) of study?
- Does the applicant possess academic credentials that are comparable to those articulated in the evaluation criteria?
- Are the applicant's academic credentials limited to a specialized field?
- Is the applicant multi-qualified and/or has he/she been exposed to different fields of study?

KNOWLEDGE OF LANGUAGE

An applicant must meet the language skills as stated in the vacancy notice. The level of knowledge is recorded as basic, confident, or fluent. Vacancy notices require either 'fluency in' or 'knowledge of' a language. 'Fluency' equals 'Fluent' in all four areas (speak, read, write, understand) and 'knowledge of' equals a rating of 'confident' in any of the two out of four areas.

It is mandatory for internal and external applicants to meet the required language skills as stipulated in the vacancy notice. Should an internal or external applicant not meet the language requirements as stipulated in the vacancy notice, their application will be screened out as not eligible.

19. ANNEX VII (B): RECRUITMENT PROCESS WITH SUPPORT FROM OUTSIDE FIRMS/CONSULTANTS



20. ANNEX VII (C): ONBOARDING**Indicative Orientation Plan Program (To Be Further Developed in each MCA HR Manual)**

	Activity	Accountable	Date & Time	Documents
Step 1	Pre-Orientation of New Staff	HR		
	<ul style="list-style-type: none"> Formalities /contract of employment and signature Remission of forms to fill out and the finalization of the personnel record; General presentation of the structure of the Program and guidance on the work environment; Guided tour of the Office - Introductions to colleagues 			Work contract Organizational Chart
Step 2	Security and Safety	Security Officer		
	Security <ul style="list-style-type: none"> Provision of badge and access to the MCA Facilities Description of security measures (prevention of malicious activities) applicable to all staff General presentation of the Code of Conduct and good practice and return of forms to fill 			IT Security Policy badge
	Safety <ul style="list-style-type: none"> Description of safety measures (prevention of accidents) within the MCA facilities and MCA projects to enable a safe work environment 			
Step 3	General orientation: Meeting with the Supervisor	Supervisor		Job Description
	General presentation of the COMPACT <ul style="list-style-type: none"> Purpose and objectives of the Compact The objectives and components of the Program Presentation of the organizational structure of the MCA and their operation <ul style="list-style-type: none"> The Council of Administration (CA); The Committee of stakeholders (PPC); The National coordination (CN + Other Directorates); Presentation of the Directorate itself of the employee. 	Meetings		Country Agreement Structural Organization chart of MCA and organizational chart

	<p>Review the job description and the requirements of the post</p> <ul style="list-style-type: none"> o Review the specifics of the position; o Discuss the first priorities and the objectives of the team for the year; o Discuss the preferred modes of communication of the team (e-mail, interviews, telephone); o Explain the frequency of meetings standards of the team (once a week, once a month). 			<p>Scope of responsibilities / Description of the position of the employee</p> <p>Any other necessary document</p>
Step 4	Specific orientation /Individual Interviews	Tasks		
	<ul style="list-style-type: none"> • General presentation of the Operations Branch and its Activities <ul style="list-style-type: none"> o Summary of project I and its activities; o Summary of project II and its activities; o Summary of project III and its activities; • Meeting with the Environmental and Social Performance (ESP) • Meeting with the Gender and Social Inclusion 	DO		Background documents
Step 5	Specific orientation: Individual interviews with the Directors	Other Divisions		
5-1	<ul style="list-style-type: none"> • Meeting with the Director of Procurement <ul style="list-style-type: none"> o Organization chart/Structure and the role of the Division; o Presentation of the rules and procedures applicable to Procurement; 	Procurement		
5-2	<ul style="list-style-type: none"> • Meeting with the Director of the Communication and Public Relations 	Communications		
5-3	<ul style="list-style-type: none"> • Meeting with the General Counsel 	General Counsel		

5-4	<ul style="list-style-type: none"> • Meeting with the Director of Administration and Finance <ul style="list-style-type: none"> o Organization chart/Structure and the role of the DAF; o Introduction to the rules and financial procedures / MCC Cost Principles for Government Affiliates / Fiscal Accountability Plan; o Presentation of the Tax Agency and its activities o Guidelines on the authorization of missions and travel advances, etc. 	DAF		
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5-5	Specific orientation: Presentation of HR and administrative procedures	HR	HR Manual
	<ul style="list-style-type: none"> General <ul style="list-style-type: none"> Recruitment and contracts Probationary Period/Notice Official working hours and overtime Salary and Benefits Payroll and Time sheet approach Absences and leave Professional Conduct Discipline Travel and per diem policies Separation/End of contract and compensation Performance Management and Training <ul style="list-style-type: none"> Planning of performance objectives Continuing follow-up and development (supervision, coaching) Review/Evaluation of first 90 days (3 months) Review /mid-term evaluation of performance Annual review of performance Follow-up of Evaluations Presentation of administrative policies <ul style="list-style-type: none"> Inventory of goods and equipment and Responsibilities Management of equipment movements/ capital assets inventoried Management of vehicles and responsibilities Use of MCA's vehicles Safety of the MCA's vehicles while driving Fuel Utilization. 	HR	Staff Development Policy Performance Evaluation System

21. ANNEX VIII: COMPETENCY-BASED QUESTIONS

For the purpose of establishing a sample of questions to be used during evaluation and interviews, the first place to start are the MCC core principles. Below are sample questions based on those principles. In addition, questions related to Integrity and Managerial competencies have been added.

MCC's model is defined by core principles, including selectivity, country ownership, transparency, and a focus on results. [MCC's values](#) define how staff members behave on a daily basis, both as individuals and as an institution, in pursuit of our mission. Our values identify who we are and what is important to us. They guide how we make decisions, set priorities, address challenges, manage tradeoffs, recruit and develop staff, and work together with our country partners and stakeholders. Competencies and sample questions as follows may be used, but should be tailored for each context to achieve MCA's recruitment goals, including project-related competencies and promoting MCA's core belief that the diversity of their staff members contributes towards its intellectual strength and effectiveness::

EMBRACE COLLABORATION/TEAMWORK

Describe the last time you worked as part of a team.

- What was the purpose of the team?
- What did you like about working in the group?
- What did you dislike?
- How did you get the team members to cooperate?

Describe when have your personal objectives been at odds with those of the team?

- How did you react?
- What was the outcome?
- How do you balance competing personal and team goals?
- Describe a time when you worked in a really effective team.
- What made the team so effective?
- What was your particular contribution to the team?
- How did your colleagues relate to you?

Describe a situation of when you had to organize a team.

- What did you do that was particularly effective?
- What were the advantages of this approach?
- What did not work so well?
- How did you ensure that you made the best use of people's ideas?
- How did you go about making decisions in that group situation?

ALWAYS LEARN

How have you gone about keeping your technical knowledge up to date in the past? How does your technical knowledge compare to that of your colleagues?

Which areas in your profession/occupation are the most challenging for you?

- What are your strengths and weaknesses in your specialty area?
- How does your level of knowledge compare with that of your peers?
- What feedback have you received about your specialist knowledge?

Describe an occasion when colleagues (others) sought your advice or experience.

- What had you done to be an authority?
- To what extent could you answer all their questions?
- How did you know that the information you gave was up to date?
- What was their reaction?

How have you contributed to the learning of others?

- Tell me about a specific time when you have coached or trained a colleague in something new to them.
- How did you make yourself available to them?
- What ongoing support did you provide?

Describe an example of when you had to acquire additional technical knowledge.

- How did you go about acquiring this extra knowledge?
- In what aspects were you least knowledgeable?
- What feedback have you had on the breadth and depth of your technical knowledge?
- What do you see as being the key to acquiring relevant technical knowledge?

Practice Excellence

Describe when it has been particularly important for you to produce high-quality work.

- Why did the work have to be of such a high standard?
- How did you ensure that these standards were met?
- What would you do to improve the quality of your work?
- Describe when time pressures prevented you from spending a lot of time on a task.
- What implications did this have for the quality of your work?
- How did you ensure that the task was done properly?
- What would you do differently in the future?

Describe a time when you failed to complete a task on time.

- Why was this?
- What steps had you taken to avoid this?
- What lessons did you learn?

Describe a time when you delegated a task to another person.

- How did you enable them to carry out the work?
- How did you follow up with them?
- Who had responsibility for the work?

Describe what kinds of regulations or procedures you have to respect at the moment?

- What impact does this have on the way you work?
- How well do you manage to keep to them?
- What problems do you have adhering to them?

BE ACCOUNTABLE

Give me an example of when time pressures prevented you from spending a lot of time on a task.

- What implications did this have for the quality of your work?
- How did you ensure that the task was done properly?
- What would you do differently in the future?

Describe a time when you failed to complete a task on time or you did not meet the standard of work

- Why was this?
- What steps had you taken to avoid this?
- What lessons did you learn?

Describe a time when you delegated a task to another person.

- How did you enable them to carry out the work?
- How did you follow up with them?
- Who had responsibility for the work?

RESPECT INDIVIDUALS AND IDEAS

Describe your experience working with people from diverse backgrounds, and how your experience can support fostering a positive and diverse community at MCA.

- Describe a specific situation where you have had to relate to others from a different background from yours.
- How could you improve how you interact with people from different backgrounds?
- Based upon your experience, what advice would you give to someone having difficulty working with people from different backgrounds.

Describe an occasion when you found it difficult to work with someone from a different background.

- What caused the problem?
- How did you respond?
- What was the outcome?
- What would you do differently next time?

Describe a situation that required you to consider a different perspective from your own when exploring an issue.

- What did you learn from the experience?
- How do you think you could improve your ability to see issues from a different perspective?
- How do you rate your ability in relation to your peers?
- What do you see as being the key to effectively viewing issues from an alternative perspective?

Describe an example of a situation where you have pursued a course of action which had to take into account the sensitivities of external (different) parties.

What were the issues?

What did you specifically do to handle these?

What was the outcome?

When you are liaising with colleagues or others from different cultures, what sorts of issues do you need to take into account?

- When did this knowledge help you to get your job done more efficiently?
- When did you overlook something?
- How did you handle this?

Additional Competencies

INTEGRITY

Describe a situation about the last time that you were faced with a professional or ethical dilemma at work (in the recent past).

- What was the specific situation?
- How did you feel?
- How did you resolve the dilemma?

When have you been asked to 'bend the rules' by a colleague or client?

- How did you manage the situation?
- What pressures were you under?
- What factors did you have to consider?
- What was the outcome?

Describe a time when you have had to choose between admitting a mistake and maintaining credibility to a superior or client.

- What did you do?
- How did you decide what to do?
- How does your approach compare to colleagues (others) who have faced this situation?
- What would you do differently next time?

Describe a situation when you have observed others working in an unprofessional or unethical manner.

- What was unprofessional or unethical about their behavior?
- What did you specifically do about their behavior?
- What were the implications of taking action?
- How did you deal with the possible consequences?
- How likely are you to take action compared with your colleagues?

In most organizations, there are rules, regulations, and principles that must be adhered to and some that can be interpreted more flexibly. Describe an example of a time where you have interpreted the rules with more flexibility.

- What was the specific situation?
- What made the situation ambiguous?
- What did you do well in handling the situation?
- What else could have you done?

Describe a situation when you have had to defend an organization's decision to others who did not agree with the viewpoint.

- What was the specific situation?
- Why did you defend the decision?
- What did you say or do that was particularly effective?
- In hindsight, what would you have done differently?

Leadership and Managerial

LEADERSHIP

Describe a specific example of a time when you had to coordinate the work of other people.

- What were you trying to achieve?
- How did you go about organizing the work?
- What was the outcome?

Describe a time when you needed to take action to increase team motivation.

- *What action did you take?*
- How well did this work?
- What else could you have done?

Describe a particular situation where you had to lead by example.

- *What messages did you want your team to pick up? Why?*
- How did you go about it?
- What was the outcome?
- What could have you done better?

Describe a particular situation when you found it difficult to manage the work of a team.

- What made this difficult?
- How did you try to overcome these difficulties?
- How could you improve upon this?

Describe a particular situation when you have had to keep a team focused on objectives.

- What skills did you need to achieve your objective?
- What sort of strategies did you develop to achieve the objective?
- What feedback have you had on your ability to keep teams on track?
- In what situations have you been less effective at keeping others on track?

Describe a particular situation where you have had to take charge and organize resources in your work.

- How successful were you?
- In what situations do you feel less comfortable taking charge?
- What do you think you need to work on in order to be more effective at taking charge?
- How effective do you see yourself as being at taking charge as compared with your peers?
- What do you see to be the key issues to manage when taking charge of others?

Describe an example of how you typically interact with staff at different levels of an organization.

- In what past situations have you been effective at building relationships with others?
- On what occasions have you been less effective?

- What have you gained through your interactions with these people?
- What do you see as being the key to successfully relating to people at different levels within an organization?

Describe how you have gone about resolving conflict between others in the past, using a specific example.

- How successful were you?
- What would you do differently in hindsight?
- In what situations are you less comfortable about resolving conflict between others?
- What advice would you give to an inexperienced colleague faced with a conflict situation that needed resolving?

Describe a particular situation of when you had to take an unpopular decision/stand.

- How did you present your point of view?
- What were the objections?
- How hard did you push your viewpoint?
- With hindsight, how would you approach this differently?

VISION

Describe an occasion when you considered a range of possible future scenarios when planning.

- How did you take account of possible risks?
- What contingencies did you make?
- When are you least likely to consider future possibilities when planning?
- How effective were you at conveying enthusiasm about the possibilities?
- What was difficult about conveying this enthusiasm?

Describe a particular situation when you have had to translate a strategy into actions and plans.

- What did you specifically do that was effective?

- How did you know that your plans were clear enough to be implemented?
- What would you do differently in hindsight?

Describe a particular situation when you have found it difficult to compel others to follow a strategic direction.

- How did you try and get others on board?
- Why was this difficult?
- What did you specifically do?
- What would you do differently next time?

Describe an example of when you have taken strategic implications into consideration as part of your decision-making.

- What did you do specifically that was effective?
- How accurate was your view of the big picture?
- What risks did you identify?
- How could you have taken a more strategic perspective?
- In what situations do you take a less strategic perspective to your work?

Describe a particular situation when you have taken into account the wider implications of an issue in your decision-making.

- Was there anything that you did not anticipate that would have been useful in hindsight?
- When are you least likely to take into account the wider implications of issues?
- How does your big picture perspective differ from that of your peers?
- What do you see as being the key to ensuring that the wider implications of issues are taken into account when decisions are made?

In the context of day-to-day operations, describe a situation of when you have found it difficult to consider the bigger picture when making a decision.

- Why was this?

- What did you do?
- What would you do differently in a similar situation?
- What was the outcome?

Describe a particular situation when you took global trends into account in a strategy or plan.

- How successfully did you integrate these global trends with the work of your organization?
- How could you have been more effective at taking account of global trends?
- What advice would you give to someone who had difficulty taking a global perspective at work?

EMPOWERING OTHERS

Describe a time when you successfully empowered someone to carry out a task.

- How did you enable them to carry out the work?
- How did you follow up this instruction?
- What would you do differently next time?

Tell me about how you have set goals for a team member in the past.

- How did you communicate with them?
- How challenging were the goals?
- What involvement did the team member have?
- How did you monitor them?

Describe a specific example of when you have involved others when making decisions.

- How did you go about making decisions in that group situation?
- What did you do that was particularly effective?
- What were the advantages of this approach?
- What did not work so well?

- How did you ensure that you made the best use of people's contributions?

Describe a particular situation when you have solicited the contributions of others in your team.

- What was the specific situation?
- What reasons did you have for soliciting the contributions?
- What feedback have you had on the way you consult with others?
- In what situations are you less likely to consult widely with others?

How do you typically reward team members for their efforts?

- Give me a specific example of when it has been particularly important to reward a team member.
- Why was this important?
- What did you do that was effective?
- How did you deal with the possible consequences?
- When are you less able to reward the efforts of others?

Describe a time when, in hindsight, you could see that you provided more detailed direction on an assignment than was necessary for the person involved.

- What kind of direction did you provide?
- How did this affect the person?
- What would you do differently next time?
- What do you consider when deciding whether to give a person detailed direction versus independence with an assignment?

Thinking of a specific example, how do you normally go about providing others with the power and authority to accomplish a task?

- What feedback have you had on how successful you were in your empowering?
- When have you been least effective at empowering others in the past?
- What sort of accountability did you expect from your colleagues and supervisors?

BUILDING TRUST

Describe a particular situation of how you have developed and maintained trust in the past.

- How effective were you at building and maintaining trust in your example?
- How could you be more effective at building and maintaining trust?
- What do you see as being the crucial issues to manage in order to get others to place their trust in you?
- How trusting are you of other people?

Describe a time when others have been surprised about your reaction/approach to a management issue?

- Why was your reaction different from normal?
- How aware were people of your intentions?
- How predictable are you in your management approach compared to your peers?

Describe a particular situation about a person with whom you worked that you found difficult to trust.

- Why did you not trust them?
- How did you deal with them?
- How trusting are you compared with your colleagues?

Describe the last time that you had to trust a new team member to do a task.

- How did you feel about it?
- What happened?
- What advice would you give to other managers/ supervisors in this situation?

Describe a time when you have been unable to deliver on an agreed action.

- Why did this happen?
- How responsible were you for this?
- What were the repercussions?

- What did you do to try and overcome the problem?

MANAGING PERFORMANCE

Describe a particular situation where you have had to manage the performance of a team or individual through a particular assignment

- What were your objectives?
- How did you manage the people through the assignment?
- What was the result?

Describe a particular situation when a member of your team made a mistake.

- What did you do when you found out?
- What was the message you conveyed to him or her?
- What were the short-term and long-term consequences for the team member?

Tell me about a project in which you had to monitor people's performance.

- How helpful were the controls you set in place for monitoring the progress of others?
- What would you do differently if you were placed in a similar situation again?
- When are you least likely to build checkpoints into your project plans?
- What do you think are the key features of an effective approach to monitoring progress towards an objective?

Describe how you assess the capabilities of people (e.g., direct reports, applicants).

- What methods do you use?
- How effective are you?
- How do you compare to your colleagues at assessing people's behavior?

What opportunities have you had to assess other people's performance?

- How often do you assess individual performance?

- What form does this take?
- What feedback do you provide?
- What advice would you give to others assessing the performance of individuals?

Describe a development plan that you have set for a team member.

- How did you set the development plan?
- What did you do that was effective?
- What would you have done differently?
- What advice would you give to other managers/supervisors about setting development plans?

JUDGMENT/DECISION MAKING

Describe a complex problem which you recently solved.

- What made it so challenging?
- How did you handle it?
- What implications did you consider?
- What was the outcome?

Give me a recent example of when you came up with different solutions to a problem.

- What suggestions did you come up with?
- What did others think of your ideas?
- How well did they work in practice?

Tell me about a time when you made the wrong decision when solving a major problem.

- How did you go about it?
- Why did you make the wrong decision?
- What will you do differently next time?

Describe the type of information sources you typically use in an attempt to get to the bottom of issues.

- How did you know when you had enough information?
- What feedback have you had on your use of available information sources?
- How does your use of available information sources compare to the approaches used by your colleagues?
- What do you see as being the most important thing to remember when gathering information to solve problems?

Describe the last time that you had to analyze a large amount of information to solve a problem.

- What feedback did you get on the accuracy of your analysis?
- How did you incorporate data in your decision?
- In what type of situations are you likely to make decisions on the basis of intuition or gut feeling?
- What type of information do you have most difficulty analyzing?

Describe a situation where you have had to consider a variety of alternatives in your decision-making.

- What factors did you take into account?
- What feedback did you receive on the success of your decision?
- What would you have done differently in hindsight?
- How do you think you could improve your decision-making approach?

Describe the process that you typically use to make a final decision.

- Tell me about an example of how you have applied this process in the past.
- How successful was your decision?
- In what situations are you unlikely to take a structured approach to your decision-making?
- How would you describe your decision-making approach in relation to your peers?
- What do you see as being the key to effective decision-making?

22. ANNEX IX: PERFORMANCE MEASURES

In the tables that follow are the performance measures by band and factor. Also provided are definitions for the performance ratings, fail through exceed. These measures will be presented in an automated application for ease of use in the conduct of a performance evaluation.

	Milestone	Measures			
	Value	Fail	Improve	Meet	Exceed
Factors	Performance Milestone against which the measures have been defined	Lacks grasp of fundamental features of the work and expectations of the level/job despite remedial/corrective intervention.	Work does not rise to the level of the job; deliverables consistently reflect work at lower level.	Set the reliable standard for the success of the organization in SOP situations. Defines skills / responsibility that supports critical component of team.	Sustains execution of work through unanticipated/unpredictable events in the work year, protecting the organization, or; Works consistently at a level higher than expected for the job.
Purpose	Consistent Execution of work in a way that maximizes consistency of results.	Was routinely unable to execute tasks. Showed lack of understanding of process/transaction.	Accomplished tasks but results were inconsistent. Demonstrated ability to accomplish tasks but diligence was lacking as exhibited by an inability to replicate consistent results.	Executed tasks with regularity and with minimal variation of results. Exhibited diligence in accomplishing tasks.	Identified and addressed specific unanticipated challenges and events which were encountered, or; Operated machines/vehicles in a manner that is able to fulfill requirements for both scheduled and unscheduled tasks, while observing safety standards and operational rules. Demonstrated comprehension of safety standards and the context of tasks in supporting office functions.

Engagement	<p>Conscientious</p> <p>Receive and appropriately respond to instructions and inform stakeholders and/or supervisor of issues that may affect work in a timely manner.</p>	<p>Was generally unresponsive or refused to address instructions.</p> <p>Exhibited disregard for instructions and does not inform supervisor and other office personnel of service needs.</p>	<p>Responded to instructions in an incomplete manner and/or inconsistently communicated needs thus affecting delivery of tasks.</p> <p>Demonstrated an incomplete comprehension of task requirements.</p>	<p>Responded appropriately to instructions and communicates needs required to fulfill tasks.</p> <p>Demonstrated comprehension of instructions and the ability to communicate issues which affect work delivery.</p>	<p>Identified and addressed specific unanticipated challenges and events which were encountered, or;</p> <p>Responded to requests for mechanical/vehicular service in a prompt manner that allows for provision of services as and when required, and immediately informs stakeholders/supervisor of issues or requirements that affect service delivery.</p> <p>Demonstrated ability to understand and respond to requests, as well as ability to communicate procedural requirements and environmental factors related to delivery.</p>
Delivery	<p>Dependability</p> <p>Execution of work activities are in a timely manner appropriate to context and within expected timeframes.</p>	<p>Executed tasks in a manner that adversely affected the work of team by providing routinely incomplete service and/or consistently distracting from work.</p> <p>Exhibited disregard for office schedules and work context.</p>	<p>Delivered tasks in a late or incomplete manner and/or occasionally inappropriate to the context of the workplace.</p> <p>Demonstrated inconsistencies of punctuality and preparedness and/or lack of awareness of workplace schedules.</p>	<p>Carried out tasks within established schedules and appropriate to the context of the workplace.</p> <p>Demonstrated punctuality and preparedness to execute work according to established schedules, and awareness of workplace schedules and requirements.</p>	<p>Identified and addressed specific unanticipated challenges and events which were encountered, or;</p> <p>Carried out machine-/vehicle-related tasks within established schedules and appropriate to the context of the workplace and the operational environment.</p> <p>Demonstrated punctuality and preparedness to execute work according to established schedules, and awareness of workplace schedules and requirements.</p>

MCA	Milestone	Measures			
AA-ii	Value	Fail	Improve	Meet	Exceed
Factors	Performance Milestone against which the measures have been defined	Lacks grasp of fundamental features of the work and expectations of the level/job despite remedial/corrective intervention.	Work does not rise to the level of the job; deliverables consistently reflect work at lower level.	Set the reliable standard for the success of the organization in SOP situations. Defines skills / responsibility that supports critical component of team.	Sustains execution of work through unanticipated/unpredictable events in the work year, protecting the organization, or; Works consistently at a level higher than expected for the job.
Purpose	Reliable Execution of tasks related to the operation of machines/vehicles and the observance of relevant safety standards and operational rules.	Operated machines/vehicles in a manner that compromised safety and/or damaged equipment. Showed disregard for safety standards and operational rules/procedures.	Operated machines/vehicles within safety standards and operational rules, however, was unable to deliver service in a consistent manner. Demonstrated ability to execute tasks but awareness of operational requirements is incomplete.	Operated machines/vehicles in a manner that is able to fulfill requirements for both scheduled and unscheduled tasks, while observing safety standards and operational rules. Demonstrated skills in machine/vehicle operations and the comprehension of safety standards and the context of tasks in supporting office functions.	Identified and addressed specific unanticipated challenges and events which were encountered, or; In addition to the safe and efficient operation of machines/vehicles, has executed basic activities related to general office support in a highly consistent manner to address immediate requirements of service. Demonstrated knowledge rising to a developed recall of information and mastery of activities needed for immediate and appropriate service beyond machine/vehicle operations.

Engagement	<p>Attentive</p> <p>Respond to requests promptly and informs client/supervisor of issues or requirements related to service delivery.</p> <p>Ability to understand requirements for service as aligned to schedules and operational environment.</p>	<p>Disregarded instructions/re-requests leading to impaired service and unfulfilled requests.</p>	<p>Responded to requests in a delayed manner that impacts provision of service, or;</p> <p>Unable to consistently communicate issues or requirements that affect service delivery;</p> <p>Demonstrated lack of urgency or inattentive behavior in attending to client requests leading to delays in communications, or;</p> <p>Demonstrated lack of discernment of environmental/operational variables compounded inability to inform client/supervisor of potential for impaired delivery.</p>	<p>Responded to requests for mechanical/vehicular service in a prompt manner that allows for provision of services as and when required, and immediately informs stakeholders/supervisor of issues or requirements that affect service delivery.</p> <p>Demonstrated ability to understand and respond to requests, as well as ability to communicate procedural requirements and environmental factors related to delivery.</p>	<p>Identified and addressed specific unanticipated challenges and events which were encountered, or;</p> <p>Addressed questions/requests in a manner that ensures that the correct information can be readily made available.</p> <p>Demonstrated knowledge of and ability to quickly access information, and attentiveness to client needs.</p>
Delivery	<p>Dependability</p> <p>Execution of work activities are in a timely manner appropriate to context and within expected timeframes.</p>	<p>Was unable to deliver tasks against schedules leading to disruption of work activities by stakeholders.</p> <p>Demonstrating negligence in the execution of work and disregard for team needs.</p>	<p>Delivered tasks in an inconsistent manner contributes to delayed delivery of work activities by stakeholders;</p> <p>Demonstrating inconsistent behaviors related to timeliness and preparedness, and limited understanding of impact of own work on work of others.</p>	<p>Carried out tasks within established schedules and appropriate to the context of the workplace and the operational environment;</p> <p>Demonstrating punctuality and preparedness to execute work according to established schedules, and awareness of workplace schedules and requirements.</p>	<p>Identified and addressed specific unanticipated challenges and events which were encountered, or;</p> <p>Deliverables regularly extend beyond the provision of vehicular/mechanical operative tasks to include delivery of information and/or support in a prompt manner that maintains the basic standards of office service delivery.</p> <p>Demonstrating organizational skills and attention to detail that support the quick and consistent provision of information/service.</p>

MCA	Milestone	Measures			
AA-iii	Value	Fail	Improve	Meet	Exceed
Factors	Performance Milestone against which the measures have been defined	Lacks grasp of fundamental features of the work and expectations of the level/job despite remedial/corrective intervention.	Work does not rise to the level of the job; deliverables consistently reflect work at lower level.	Set the reliable standard for the success of the organization in SOP situations. Defines skills / responsibility that supports critical component of team.	Sustains execution of work through unanticipated/unpredictable events in the work year, protecting the organization, or; Works consistently at a level higher than expected for the job.
Purpose	Composed Executes transactions and/or provides support in a manner that is consistent in its repetition.	Was routinely unable to execute activities leading to impediments in the flow of basic information and/or general office support.	Executed activities in an inconsistent manner or with delays. Demonstrated impaired ability to execute activities consistently.	Executed activities related to general office support in a highly consistent manner to address immediate requirements of service. Demonstrated developed recall of information and mastery of activities needed for immediate and appropriate service.	Identified and addressed specific unanticipated challenges and events which were encountered, or; Executed basic transactions aligned to standards of quality defined by established rules and procedures. Demonstrated comprehension of rules/guidelines and the purpose of transaction as part of broader service.
Engagement	Helpful Address client requests in an immediate manner and with the correct information. Ability to understand requests and respond immediately and appropriately.	Ignored client requests/queries, or; Provided information that is inappropriate and/or damages the reputation of the office and/or impaired its ability to respond to client needs.	Conveyed information that is incomplete or in a manner that is misaligned from the context of the client's request/queries. Demonstrated incomplete knowledge and/or limited recall of information/procedures, and insistence on providing information that does not directly address client needs.	Addressed questions/requests in a manner that ensures that the correct information can be readily made available to facilitate further interaction or the completion of the activity. Demonstrated knowledge of and ability to quickly access information, and attentiveness to client needs.	Identified and addressed specific unanticipated challenges and events which were encountered, or; Addressed standard queries/concerns in a manner that ensures the quality, completeness and timeliness of response; Demonstrated knowledge of process elements/requirements and their sequence, and the ability to communicate these to stakeholders.

Delivery	<p>Informative</p> <p>Keeps information readily available and consistently up to date to facilitate ready access.</p> <p>Demonstrating skills in the filing/storage of information to support immediate service provision.</p>	<p>Was unable to deliver transactions negatively impacted the ability of the unit/team to deliver.</p> <p>Demonstrated lack of organizational skills and a lack of a sense of immediacy or urgency in the execution of transactions.</p>	<p>Delivered information and/or support in a delayed manner.</p> <p>Demonstrated limited organizational skills and partial appreciation of basic office delivery standards leading to delays in the provision of information/service.</p>	<p>Delivered correct information and/or support in a prompt manner that maintains the basic standards of office service delivery.</p> <p>Demonstrated organizational skills and attention to detail that support the quick and consistent provision of information/service.</p>	<p>Identified and addressed specific unanticipated challenges and events which were encountered, or;</p> <p>Delivered transactions in a consistent manner that maintains process integrity and meets client expectations;</p> <p>Demonstrated skills in the optimal sequencing and prioritization of work that support reliable service.</p>
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MCA	Milestone	Measures			
B-i	Value	Fail	Improve	Meet	Exceed
Factors	Performance Milestone against which the measures have been defined	Lacks grasp of fundamental features of the work and expectations of the level/job despite remedial/corrective intervention.	Work does not rise to the level of the job; deliverables consistently reflect work at lower level.	Set the reliable standard for the success of the organization in SOP situations. Defines skills / responsibility that supports critical component of team.	Sustains execution of work through unanticipated/unpredictable events in the work year, protecting the organization, or; Works consistently at a level higher than expected for the job.
Purpose	Consistent Application Execution of sequential transactions consistent with guidelines in a subject area. Understand rules and requirements that ensure process integrity and service quality.	Contributions were consistently unable to meet minimum/acceptable standards of service quality for general support activities that do not require comprehension of occupation-specific rules/guidelines. Showed lack of understanding of process/transaction.	Executed transactions in an inconsistent manner with discernible gaps of knowledge in the process, or; Executed basic transactions that are of general office support in nature. Demonstrated ability to execute simple transactions that rose only up to general office support activities that do not require comprehension of occupation-specific rules/guidelines.	Executed basic transactions aligned to standards of quality defined by established rules and procedures. Demonstrated comprehension of rules/guidelines and the purpose of transaction as part of broader service.	Identified and addressed specific unanticipated challenges and events which were encountered, or; Executed intricate process that incorporate multiple activities/elements, with each activity/element consistent with standards of technical quality; Demonstrated depth of understanding that rose to the level of intricate transactions, their inter-relations, and the role of quality processes in sustaining broader service.
Engagement	Responsive Address client needs through provision of information that facilitate the completion of transactions; Ability to understand requests/questions and determine the appropriate response.	Inability to address basic queries even those related to readily available or pre-set information damages the reputation of the service/unit with stakeholders; Responses to stakeholders demonstrate a lack of understanding of individual process steps/elements.	Addressed basic queries related to readily available or pre-set information and that require little or no additional discernment of client needs; Demonstrated incomplete knowledge of process or inability to integrate process steps/elements when explaining to the client.	Addressed standard queries/concerns in a manner that ensures the quality, completeness and timeliness of response; Demonstrated knowledge of process elements/requirements and their sequence, and the ability to communicate these to stakeholders.	Identified and addressed specific unanticipated challenges and events which were encountered, or; Addressed specific queries/concerns of stakeholders at different stages of the process in a dynamic manner; Rising to demonstrating knowledge of process elements/requirements and their sequence, and the ability to communicate each as part of broader client interaction.

Delivery	<p>Transaction Provided</p> <p>Completion of transactions according to standards of quality and timeliness.</p>	<p>Inability to deliver transactions negatively impacts the ability of the unit/team to deliver;</p> <p>Demonstrated limited skills with identifiable gaps that inhibit effective delivery.</p>	<p>Delivered transactions in an unreliable manner that affects process integrity and/or leads to inconsistent client experience;</p> <p>Demonstrated skills in executing singular activities with little to no regard of optimal sequencing and prioritization.</p>	<p>Delivered transactions in a consistent manner that maintains process integrity and meets client expectations;</p> <p>Demonstrated skills in the optimal sequencing and prioritization of work that support reliable service.</p>	<p>Identified and addressed specific unanticipated challenges and events which were encountered, or;</p> <p>Completed all elements of complex process and integrated them in a seamless manner aligned to standards of quality;</p> <p>Demonstrated skills in managing simultaneous multi-step processes at different stages of completion through prioritization of work that support reliable service.</p>
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MCA	Milestone	Measures			
BB-ii	Value	Fail	Improve	Meet	Exceed
Factors	Performance Milestone against which the measures have been defined	Lacks grasp of fundamental features of the work and expectations of the level/job despite remedial/corrective intervention.	Work does not rise to the level of the job; deliverables consistently reflect work at lower level.	Set the reliable standard for the success of the organization in SOP situations. Defines skills / responsibility that supports critical component of team.	Sustains execution of work through unanticipated/unpredictable events in the work year, protecting the organization, or; Works consistently at a level higher than expected for the job.
Purpose	Thorough Application Execution of processes requiring multiple related activities/elements consistent with guidelines in a subject area. Understand specialized set of related rules and requirements that ensure process integrity and service quality.	Contributions were consistently unable to meet minimum/acceptable standards of service quality for basic transactions aligned to standards of quality.	Executed complex processes in an inconsistent manner, and outputs are of an inconsistent quality, or; May have only executed basic transactions. Demonstrated comprehension that rises only up to basic rules/guidelines and the purpose of transaction as part of broader service.	Executed intricate process which incorporated multiple activities/elements, with each activity/element consistent with standards of technical quality. Demonstrated depth of understanding of rules/guidelines for each process activity/element, their inter-relations, and the role of quality processes in sustaining broader service.	Identified and addressed specific unanticipated challenges and events which were encountered, or; Assured that the execution of processes and the content of outputs are consistent with quality standards; Rising to Demonstrated comprehensive understanding of quality standards and the ability to detect and address issues of quality.
Engagement	Responsive Address client needs that emerge at different steps of the process through provision of information and linking of activities; Ability to balance process requirements and client needs at each stage of execution in a manner that facilitates subsequent interactions.	Lacked responsive engagement or was unable to address basic queries damages the reputation of the service/unit. Response to stakeholders demonstrated a lack of understanding of individual process steps and their integration.	Addressed standard queries/concerns in a manner that ensures the timeliness of response on specific points but does not extend to intended scope/depth of the integrated process; Demonstrated knowledge that rises only to that of process elements/ requirements while unable to integrate these into cohesive communication with stakeholders.	Addressed specific queries/concerns of stakeholders at different stages of the process in a dynamic manner. Demonstrated knowledge of process elements/requirements and their sequence, and the ability to communicate each as part of broader client interaction.	Identified and addressed specific unanticipated challenges and events which were encountered, or; Issues of quality in processes/outputs are along with recommendations for remedial actions conveyed to collaborators and managers; Rising to demonstrating ability to precisely communicate the nature of issues and the approach to address such issues.

Delivery	<p>Transaction Provided</p> <p>Completion of distinct stages/phases of process in sequence according to standards of quality and timeliness.</p>	<p>Was unable to sequence and prioritize work negatively impacted the ability of the unit/team to deliver.</p> <p>Demonstrated limited skills with identifiable gaps that inhibit effective delivery down to the level of individual process elements.</p>	<p>Delivered simple transactions in a consistent manner that maintains process integrity and meets client expectations but unable to execute full transactions intended for this level;</p> <p>Demonstrated limited skills in the optimal sequencing and prioritization of work leading to unreliable delivery of complete multi-step processes.</p>	<p>Completes all elements of process and integrates them in a seamless manner aligned to standards of quality.</p> <p>Demonstrated skills in managing simultaneous multi-step processes at different stages of completion through prioritization of work that support reliable service.</p>	<p>Identified and addressed specific unanticipated challenges and events which were encountered, or;</p> <p>Reviews of quality were efficiently integrated with the work of others to assure corrective measures can be made and quality sustained;</p> <p>Demonstrated ability that rose to planning work integrated with the processes of collaborators and was mindful of shared responsibility for the assurance of quality.</p>
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MMCA	Milestone	Measures			
CC-i	Value	Fail	Improve	Meet	Exceed
Factors	Performance Milestone against which the measures have been defined	Lacks grasp of fundamental features of the work and expectations of the level/job despite remedial/corrective intervention.	Work does not rise to the level of the job; deliverables consistently reflect work at lower level.	Set the reliable standard for the success of the organization in SOP situations. Defines skills / responsibility that supports critical component of team.	Sustains execution of work through unanticipated/unpredictable events in the work year, protecting the organization, or; Works consistently at a level higher than expected for the job.
Purpose	<p>Sustained Quality</p> <p>Maintenance of quality in a range of processes and outputs through ensuring the integrity of procedures and consistency against quality standards;</p> <p>Comprehensive understanding of processes and outputs combined with thorough comparative assessment of quality against standards.</p>	<p>Contributions were consistently unable to meet minimum/ acceptable standards of quality for the execution of discreet intricate transactions without regard to their role on the service platform leading to hampered performance by collaborators/ team.</p> <p>Lacked understanding of process and/or service requirements that has not been corrected despite remedial measures.</p>	<p>Executed individual intricate processes but unable to sustain technical quality across a full range of expected outcomes;</p> <p>Demonstrated depth of understanding that rises only up to the application of rules/ guidelines for each discreet process but unable to comprehend the integrated nature of service.</p>	<p>Assured that the execution of processes and the content of outputs are consistent with quality standards across a service platform;</p> <p>Demonstrated comprehensive understanding of quality standards and the ability to detect and address issues of quality.</p>	<p>Identified and addressed specific unanticipated challenges and events which were encountered, or;</p> <p>Changed approaches and procedures in order to sustain the delivery of transactions/outputs against identified targets/ objectives in dynamic operational environment;</p> <p>Demonstrated an understanding of the relationships between transactions/ outputs and capacity and the openness to change methods in order to assure service is relevant and consistently able to deliver.</p>

Engagement	Initiate	Unable to discern issues of quality or unable to translate perceived issues into timely and appropriate recommendations for remedial actions consistently causes delays in service provision.	Identified issues of quality in process/ outputs in an inconsistent manner and/or recommended solutions are incomplete or misaligned from service requirements;	Identified issues of quality in process/ outputs and conveyed recommendations for remedial actions to collaborators and managers;	Identified and addressed specific unanticipated challenges and events which were encountered, or;
	Able to clearly communicate issues and solutions to facilitate remedial action.	Communications exhibited consistent disregard or contradiction of quality standards.	Demonstrated ability to communicate the nature of issues but with gaps in the provision of context or discernment of impact on work that may otherwise inform effective remedial actions.	Demonstrated ability to precisely communicate the nature of issues and the approach to address such issues.	<p>Raised emerging delivery issues with collaborators/ managers in a timely manner and was able to identify approaches that prevented interruption or delay of service provision;</p> <p>Rising to Demonstrated communications skills that allowed the segmentation of information and formulation of appropriate recommendations to collaborators/ managers that ensured action.</p>

Delivery	<p>Quality Process</p> <p>Integrity of process is assured and outputs are consistent with standards of quality across a range of deliverables and relating to the work of collaborators.</p>	<p>Inability to assure process integrity and consistency of outputs damages the team's ability to sustain quality of individual transactions;</p> <p>Demonstrated inability to sequence and prioritize own work compounds issues of collaboration with others especially as a focal point in the process of quality assurance.</p>	<p>Delivered all elements of process but unable to integrate them into broader service and/or does not extend to the quality control of deliverables;</p> <p>Demonstrated skills that rise only to managing own simultaneous multi-step processes but unable to consistently integrate work with collaborators to the extent that quality suffers.</p>	<p>Reviews of quality are efficiently integrated with the work of others to assure corrective measures can be made and quality sustained;</p> <p>Demonstrated ability to plan work integrated with the processes of collaborators and mindful of shared responsibility for the assurance of quality.</p>	<p>Addressed changes in operating environment and service delivery requirements while ensuring service is provided in a seamless manner to support organizational objectives;</p> <p>Rising to Demonstrated skills that rose up to managing resources as deployed against multiple areas of the service while focused on ensuring the service is able to reliably deliver.</p>
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MMCA	Milestone	Measures			
CC-ii	Value	Fail	Improve	Meet	Exceed
Factors	Performance Milestone against which the measures have been defined	Lacks grasp of fundamental features of the work and expectations of the level/job despite remedial/corrective intervention.	Work does not rise to the level of the job; deliverables consistently reflect work at lower level.	Set the reliable standard for the success of the organization in SOP situations. Defines skills / responsibility that supports critical component of team.	Sustains execution of work through unanticipated/unpredictable events in the work year, protecting the organization, or; Works consistently at a level higher than expected for the job.
Purpose	Effective Service Ensure the integrated and continuous delivery of a range of transactions/outputs; Awareness of the general state of the service and capable of determining appropriate interventions including changes in approach.	Resisted changing approaches and procedures despite dynamic operational environment in effect was unable to sustain the delivery of transactions/outputs against targets/objectives; Demonstrated a lack of understanding of the relationships across transactions/outputs and capacity leading to the opposition of interventions which may have otherwise sustained the relevance of the service.	Continued to focus only on assuring that the execution of processes and the content of outputs are consistent with quality standards with limited consideration of varying operational demands. Demonstrated capacity that rises only to detecting and addressing already existing issues without flexibility to change methods in anticipation of constantly changing service delivery requirements.	Changed approaches and procedures in order to sustain the delivery of transactions/outputs against identified targets/objectives in dynamic operational environment. Demonstrated an understanding of the relationships between transactions/outputs and capacity and the openness to change methods in order to assure service is relevant and consistently able to deliver.	Identified and addressed specific unanticipated challenges and events which were encountered, or; Provided high quality service that reflected superior design and effective execution. Demonstrated capacity that rose to being able to comprehend client needs and respond with quality service that defines the standards of the organization.

Engagement	<p>Anticipate</p> <p>Identify areas of service where issues may arise and recommend approaches to realign capacities and ensure service quality is maintained and service delivery is sustained;</p> <p>Displays capacity to communicate across range of collaborators/managers in order to identify issues and provide solutions.</p>	<p>Consistently did not raise emerging delivery issues nor had recommended remedial actions, the lack of which damaged the ability of the team to sustain service.</p> <p>Displayed refusal to communicate with collaborators/managers hampers the ability of the team to identify issues and develop solutions.</p>	<p>Continued to focus interactions with collaborators/managers on existing issues of quality and on remedial recommendations, or;</p> <p>Emphasized anticipation of issues only in a limited area of the service or without sufficient time for effective planning and action.</p> <p>Demonstrated ability that rises only to communicating the nature of issues with an emphasis on replicating approaches to address such issues without consideration for differing client/collaborator needs.</p>	<p>Raised emerging delivery issues with collaborators/managers in a timely manner and was able to identify approaches that prevented interruption or delay of service provision;</p> <p>Demonstrated communications skills that can segment information and formulate appropriate recommendations to collaborators/managers ensuring action.</p>	<p>Identified and addressed specific unanticipated challenges and events which were encountered, or;</p> <p>Built support through providing clarity and transparency in provision of service and promoting utility to the client;</p> <p>Rising to demonstrating communication with stakeholders that is effective in inclusive participation of stakeholders.</p>
Delivery	<p>Quality Service</p> <p>The full range of outputs/transactions are delivered through the concerted actions of team and the ability to shift resources as operating environment and requirements change.</p>	<p>Unable to align resources and efforts leading to the team's inability to deliver outputs/transactions that are consistent with standards of quality and timeliness.</p> <p>Demonstrated limited skills in the distribution of work compounded by a lack of appreciation for changing environmental factors, contributing to the perception of the service's lack of responsiveness and damaging the organization's reputation.</p>	<p>Continues to focus on work that ensures integrity of discreet processes instead of focusing on the integration of work across multiple collaborators into a seamless service;</p> <p>Demonstrated ability that rises only to the planning of work integrated with the processes of collaborators and focused on process quality while unable to consistently respond to dynamic work requirements.</p>	<p>Addressed changes in operating environment and service delivery requirements while ensuring service is provided in a seamless manner to support organizational objectives;</p> <p>Demonstrated skills in managing resources as deployed against multiple areas of the service while focused on ensuring the service is able to reliably deliver.</p>	<p>Identified and addressed specific unanticipated challenges and events which were encountered, or;</p> <p>Anticipated client needs and aligned provision of service so that it was timely consistent and appropriate</p> <p>Demonstrated skills rising to the ability to plan delivery of specific services taking into account client needs while sustaining quality and integrity.</p>

MMCA	Milestone	Measures			
DD-i	Value	Fail	Improve	Meet	Exceed
Factors	Performance Milestone against which the measures have been defined	Lacks grasp of fundamental features of the work and expectations of the level/job despite remedial/corrective intervention.	Work does not rise to the level of the job; deliverables consistently reflect work at lower level.	Set the reliable standard for the success of the organization in SOP situations. Defines skills / responsibility that supports critical component of team.	Sustains execution of work through unanticipated/unpredictable events in the work year, protecting the organization, or; Works consistently at a level higher than expected for the job.
Purpose	Rigorous Application of substantive knowledge independently; Solid conceptual grasp and a disciplined focus of analysis.	Does not show analysis that is thorough and well grounded.	Focus of work output reflects more standard replication of past work without always considering specific individual project dimensions/challenges Demonstrating capacity for replication without specific client focus.	Providing high quality service reflecting superior design and effective execution Demonstrating capacity to comprehend client needs and respond with quality service that defines the standards of the organization.	Identified and addressed specific unanticipated challenges and events which were encountered, or; Extends to Identifying specific client needs and tailoring response accordingly; Recognizing contextual and timing challenges in sustaining service standards Risen to demonstrate capacity to apply knowledge effectively in different operational settings while sustaining service standards and integrity of policies and processes.

Engagement	<p>Cooperation</p> <p>Demonstration of empathy and adaptation to client needs and make expertise accessible and relevant.</p>	Does not demonstrate communication skills that capture client perspectives.	<p>Focus is on demonstrating understanding of the client needs without ensuring transparency and promoting utility to the client.</p> <p>Demonstrating communication skills limited to immediate client needs lacking empathy to effectively include the client in the exchange.</p>	<p>Build support through providing clarity and transparency in provision of service and promoting utility to the client</p> <p>Demonstrating communication with stakeholders that is effective in inclusive participation of stakeholders.</p>	<p>Identified and addressed specific unanticipated challenges and events which were encountered, or;</p> <p>Extends to building client relationships across a range of activities and deliverables;</p> <p>Captures client perspectives and needs and sustains support</p> <p>Risen to demonstrate effective listening and capacity to adapt approach and build support.</p>
Delivery	<p>Manage the Project Cycle</p> <p>Relevance, quality of design and an appreciation of the client context.</p>	Delivery focus lacks understanding of the overall project cycle and often is deficient in meeting basic timelines and quality measures.	<p>Delivery focus is on timely provision of service while at times lacks consistency.</p> <p>Demonstrating skills rise only to understanding project timeframes.</p>	<p>Anticipates client needs and aligns provision of service so that it is timely consistent and appropriate</p> <p>Demonstrating skill to plan delivery of specific services taking into account client needs while sustaining quality and integrity.</p>	<p>Identified and addressed specific unanticipated challenges and events which were encountered, or;</p> <p>Extends to aligning the process of delivery with use of resources and timing of service.</p> <p>Risen to demonstrate skill to sustain both quality and consistency of service through effective adaptation that does not compromise integrity of process and resource utilization.</p>

MCA	Milestone	Measures			
D-ii	Value	Fail	Improve	Meet	Exceed
Factors	Performance Milestone against which the measures have been defined	Lacks grasp of fundamental features of the work and expectations of the level/job despite remedial/corrective intervention.	Work does not rise to the level of the job; deliverables consistently reflect work at lower level.	Set the reliable standard for the success of the organization in SOP situations. Defines skills / responsibility that supports critical component of team.	Sustains execution of work through unanticipated/unpredictable events in the work year, protecting the organization, or; Works consistently at a level higher than expected for the job.
Purpose	Tailor Tailoring project development/ service provision to meet situational and substantive needs while preserving integrity of policies and service frameworks	Does not demonstrate capacity to understand unique client needs and adapt product and process.	Focus is on providing individual project delivery not extending to adaptation; Demonstrating capacity rises only to comprehend client needs without adjusting for different operational settings.	Identifying specific client needs and tailoring response accordingly; Recognizing contextual and timing challenges in sustaining service standards Demonstrating capacity to apply knowledge effectively in different operational settings while sustaining service standards and integrity of policies and processes.	Identified and addressed specific unanticipated challenges and events which were encountered, or; Extends to introducing new policies, products and processes responding to client needs and business opportunities; Risen to demonstrate critical thinking and capacity for origination, thinking beyond existing frameworks and approaches.
Engagement	Convince Achieve support and agreement for the provision of service and the approaches to be followed, showcasing expertise and capacity to address specific needs	Does not demonstrate ability to communicate clearly concerning products and services establishing understanding and support with the client.	Focus is on providing clarity and transparency in provision of service and promoting utility to the client without extending to building longer term relations; Demonstrating communication skills with stakeholders concerning immediate needs for specific services and not including a larger relationship context.	Build client relationships across a range of activities and deliverables; Captures client perspectives and needs and sustains support Demonstrating effective listening and capacity to adapt approach and build support	Identified and addressed specific unanticipated challenges and events which were encountered, or; Extends to building understanding by stakeholders and colleagues of the value of approaches and products Rising to demonstrate communication skills which reflect empathy and is effective to reaching diverse audiences bridging perspectives and aligning expectations.

Delivery	<p>Adapt the Project Cycle</p> <p>Examining challenges to the delivery of service and aligning approach and timing to meet client needs</p>	Does not show ability for process adaptation and maintaining delivery standards through varying operational settings and client needs	<p>Focus is on addressing client needs for receipt of individual services and does not extend to a broader range of services and products.</p> <p>Demonstrating skill rises only to plan delivery of specific services.</p>	<p>In addition to adaptation of the service/product, aligning the process of delivery with use of resources and timing of service.</p> <p>Demonstrating skill to sustain both quality and consistency of service through effective adaptation that does not compromise integrity of process and resource utilization.</p>	<p>Identified and addressed specific unanticipated challenges and events which were encountered, or;</p> <p>Extends to Creating processes and approaches which supports delivery reflecting quality, consistency and timeliness</p> <p>Rising to demonstrate skills in resource management, understanding of operating environment and process execution/quality control.</p>
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MCA	Milestone	Measures			
E	Value	Fail	Improve	Meet	Exceed
Factors	Performance Milestone against which the measures have been defined	Lacks grasp of fundamental features of the work and expectations of the level/job despite remedial/corrective intervention.	Work does not rise to the level of the job; deliverables consistently reflect work at lower level.	Set the reliable standard for the success of the organization in SOP situations. Defines skills / responsibility that supports critical component of team.	Sustains execution of work through unanticipated/unpredictable events in the work year, protecting the organization, or; Works consistently at a level higher than expected for the job.
Purpose	Originate Creation of new approaches and products which expand/extend services Critical assessment of existing models and frameworks, seeking where performance/relevance can be enhanced	Does not show insights which build/expand policies, products or services; Does not critically review current processes and approaches to delivery	Continuing to mostly focus on Identifying specific client needs and tailoring response accordingly; Recognizing contextual and timing challenges in sustaining service standards Demonstrating capacity rises only to apply knowledge effectively in different operational settings while sustaining service standards and integrity of policies and processes.	Introducing new policies, products and processes responding to client needs and business opportunities; Demonstrating critical thinking and capacity for origination, thinking beyond existing frameworks and approaches.	Identified and addressed specific unanticipated challenges and events which were encountered, or; Extend to Recognized as a center of expertise that sustains service/relevance in different operating environments and changes in technology; Rising to Demonstrate organizational and substantive insights that supports effective team formation.

Engagement	<p>Influence</p> <p>Shape/Change opinion/views of target audience/client through convincing engagement;</p> <p>Willingness to engage collaboratively where misunderstanding or hesitancy previously existed.</p>	<p>Does not shape or influence perspectives or behaviors of stakeholders.</p> <p>Does not manage well contentious situations</p>	<p>Focus is mostly on building client relationships with emphasis on specific products;</p> <p>Captures client perspectives and needs and sustains support on individual services, does not extend to broader context.</p> <p>Demonstrating communication skill rises only to effective listening and capacity to adapt approach and build support.</p>	<p>Build understanding by stakeholders and colleagues of the value of approaches and products</p> <p>Demonstrating communication skills which reflect empathy and is effective to reaching diverse audiences bridging perspectives and aligning expectations.</p>	<p>Identified and addressed specific unanticipated challenges and events which were encountered, or;</p> <p>Extended to creation of the capacity for outreach/engagement with the client and expert communities</p> <p>Rising to Demonstrate engagement/promotion skills which draws attention and support and positions the program as a recognized leader.</p>
Delivery	<p>Project Cycle Defined</p> <p>Creating frameworks/processes which organize resources and establish time-frames that support delivery of high-quality services meeting expectations of stakeholders</p>	<p>Cannot create a delivery framework to support provision of services/products</p>	<p>Focus is on adaptation of the service/product and aligning the process of delivery with use of resources and timing of service. Does not extend to process reform/development</p> <p>Demonstrating skill to sustain both quality and consistency of service through effective adaptation that does not compromise integrity of process and resource utilization. Does not advance to development of new service approaches.</p>	<p>Creating processes and approaches which supports delivery reflecting quality, consistency and timeliness</p> <p>Demonstrating skills in resource management, understanding of operating environment and process execution/quality control.</p>	<p>Identified and addressed specific unanticipated challenges and events which were encountered, or;</p> <p>Extended to Forming effective team with capacity to project expertise and deliver services that distinguish the program and organization</p> <p>Rising to Demonstrate skills in program design, resource management and quality control in provision of service.</p>

MCA	Milestone	Measures			
F	Value	Fail	Improve	Meet	Exceed
Factors	Performance Milestone against which the measures have been defined	Lacks grasp of fundamental features of the work and expectations of the level/job despite remedial/corrective intervention.	Work does not rise to the level of the job; deliverables consistently reflect work at lower level.	Set the reliable standard for the success of the organization in SOP situations. Defines skills / responsibility that supports critical component of team.	Sustains execution of work through unanticipated/unpredictable events in the work year, protecting the organization, or; Works consistently at a level higher than expected for the job.
Purpose	Comprehensive Create a team in a functional area that distinguishes the organization as an effective provider; Promote an environment of professional inquisitiveness which sustains innovation and cutting-edge perspectives. Establish the program as a sought center of excellence.	Lacks capacity to effectively develop and sustain an integrated program. Fails to promote intellectual compelling work environment and the creation of a rigorous program	Continued focus on policy origination without building platforms of service or extending policy frameworks to a multi-disciplinary community Demonstrating capacity rises only origination within primary field of endeavor. Extending insight to broader context embracing political and operational dimensions is limited.	Recognized as a center of expertise that sustains service/relevance in different operating environments and changes in technology; Demonstrating organizational and substantive insights that supports effective team formation.	Identified and addressed specific unanticipated challenges and events which were encountered, or; Extends to encourages dynamic program evolution through both empowerment of managers and setting demanding metrics; Rises to Demonstrate insight on business/program opportunities and the capacity for critical assessment of existing programs/services.

Engagement	<p>Network</p> <p>Build a network of collaborative relationships that positions the organization to project expertise.</p>	<p>Communication remains focused on individual programs/projects and does not extend to institutional collaboration.</p>	<p>Focus is mostly on building program cooperation.</p> <p>Effectively communicates with counterparts however does not deepen institutional ties.</p> <p>Demonstrating communication skill rises only to subject promotion and not to institutional networking.</p>	<p>Creation of the capacity for outreach/engagement with the client and expert communities</p> <p>Demonstrating engagement/promotion skills which draws attention and support and positions the program as a recognized leader.</p>	<p>Identified and addressed specific unanticipated challenges and events which were encountered, or;</p> <p>Extends to creation of client and collaborator relationships that transcend specific programs and services and supports position to expand activities as opportunities arise</p> <p>Rises to demonstrate capacity to project corporate/organizational reputation as a valued and effective partner.</p>
Delivery	<p>Program/Business Line(s) Developed</p> <p>Build a successful program/business integrating expertise, effective engagement/promotion and delivery infrastructure.</p>	<p>Program management is seen as ineffective in creating a sustained platform for service and provision of high-quality advice.</p>	<p>Focus is on origination of new policies with related creation of product cycles. Integration of products into new business/program activities is not achieved regularly</p> <p>Demonstrating skills rises to product development.</p>	<p>Forming effective team with capacity to project expertise and deliver services that distinguish the program and organization</p> <p>Demonstrating skills in program design, resource management and quality control in provision of service.</p>	<p>Identified and addressed specific unanticipated challenges and events which were encountered, or;</p> <p>Extends to building strong institutional consensus on program performance and future directions where greatest opportunities are found;</p> <p>Rises to Demonstrate skills in decision making and consensus building.</p>

23. ANNEX X: PERFORMANCE ASSESSMENT PROCESS MAP

Performance assessment will be carried out using a dedicated software application. Below are a series of screen captures from the Performance Assessment application illustrating the steps in the process for a hypothetical staff member.

Step One – Self Assessment

This screen brings the staff member to the performance framework established for his/her specific grade level.

When the self-assessment is completed, the system confirms its submission.

Step Two – Nomination/Selection of Evaluator

After the self-assessment, the staff member is asked to nominate at least five evaluators to provide an

The screenshot displays a 'Performance Review' interface for Reggie Sullivan, an Office Driver. A notification states 'Your review has been submitted.' The interface is organized into a grid with three rows of criteria and four columns of performance levels: EXCEED, ACHIEVE, IMPROVE, and FAIL. Each criterion is represented by an icon and a brief description. The criteria are categorized into three main sections: PURPOSE (RELIABLE), ENGAGEMENT (ATTENTIVE), and DELIVERY (DEPENDABILITY). Each criterion has a corresponding 'Comments' field for feedback.

	EXCEED	ACHIEVE	IMPROVE	FAIL	Comments
PURPOSE RELIABLE Execution of tasks related to the operation of machines/vehicles and the observance of relevant safety standards and operational rules.	Identified and addressed specific unanticipated challenges and events which were encountered, or; In addition to the safe and efficient operation of machines/vehicles, has executed basic activities related to general	Operated machines/vehicles in a manner that is able to fulfil requirements for both scheduled and unscheduled tasks, while observing safety standards and operational rules. Demonstrated skills in machine/vehicle operations and	Operated machines/vehicles within safety standards and operational rules, however, was unable to deliver service in a consistent manner. Demonstrated ability to execute tasks but awareness of operational requirements is incomplete.	Operated machines/vehicles in a manner that compromised safety and/or damaged equipment. Showed disregard for safety standards and operational rules/procedures.	
ENGAGEMENT ATTENTIVE Respond to requests promptly and inform client/supervisor of issues or requirements related to service delivery. Ability to understand requirements for service as aligned to	Identified and addressed specific unanticipated challenges and events which were encountered, or; Addressed questions/requests in a manner that ensures that the correct information can be readily made available.	Responded to requests for mechanical/vehicular service in a prompt manner that allows for provision of service as and when required, and immediately informs clients/supervisor of issues or requirements that affect service delivery.	Responded to requests in a delayed manner that impacts provision of service, or; Unable to consistently communicate issues or requirements that affect service delivery.	Disregarded instructions/requests leading to impaired service and unfulfilled requests.	
DELIVERY DEPENDABILITY Execution of work activities are in a timely manner appropriate to context and within expected timeframes.	Identified and addressed specific unanticipated challenges and events which were encountered, or; Deliverables regularly extend beyond the provision of vehicular/mechanical operative tasks to include delivery of	Carried out tasks within established schedules and appropriate to the context of the workplace and the operational environment. Demonstrating punctuality and preparedness to execute work according to established	Delivered tasks in an inconsistent manner contributes to delayed delivery of work activities by clients. Demonstrating inconsistent behaviors related to timeliness and preparedness, and limited understanding of impact of own	Was unable to deliver tasks against schedules leading to disruption of work activities by clients. Demonstrating negligence in the execution of work and disregard for learn needs.	

assessment.

Evaluators are selected from drop down lists of staff or by entering the email address of an individual outside the organization.

The screenshot shows the 'MCC Performance Evaluation 2021' interface. It features three prominent green buttons: 'Nominate Peers', 'View Self Review', and 'View Measures'. The interface is clean and modern, with a green header bar and a decorative leaf pattern at the bottom.

Once evaluators have been nominated, the supervisor must select the actual evaluators, at least three, who will be contacted to provide an assessment.

← Back Performance Reggie Sullivan MCC Community Demo

Community **Nominate Peers** English

Show 10 entries Search

First Name	Last Name	Email	Organization Unit	Job Title	Grade	
<input type="text" value="Filter First Name"/>	<input type="text" value="Filter Last Name"/>	<input type="text" value="Filter Email"/>	<input type="text" value="Filter Organization Unit"/>	<input type="text" value="Filter Job Title"/>	<input type="text" value="Filter Grade"/>	
Arianne	Lim	arriance.lim@email.com	East Africa	Compensation Analyst	B	Delete
Ben	Tufo	ben.tufo@email.com	Network Development	Senior Compensation Analyst, NGOLP Lead	C	Delete
Bettany	Cruz	bettany.cruz@email.com	East Africa	Compensation Analyst	B	Delete
Edward	Norton	edward.norton@email.com	Network Development	NGO Services Manager	D	Delete
Scott	Allen	salle@email.com	Finance	Assistant	B	Delete

Showing 1 to 5 of 5 entries

Previous 1 Next

SUBMIT

Once the evaluator selection by the supervisor is complete, the evaluators selected are contacted via email and directed to the portal for providing the assessment.

← Back Performance Richard Grant MCC Community Demo

Community **MCC Performance Evaluation 2021** English

View Performance Round Overview

Approve Peer Nominations

Review Supervisees

View Supervisee Reviews

Review Self


View Measures


Step Three – Evaluator Review

← Back Performance Richard Grant | MCC Community Demo

Community Nominated Peers English

MCC Performance Evaluation 2021

 **A**
Reggie Sullivan
 Office Driver
 Admin
 Supervisor: Richard Grant



Show 25 entries Search


APPROVED	REVIEWED	First Name	Last Name	Email	Organization Unit	Job Title	Grade
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Arianne	Lim	arriance.lim@email.com	East Africa	Compensation Analyst	B
<input type="checkbox"/>	<input type="checkbox"/>	Ben	Tulfo	ben.tulfo@email.com	Network Development	Senior Compensation Analyst, NGOLP Lead	C
<input type="checkbox"/>	<input type="checkbox"/>	Bettany	Cruz	bettany.cruz@email.com	East Africa	Compensation Analyst	B
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Edward	Norton	edward.norton@email.com	Network Development	NGO Services Manager	D
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Scott	Allen	salle@email.com	Finance	Assistant	B


Showing 1 to 5 of 5 entries Previous 1 Next

As each review is completed, it is confirmed by the system.

← Back Performance Edward Norton | MCC Community Demo

Community Peer Review MCC Performance Evaluation 2021 English

 **A**
Reggie Sullivan
 Office Driver
 Admin
 Supervisor: Richard Grant



	EXCEED	ACHIEVE	IMPROVE	FAIL	Comments
PURPOSE RELIABLE Execution of tasks related to the operation of machines/vehicles and the observance of relevant safety standards and operational rules.	executed basic activities related to general office support in a highly consistent manner to address immediate requirements of service. Demonstrated knowledge rising to a developed level of information and mastery of activities needed for immediate and appropriate service beyond machine/vehicle.	that is able to fulfil requirements for both scheduled and unscheduled tasks, while observing safety standards and operational rules. Demonstrated skills in machine/vehicle operations and the comprehension of safety standards and the context of tasks in supporting office functions.	Operated machines/vehicles within safety standards and operational rules, however, was unable to deliver service in a consistent manner. Demonstrated ability to execute tasks but awareness of operational requirements is incomplete.	Operated machines/vehicles in a manner that compromised safety and/or damaged equipment. Showed disregard for safety standards and operational rules/procedures.	
ENGAGEMENT Respond to requests promptly and inform client/supervisor of issues or requirements related to service delivery. Ability to understand requirements for service as aligned to schedules and	Identified and addressed specific unsolicited challenges and events which were encountered, or. Addressed questions/requests in a manner that ensures that the correct information can be readily made available. Demonstrated knowledge of and ability to	Responded to requests for mechanical/vehicular service in a prompt manner that allows for provision of services as and when required, and immediately informs clients/supervisor of issues or requirements that affect service delivery. Demonstrated ability to understand and respond to requests, as well as ability to	Responded to requests in a delayed manner that impacts provision of service, or. Unable to consistently communicate issues or requirements that affect service delivery. Demonstrated lack of urgency or initiative behaviour in attending to client requests leading to delays in communications, or.	Disregarded instructions/requests leading to impaired service and unfulfilled requests.	
DELIVERY DEPENDABILITY Execution of work activities in a timely manner appropriate to context and within expected timelines.	Identified and addressed specific unsolicited challenges and events which were encountered, or. Deliverables regularly extend beyond the provision of vehicular/mechanical operative tasks to include delivery of information and/or support in a prompt manner that maintains the basic standards of office	Carried out tasks within established schedules and appropriate to the context of the workplace and the operational engagement. Demonstrating punctuality and preparedness to execute work according to established schedules, and awareness of workplace schedules and requirements.	Delivered tasks in an inconsistent manner contributes to delayed delivery of work activities by clients. Demonstrating inconsistent behaviours related to timeliness and preparedness, and limited understanding of impact of own work on work of others.	Was unable to deliver tasks against schedules leading to disruption of work activities by clients. Demonstrating negligence in the execution of work and disregard for team needs.	

SUBMIT

A status screen is available for Human Resources to monitor the progress on completion of the performance assessment stages.

← Back Performance MCC Administrator | MCC Community Demo

Community MCC Performance Evaluation 2021 Overview English

Organization Overview Incumbent Overview

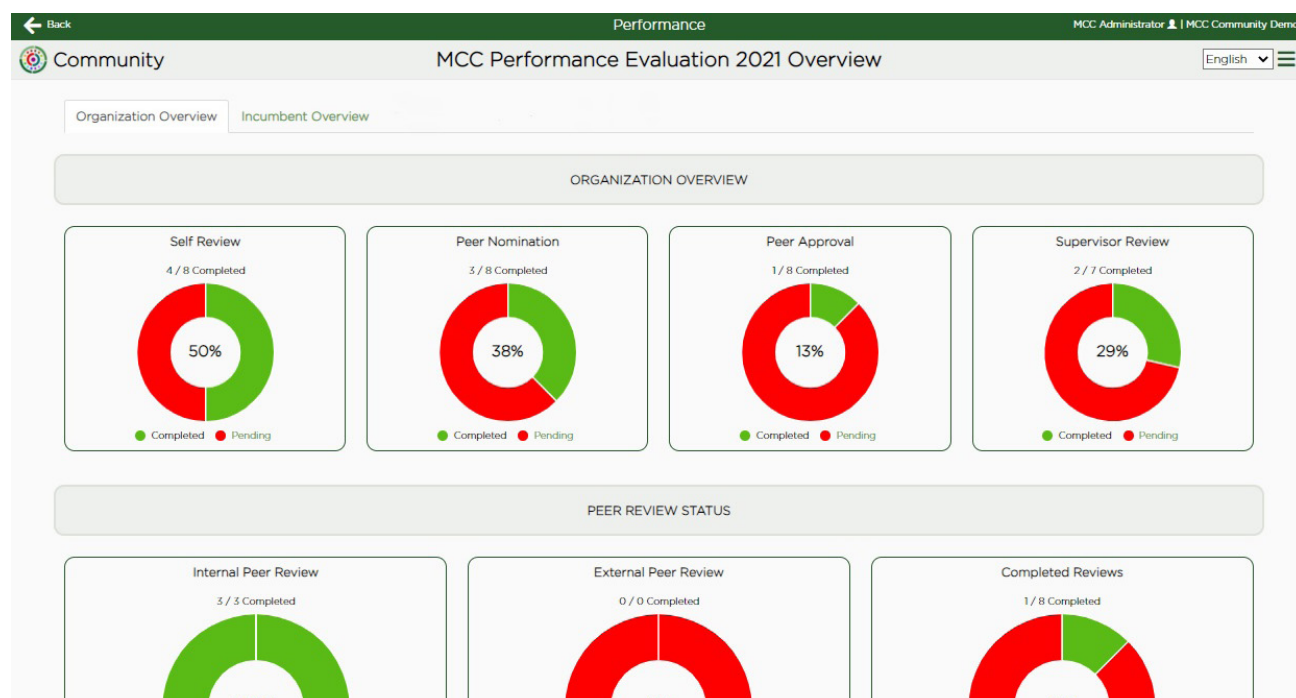
INCUMBENT OVERVIEW

Show 10 entries Search

	Incumbent	Grade	Status				
			Self Review	Peer Nomination	Peer Approval	Supervisor Review	Peer Reviews
View	Scott Allen	B	Pending	Pending	Pending	Pending	Pending
View	Ben Tuito	C	Pending	Pending	Pending	Pending	Pending
View	Richard Grant	C	Pending	Pending	Pending	Pending	Pending
View	Edward Norton	D	Completed	Pending	Pending	Pending	Pending
View	Beltany Cruz	B	Pending	Pending	Pending	Pending	Pending
View	Arianne Lim	B	Pending	Pending	Pending	Pending	Pending
View	Reggie Sullivan	A	Completed	Completed	Completed	Pending	Pending (3 of 3)

Step 4 – Compilation of Findings

Finally, performance ratings are compiled and aggregated to provide the picture of the self, supervisor, evaluator, and overall assessment (which includes solely the supervisor and evaluator ratings).



24. ANNEX XI: CONFIDENTIAL INFORMATION AND PRIVACY

24.1 Confidential Information

24.1.1 Definitions

When used within this Confidential Information Policy, the following terms have the definitions below. Capitalized terms used but not defined in this Confidential Information Policy have the definitions given to them in the Compact or the Program Implementation Agreement, as the case may be.

ACKNOWLEDGEMENT means the acknowledgement and disclosure form in this Confidential Information Policy.

BOARD OF DIRECTORS means the Board of Directors of MCA.

COMPACT means the Millennium Challenge Compact by and between the host country, acting through its government (the “Government”), and the United States of America, acting through the Millennium Challenge Corporation (“MCC”).

CONFIDENTIAL INFORMATION means information obtained or received by a Covered Person in the course of performing his or her duties or responsibilities for MCA-[country], or as a result of his or her relationship with MCA-[country], that is not made publicly available in accordance with the terms of the Compact, PIA or related documents.

Confidential Information includes documents, reports, data and other information relating to: (i) MCA personnel matters; (ii) actual, potential or apparent conflicts of interest; (iii) procurement matters prior to final contract award; and (iv) contract administration matters; and (v) any other documents, reports, data and information specifically designated as being confidential or proprietary by MCA or its Board of Directors and agreed by MCC. Confidential Information does not include any documents, reports, data or other information of the type that is made public under the terms of the Compact, the Program Implementation Agreement or the MCC Accountable Entity Guidelines.

COVERED PERSON means (a) each member of the Board of Directors; (b) each officer, employee, agent, representative or volunteer engaged by or providing services to MCA; and (c) each member of the Stakeholders Committee; provided that MCC and its staff members, consultants, contractors, agents and other representatives, including the MCC representative on the Board of Directors, are not considered Covered Persons for purposes of this Confidential Information Policy.

PROGRAM IMPLEMENTATION AGREEMENT means the Program Implementation Agreement by and between the country, acting through the Government, and the United States of America, acting through MCC.

MCC ACCOUNTABLE ENTITY GUIDELINES means the “Guidelines for Accountable Entities and Implementation Structures” which may be found on the MCC Website, as amended from time to time.

24.1.2. Confidentiality Policies

Each Covered Person shall maintain the strict confidentiality of all Confidential Information, and shall take reasonable steps to prevent the intentional or unintentional use or disclosure of such Confidential Information, except as explicitly authorized by MCA with the prior written approval of MCC. Confidential Information that is made public in violation of this Confidential Information Policy does not lose its status as Confidential Information as a result of such violation.

A Covered Person who discloses Confidential Information in violation of this Confidential Information Policy will be subject to disciplinary action (including possible termination or separation), even if he or she does not actually benefit from the disclosure. This Confidential Information Policy shall be binding upon each Covered Person both during, and after the cessation or termination (for any reason) of such person's employment or association with MCA.

A Covered Person may disclose Confidential Information to another Covered Person on a "need to know" basis and in connection with responsibilities of the role being performed by that other Covered Person and provided that such other Covered Person has agreed to be bound by this Confidential Information Policy by signing and delivering an Acknowledgment to MCA.

A Covered Person shall not use Confidential Information for his or her personal benefit or for the benefit of any of his or her family members or associates.

Upon the cessation or termination of a Covered Person's employment, engagement or association with MCA, such Covered Person shall promptly return all Confidential Information to MCA. A Covered Person is not permitted to retain copies of any Confidential Information upon the cessation or termination of his or her relationship with MCA.

Notwithstanding the termination of Employment, association or engagement between the Covered Person and MCA for whatsoever reason, the obligations to maintain the secrecy and the confidentiality of the Confidential Information shall endure for a period of two years from the date of such termination.

Notwithstanding any of the restrictions on disclosure contained in this Confidential Information Policy, a Covered Person may, and upon MCC's request shall, provide any information (including Confidential Information) to MCC, or, at MCC's direction, to the Inspector General of MCC, the United States Government Accountability Office or other independent auditors and investigatory bodies that may be designated by MCC.

If, at any time, any Covered Person has a question as to whether a particular item or matter may be disclosed, he or she shall, and shall be entitled to, request the guidance of the Legal Director of MCA prior to disclosure.

A copy of this Confidential Information Policy shall be given to each Covered Person upon commencement of such person's relationship with MCA or upon the official adoption of this policy. Each Covered Person shall be required to sign an Acknowledgement as a condition of his or her appointment or engagement by or with MCA.

Failure to sign an Acknowledgement does not nullify this Confidential Information Policy or otherwise limit its application to any Covered Person.

24.1.3 Acknowledgement and Annual Disclosure Form

The following acknowledgement must be filed by each Covered Person, as defined in the MCA Confidential Information Policy:

I have received and carefully reviewed the Confidential Information Policy of the MCA and have considered not only the literal expression of the policy, but also its intent. By signing this Acknowledgement, I hereby confirm that I understand the contents of, and my obligations under, the Confidential Information Policy and affirm that I agree to comply with the Confidential Information Policy, both during and after the cessation or termination (for any reason) of my relationship with the MCA.

I understand that failure to comply with this Policy shall attract the necessary sanctions including termination of employment or engagement.

SIGNED:

Signature: _____

Printed Name: _____

Date: _____

WITNESSED BY: _____

Signature: _____

Printed Name: _____

Date: _____

24.2 Privacy Policy

24.2.1 The MCA Approach to Privacy

The MCA Privacy Policy balances the MCA's need for information with a staff member's right to privacy. For almost all personal information — including pay and benefit records, formal and informal personnel files, and video or audio tapes— the following basic rules help to establish and maintain that balance:

- The MCA will say what personal information it collects from staff, why it collects it, and what it does with it.

- Collection, use, or disclosure of personal information is normally done only with a staff member's knowledge and consent.
- The MCA will only collect personal information that is necessary for its stated purpose and collect it by fair and lawful means.
- The MCA will normally use or disclose personal information only for the purposes that it collected it for, and keep it only as long as it is needed for those purposes, unless it has the staff member's consent to do something else with it, or is legally required to use or disclose it for other purposes.
- However, the use of MCA information systems, including MCA-issued communications devices, computers, and networks, are to be used for official MCA work only, and users have NO REASONABLE EXPECTATION OF PRIVACY while using these systems. All data contained in these systems may be monitored, intercepted, recorded, read, copied, or captured in any manner by authorized personnel. All electronic mail will be archived and retained for five years after the end of the Compact program. System personnel or supervisors may give law enforcement officials any potential evidence of crime, fraud, or employee misconduct found on MCA information systems. Furthermore, law enforcement officials may be authorized to access and collect information from MCA information systems. Use of MCA information systems by any user, authorized or unauthorized, constitutes express agreement with these conditions.
- Staff members' personal information need to be accurate, complete, and up to date.
- Staff members will be able to access their personal information and be able to challenge the accuracy and completeness of it.

24.2.2 HANDLING OF PERSONAL INFORMATION

The MCA will tell staff what personal information will be collected, used, and disclosed on a routine basis. It will inform staff members of its policies on Web, e-mail, and telephone use, for example. However, the Office of the Inspector General's Office of Investigations (OIG/I), or an individual or entity working on OIG/I's behalf, shall be able to conduct an investigation of potential fraud or corruption without informing the staff member.

Records of a formal grievance or disciplinary procedure will be kept in accordance with the MCA Privacy Policy which requires the confidentiality of personal information. The release of certain data to individuals may be made upon written request with the approval of the CEO only.

The MCA will also ensure that information they collect for one purpose isn't used for an unrelated purpose without the staff member's consent. Even if they are not required to do so by law, the MCA will give staff access to the personal information held about them so that they can verify, and if necessary, challenge, its accuracy and completeness.

For current and past employees seeking references, MCA's policy is that only position title(s), period(s) of performance, and (if asked) salary history will be provided. MCA policy is to not provide qualitative assessments of MCA staff performance.

24.2.3 STAFF WAIVER OF PRIVACY RIGHTS

Circumstances may arise in which staff or prospective staff members are asked to waive a privacy right. Such a waiver must meet the test of true consent — a clear, informed, explicit, voluntary and limited consent. The general principle of collecting only the personal information that's required for appropriate purposes must always be maintained, within the parameters described above. There must always be a justification for collection, use, and disclosure of personal information.

24.2.3 MCA'S RIGHT TO MANAGEMENT INFORMATION

The MCA has legitimate requirements for personal information about its staff. It needs to know who it is hiring. It needs to address performance issues and ensure the physical security of the workplace. and in rare cases, it may see electronic monitoring and other surveillance as necessary to ensure productivity, stop leaks of confidential information and prevent workplace harassment.

Confidential management information also includes discussions about staff relations issues, disciplinary actions, terminations, workplace fact-finding of employee misconduct, etc. Disclosure of this information is almost always counterproductive and can seriously damage the collective of the organization.

Sometimes the MCA has to seek personal information or keep such information confidential. But it strives to keep those instances to a minimum and limit their impact on personal privacy. The possibility that an individual staff member might do something harmful does not justify treating all staff as suspects. The questionable benefit of knowing what every staff member is doing on company time and equipment, at all times is far outweighed by the cost — including the cost to staff morale and trust. Preventing workplace harassment is an important goal, but it is best achieved through workforce training and sensitization, explicit anti-harassment policies, and appropriate remedial measures when harassment is reported or reasonably suspected, rather than by depriving every one of their privacy rights.

No staff member is ever authorized to reveal confidential business information without specific authorization.

24.2.4 MCA PROTECTION OF PRIVATE AND CONFIDENTIAL INFORMATION

All private information is treated as confidential. MCA procedures for protecting both private and confidential business information will include:

- Separate confidential folders will be kept for staff and applicant medical information.
- All confidential documents will be stored in locked file cabinets or rooms accessible only to those who have a business 'need-to-know'.

- All electronic confidential information will be protected via firewalls, encryption and passwords.
- Staff must clear their desks of any confidential information before going home at the end of the day.
- Staff should refrain from leaving confidential information visible on their computer monitors when they leave their workstations.
- All confidential information, whether contained on written documents or electronically, should be marked as 'confidential'.
- All confidential information should be disposed of properly (e.g., staff should not print out a confidential document and then throw it away without shredding it first).
- Staff should refrain from discussing confidential information in public places.
- Staff should avoid using e-mail to transmit certain sensitive or controversial information
- The MCA will limit the acquisition of confidential data unless it is integral to the business transaction and restrict access on a 'need-to-know' basis.
- Before disposing of an old computer, the MCA must use software programs to wipe out the data contained on the computer or have the hard drive destroyed.

24.2.5 Promotion and Enforcement of the Confidentiality and Privacy Policies

Simply having a written confidentiality policy is not enough. Managers, supervisors and staff must be educated on confidentiality and privacy issues and the MCA's policies and procedures. This training will take place as part of the new hire/orientation process.

Management should also be instructed as to the proper way of communicating with inside and outside counsel so as to ensure that certain work-related documents and emails are protected by the attorney-client privilege.

Staff members who violate the Confidentiality and Privacy Policy will be subject to MCA disciplinary procedures that can lead to termination.

25. ANNEX XII: ADDRESSING SEXUAL HARASSMENT IN THE WORKPLACE

In recognition of the global occurrence of sexual harassment and its potential impact on programs funded by MCC, MCC, together with input from MCAs, developed the Guidance Note to MCAs on Sexual Harassment. In efforts to prevent and address the occurrence of sexual harassment in MCC-funded operations, the MCAs will develop an anti-sexual harassment policy in line with the above-mentioned guidance note. The MCA will consult with local legal counsel in the development of its sexual harassment policy in order to ensure that the policy does not conflict with local law and functions to prevent and address sexual harassment.

The purpose of an anti-sexual harassment policy is to provide every worker with protection and a positive work environment in which to perform their best. Anti-sexual harassment operational procedures should be designed to ensure that the workplace culture is well-informed, safe and supportive, that harassment complaints are impartially and thoroughly investigated, and that there are appropriate consequences for harassing behaviors.

The following principles guide MCC's approach for addressing sexual harassment and must serve as the basis for the MCAs' anti-sexual harassment policy.

25.1 Prevention Principles

25.1.1 Cultivate a Workplace Culture of Respect, Accountability, and Trust

Everyone in the MCA is responsible for creating and fostering a workplace culture of respect, accountability, and trust. MCA management, particularly senior management, should take the lead in embodying and promoting this workplace culture among all employees, contractors, and implementing partners. Incidents of disrespectful behaviors, even when they do not involve sexual harassment, should not be tolerated by anyone, and performance reviews should take into account how well employees and managers maintain the culture of respect, accountability and trust in their daily work behaviors.

25.1.2 Review, Develop and Institutionalize a Specific Policy on Sexual Harassment That is Based on International Best Practices

The MCA should put in place a sexual harassment policy in accordance with the mentioned Guidance Note to MCAs on Sexual Harassment. The MCAs will institutionalize a specific policy on sexual harassment that is based on the international best practices embodied in these principles, while acknowledging the context of local law. This policy will be part of the MCA's human resources policy and should be sufficiently detailed to provide clarity on what constitutes sexual harassment, responsibilities for reporting incidents and protection of participants, and the range of penalties for a finding of sexual harassment (see below for an example of a policy outline).

The policy should include procedures for ensuring freedom from retaliation that include safety and confidentiality for staff alleging harassment and witnesses, and the prompt, thorough and impartial fact-finding of complaints (ideally led by an impartial and expert third party). It should also make clear that appropriate actions will be taken as a consequence for harassing behaviors, irrespective of the position of the alleged harasser in the organization.

25.1.3 Provide Expert-Developed Training Early (during on-boarding), and on a Periodic Basis to Ensure a Thorough Understanding of Sexual Harassment and its Consequences

Upon employment with an MCA, all hires are provided with sufficient written materials that include: (1) the standards for behavior expected by all MCA staff; (2) information about what constitutes sexual harassment; (3) a detailed description of the anti-sexual harassment policy, procedures, and consequences for harassment and (4) references to any applicable laws. Within three months of their employment, all MCA employees should also participate in a training that includes: (1) how to recognize sexual harassment, (2) understanding the consequences of sexual harassment, and (3) how to report sexual harassment.

The MCA will provide this expert-developed anti-sexual harassment training on a periodic basis. Periodic training not only ensures that MCA employees are well-educated on identifying and preventing sexual harassment, but can also serve as a deterrent for harassing behaviors in the workplace. This is especially important in contexts where sexually-harassing behaviors may be unrecognized because they have been normalized. Training is also a tool to cultivate a workplace culture of respect, accountability and trust. MCA CEOs and managers should be the first to participate in training and require others to do the same. MCC will explore ways to assist MCAs, such as providing them with a list of pre-qualified trainers and curricula.

MCC will provide materials from a workshop on workplace respect which should be given to all existing, MCA staff, as well as new staff upon hiring. This workshop includes additional modules for managers. MCAs should translate the workshop materials into the local language.

25.2 Implementation Principles

25.2.1 Role of Leadership

MCAs' CEO and managers set the tone for what is acceptable and non-acceptable behavior in the workplace. If managers tolerate or excuse sexual harassment or other non-professional conduct in the workplace, preventing and eliminating sexual harassment will be extremely difficult. MCA leadership and Human Resources should work together to build a culture of trust through training, communications, events and partnerships without external organizations or individuals.

25.2.2 Encourage Staff Alleging Harassment to Report Sexual Harassment by Providing a Safe and Confidential Environment for Reporting

One of the challenges in addressing sexual harassment is that victims tend to be reluctant to report it. Victims may fear retaliation from the individual or the MCA or they may not think that they will be listened to or believed, especially in contexts where sexually harassing behaviors have been normalized. Victims rarely have sufficient information about their rights and are often concerned that they will be further victimized if they report incidents of sexual harassment. Another barrier to reporting is social and organizational hierarchy; if the MCA staff alleging harassment is professionally subordinate to the alleged harasser, that staff alleging harassment may be so intimidated by the harasser's position that they are fearful of reporting.

The MCA should provide multiple options for reporting incidents of sexual harassment. These include but are not limited to designating someone in the Human Resources Department with sufficient skills and information to address these issues. In addition, the Ombudsperson may act as a confidential channel for reporting sexual harassment, although this should not be deemed a substitute for formal reporting. MCAs are urged to secure the service of a third party, such as a confidential hotline where staff can make allegations. Grievances alleged by entities or individuals external to the MCA will be managed in the same manner as those received internally.

Sometimes, the alleged harasser is a direct supervisor in a higher position in the organizational structure than the alleged victim. These circumstances can lead to a potential conflict of interest for management in the fact-finding of a complaint, and also a perception from staff alleging harassment that they will not be treated fairly. Issues of safety are paramount in claims of sexual harassment. Concerns about safety and fairness (such as maintaining anonymity) can be alleviated by ensuring that a neutral and experienced third party conducts the fact-finding process. In cases where Human Resources staff are involved in sexual harassment, staff shall report the sexual harassment to the CEO.

25.2.3 Maintain Confidentiality for All Participants throughout the Fact-Finding and Resolution of a Complaint

All persons interviewed in a fact-finding process must be held accountable for maintaining confidentiality, as well as those conducting the fact-finding. Personnel records must also be held in strictest confidence.

Because sexual harassment is an expression of power through behaviors that are related to sex and gender, and because issues pertaining to sex and gender are both culturally powerful and rarely discussed in the public sphere, it is especially important to protect the confidentiality of both parties implicated in a sexual harassment complaint. In some societies, for example, men and women who are harassed are often blamed for “inciting” the sexual harassment, even when the investigation findings clearly confirm their allegations.

No person should be assumed guilty of sexual harassment until a prompt, thorough and impartial fact-finding process has been completed.

25.2.4 Do Ensuring Protection for Staff Alleging Sexual Harassment

In many instances, staff alleging sexual harassment are in less powerful positions in their organization than their harassers. Even if the alleged harasser has a critical function in the organization, management should ensure that their first and paramount concern is the protection of the person making the complaint and others who may also be at risk from a potential harasser.

Management should consider temporary reassignment of either the alleged victim or alleged harasser until the issues are resolved, if warranted, although the reason for re-assignment should remain confidential. The decision to reassign either the alleged victim or alleged harasser should be based on a concern for the protection of the alleged victim as well as other employees. Reassignment during a fact-finding process should neither result in less remuneration nor diminished seniority.

To avoid retaliation against any individual reporting misconduct, the MCA will ensure the safety and security of a person who reports an allegation of misconduct before, during, and after any investigation and decision making.

25.2.6 Ensure Impartial, Timely and Thorough Fact-Finding of Sexual Harassment Allegations

The fact-finding process for a sexual harassment charge requires expert knowledge, understanding and experience in conducting such a process, as well as unquestionable impartiality. This presents challenges for most managers and human resource professionals. Consequently, the MCA may contract with a third party who can be readily available to conduct a fact-finding process in an impartial, timely and thorough manner. The MCC provides support to the MCA to help them identify potential resources.

25.2.7 Take Appropriate Corrective Action

If the fact-finding establishes a probability of sexual harassment, management must take prompt and appropriate corrective action. Generally, the appropriate corrective action depends on a variety of factors including the severity and frequency of harassing conduct, the impact on the staff alleging harassment, and the alleged harasser's prior record.

In no instances should corrective action be influenced by management perspectives on the importance of the harasser's position in the organization. Also, in no instance should a person found to have engaged in sexual harassment be rewarded with discretionary funds (e.g. one-time performance rewards and/or performance based salary increases).

All personnel decisions must be based on the protection of the staff alleging harassment and other staff that may allege harassment. This means monitoring any administrative decisions affecting the reporter to ensure no retaliation takes place. Retaliation for reporting misconduct is a form of misconduct and should be dealt with accordingly.

25.3 Accountability Principles

25.3.1 Hold Senior Leadership and Management Accountable for the Workplace Culture

Management at every level must ensure that all employees and MCA Contractors¹⁶ understand that sexual harassment is unacceptable; it is an offense against not only the individual, but the entire organization as well.

MCA employees must have the mechanisms to hold their management chain accountable for ensuring that the workplace culture discourages sexual harassment and other forms of harassment, and that claims are investigated and concluded in a fair and timely manner.

¹⁶ <https://www.mcc.gov/resources/doc/guidance-note-to-mcas-on-sexual-harassment#fn-7-a>

MCA management must not tolerate dismissive or insensitive messages from an employee about behaviors that could be, or could lead to, sexual harassment, and there should be consequences for managers who do not demonstrate their full support for the policy.

25.3.2 Encourage Staff to Speak Up about Sexual Harassment and Report Harassing Conduct if Witnessed

Management should create a safe environment and encourage staff to report experiences of sexual harassment and/or any witnessed incidents of sexual harassment. Employees subjected to sexual harassment are generally uncomfortable and sometimes fearful of reporting harassing behavior. Other employees may not report witnessing harassment unless the workplace culture or their supervisors encourage them to do so and the situation is a safe one.

The MCA CEO and managers are responsible for setting the tone of the workplace, responsibly managing resources, and handling performance issues. If the MCA CEO and managers observe disrespectful workplace behavior, they must intervene and handle it as a performance issue. Not to do so sends the message that such behavior is acceptable.

A supervisor is required to proactively report harassing behavior even without the consent of the alleged victim. This is because sexual harassment prevents management from ensuring a safe and supportive workplace and therefore, affects the institution as well as the individual. The MCA will enforce this requirement.

25.3.3 Get Help from Experts, including some at MCC, in Addressing Sexual Harassment and in Ensuring that Appropriate Personnel Decisions are Made

For many in the MCA, developing a policy and institutional procedures to address sexual harassment in the workplace is a new challenge, and it may be difficult to easily identify appropriate resources. MCC can assist by offering advice based on internal expertise or by recommending external resources.

25.4 Addressing Sexual Harassment in Contracts

MCC has incorporated a “Prohibition of Sexual Harassment” clause into the Standard Bidding Documents (SBDs) for use with MCA contractors¹⁷ requiring the contractor to “implement a policy prohibiting sexual harassment.” The SBDs for “Small Works” and “Large Works” explain that the policy to be implemented should be “in form and substance satisfactory to the Employer and MCC”. The SBD “Template for Procurement of Consulting Services”, states “the consultant shall prohibit sexual harassment behaviors directed at Compact beneficiaries, MCA Entity employees or MCA Entity consultants.”

The MCA will ensure that contractors are well-informed about existing anti-sexual harassment policies and procedures, and that contractors meet the requirements in the SBDs. In addition, contractors should be aware that the MCA expects its employees to report any potential incidents involving contractors to the MCA and that MCA will follow up with contractors. Contractors are also required to establish griev-

¹⁷ <https://www.mcc.gov/resources/doc/guidance-note-to-mcas-on-sexual-harassment#fn-7-a>

ance redress mechanisms that can help to address and respond to information on incidents of sexual harassment and to satisfactorily resolve any incidents of sexual harassment found by the MCA.

The “Prohibition of Sexual Harassment” clause in SBDs for “Small Works” and “Large Works” is as follows:

The Contractor shall implement a policy prohibiting sexual harassment, including an incident referral and reporting plan, in form and substance satisfactory to the Employer and MCC. The Contractor shall be responsible for ensuring that all subcontractor’s and Contractor’s personnel understand and operate in accordance with the principles and requirements of the policy.

The “Prohibition of Sexual Harassment” clause in the SBD for “Procurement of Consulting Services” is as follows:

The Consultant shall prohibit sexual harassment behaviors directed at Compact beneficiaries, MCA Entity employees or MCA Entity consultants. Examples of sexual harassment include, but are not limited to, the following behaviors: unwelcome sexual advances; requests for sexual favors; verbal or physical harassment of a sexual nature; or offensive remarks about a person’s sex, sexual orientation, or non- conformity with gender stereotypes. The MCA Entity may investigate allegations of sexual harassment as it determines appropriate. The Consultant shall fully cooperate with any fact-finding process conducted by the MCA Entity regarding breach of this provision. The Consultant will ensure that any incident of sexual harassment investigated by the MCA Entity has been resolved to the MCA Entity’s satisfaction.

Any staff who observes sexual harassment in project fieldwork or missions, either by MCA staff, consultants, sub-contractors or the client community, must report it. This is especially important as some types of behaviors might be indicators of sexual exploitation and abuse (SEA/TIP). In such instances, MCA staff should refer to MCC’s Counter Trafficking in Persons (C-TIP) Policy¹⁸ for guidance.

25.5 Anti-Sexual Harassment Policy Outline.

Annex XII and MCC’s Guidance Note to MCAs on Sexual Harassment should serve as reference when the MCA is reviewing its current policies and procedures, developing new policies and procedures when they are absent, and ensuring that these policies and procedures are based on the principles described in this Annex. In some instances, an anti-sexual harassment policy may be incorporated into a larger human resources policy for the MCA, in other instances, an anti-sexual harassment policy may exist independent of a human resources policy for the MCA. Regardless of the format of the anti-sexual harassment policy, it is important that the policy contains sufficient clarity and detail to ensure that all parties understand behavioral expectations, responsibilities procedures, and consequences.

Below is a possible policy outline, with reference to specific principles and additional clarification notes:

25.5.1 Anti-Sexual Harassment Policy Purpose.

[This section should include a brief statement on the purpose of the policy.]

¹⁸ <https://www.mcc.gov/resources/doc/policy-counter-trafficking-in-persons-policy>

- Explain that the purpose of the policy is to provide institutional requirements for the prevention of, and responses to, sexual harassment within the MCA. Explain why sexual harassment is harmful and unacceptable for both individuals and the organization.

25.5.2 Scope

[This section should include a statement on the scope of the policy.]

- Describe which individuals and entities are subject to the policy (e.g. MCA full-time, part-time, and temporary employees.).
- Explain that while the MCA does not have direct responsibility for staff and consultants outside of its personnel authority, it is responsible for protecting its workforce and, as such, encourages the reporting of unacceptable behaviors by those employed by other entities or organizations.
- Explain that all employees, no matter their status and position within the organization, will be held equally responsible under this policy.
- Explain that, depending on a country's laws, sexual assault and other forms of sexual harassment must be reported to authorities.

25.5.3 Authorities

[This section should set forth any statutory and regulatory authorities or other MCA policies that relate to this policy. If any of the following sub-sections are not applicable, please delete.]

Laws or Acts

- [insert]
- [insert]

Government Regulations, Standards, and Other Guidance

- [insert]
- [insert]

Related MCA Policies and Procedures

[insert]

25.5.4 Key Definitions

[This section should include key terms and their definitions for the purpose of this policy.]

- Carefully define:
 - What constitutes sexual harassment
 - “harasser”
 - “victim”
 - “workplace”
- Add any other definitions as appropriate.

25.5.5 Prevention

[This section should describe measures aimed at preventing sexual harassment in the workplace.]

- Describe measures that will be implemented to cultivate a climate of respect, accountability, and trust throughout the regular operations of the MCA.
- Carefully describe training requirements and early on-boarding processes that will help ensure a thorough understanding of sexual harassment and its consequences.

25.5.6 Best Practices for Prevention

- Face to face training
- Communications plan
- Reporting mechanisms
- Posters
- Brochures, desk-to-desk, handouts
- Pamphlets in office space and restrooms
- Talking points for managers
- Forum, symposium, or conference on the prevention of sexual harassment (mandatory attendance for all staff)

25.5.7 Responsibilities

[This section should list the basic responsibilities of those involved in the operation of the policy. Start with the most senior-level person at the MCA and move to the most junior-level person.]

- Describe any specific requirements for managers to report alleged harassment.
- Describe any alternative channels for reporting that protect a potential victim.
- Ensure that it is clear that everyone will be held responsible for their behaviors, including management at all levels.

25.5.8 Incident Reporting

[This section should describe procedures for reporting an incident of sexual harassment.]

- Describe how the MCA will encourage staff alleging sexual harassment to report and provide a safe environment for them to do so.

25.5.9 Examples of Reporting Mechanisms

- Hotline (third party recommended)
- Designated HR person
- Manager
- Complaint box
- Reporting email account

25.5.10 Investigation

[This section should describe how impartial, timely and thorough fact-finding of sexual harassment allegations will be implemented.]

- Carefully describe how confidentiality and safety will be ensured for all participants in a complaint.
- Describe the process that will be used to ensure impartiality (e.g. use of third-party investigator).
- Managers may not conduct investigations and must contact HR if they receive a report of sexual harassment.
- Any designated staff must recuse himself or herself if there is a conflict of interest.

- All investigations for managers or senior leadership must be conducted by an outside independent entity and MCC must be notified upon initiation of the investigation.
- The staff alleging harassment may not determine how MCA handles the investigation, though MCA management may handle the accused harasser's behavior as a performance issue and ensure no retaliation takes place.

25.5.11 Disciplinary Actions

[This section should describe the corrective and disciplinary actions that will be implemented if a fact-finding confirms sexual harassment has taken place.]

- Describe how appropriate corrective action will take place, including reporting to appropriate authorities when the alleged sexual harassment could be a criminal act.
- Describe measures that must be put in place to ensure that the staff alleging harassment does not suffer adverse consequences for reporting sexual harassment.

25.5.12 Amendments to This Policy

This section should include procedures for amending the policy, such as set forth in the example below.]

“This policy may be modified or amended at any time in writing with the approval of [insert title(s) of appropriate approver(s)].”

25.5.13 Effective Date

[This section should include activation and duration language, such as set forth in the example below.]

“This policy is effective immediately and will remain in effect until such policy is modified.”

26. ANNEX XIII GRIEVANCE PROCEDURES

26.1 Filing a Grievance

If an issue affects more than one individual responsible to any immediate supervisor, a staff member representative, accompanied by one of the staff members concerned, will raise the issue with the immediate supervisor. If an issue affects more than one supervisor's area of responsibility, the issue will be raised with the appropriate supervisors or managers.

Where more than one staff member has lodged a complaint relating to the same, or substantially the same issue, the complaints will be dealt with together in the interests of fair and consistent decision making.

26.2 Informal Grievance Procedures

26.2.1 Initial Discussion

Before filing a formal grievance, the grievant must first make a good faith effort to resolve the matter informally by either following the next three steps or consulting the Ombudsperson (see Annex XIV).

In Step One, it may be sufficient to explain clearly to the respondent the nature of the grievance and how it interferes with the grievant's work. The grievant must initiate this informal process within twenty (20) working days of the most recent incident or action leading to the grievance.

The grievant has the obligation to adequately and fully inform the respondent of the problem and what he/she considers a satisfactory solution. The respondent, in turn, has the obligation to consider the matter seriously and to answer issues promptly, yet deliberately. Both parties have the obligation to act in good faith. If the issue cannot be resolved, the grievant can proceed with Step Two of the informal process.

In exceptional circumstances, where the grievant does not feel comfortable speaking with the respondent directly about the grievance, the grievant may proceed directly to Step Two and request a meeting with his/her supervisor to discuss the grievance.

Any concerns or allegations of potential fraud or corruption are not covered under the Grievance Procedure and must be reported either:

- a. to the MCC Anti-Fraud and Corruption (AFC) Team (Hotline@mcc.gov), which, with the Office of the Inspector General (OIG), will decide on the sharing of information with MCC staff, MCA staff, and/or local authorities, or
- b. directly to the OIG website (<https://oig.usaid.gov/content/mcc-hotline-report-fraud-or-corruption>).

26.2.2 Meeting with Immediate Supervisor

The grievant is required to discuss the grievance with the immediate supervisor, if the grievance remains unresolved after Step One. The grievant must request a meeting with their immediate supervisor by email to discuss the grievance. The immediate supervisor will look into the matter and attempt to resolve it together with the parties involved including the respondent(s) and their immediate supervisors. Where

the grievant's complaint involves their immediate supervisor, the grievant can raise the complaint to the next level manager. This step must be undertaken within five (5) working days after the meeting with the respondent in Step One. If the matter later recurs, the grievant may proceed directly to Step Two.

A meeting to discuss the grievance must be held within five (5) working days of the grievant's notification to the immediate supervisor. Minutes of the meeting including the nature of the grievance raised, response to the grievance, action taken, the reason for such action, and timeline must be recorded. One copy of the minutes of the meeting will be kept with each immediate supervisor and a copy given to the grievant and the respondent.

If the grievance is resolved with the immediate supervisor, but later recurs, the matter is treated as an unresolved grievance and the grievant may return the matter to the immediate supervisor or the next level manager, for further discussion

26.2.3 Meeting with the Manager

If, after any action to resolve the grievance taken by the immediate supervisor, the grievant is still dissatisfied, he or she can proceed by raising the issue to their next level manager.

The grievant must request a meeting with the manager within five (5) working days of the conclusion of Step Two in writing to resolve the issue, or at a later date within five (5) working days of a recurrence of the grievance. Minutes of the meeting with the supervisor will be sent to the manager for consideration. The meeting must be organized within five (5) working days from the date the grievant requests the meeting. The manager(s) of both the grievant and respondent will be responsible for organizing a meeting and calling in the parties involved to discuss the issue and resolve the grievance.

Minutes of the meeting, including the nature of the grievance raised, response to the grievance, decision made, action taken, the reason for such action, and timelines, must be recorded. Minutes of the meeting will be kept by each manager and a copy will be given to the grievant and the respondents. Minutes of the meeting must be agreed and signed by the parties involved at the meeting.

If the result from this approach is unsatisfactory despite the best efforts of the managers to resolve the grievance, the grievant can proceed by filing a formal grievance. In the event that the grievant does not proceed with this step within ten (10) working days of the conclusion of the meeting with the managers, the grievance will be considered settled on the basis of the last decision and will not be subject to further appeal or consideration. However, if the matter that is the subject of the grievance later recurs, the matter is treated as an unresolved grievance and the grievant may immediately file a formal grievance.

26.2.4 Informal Grievance Procedures for Management

If the grievant is a manager, his/her immediate supervisor is the CEO. If the Grievant is the CEO, his/her immediate supervisor is the Board Chairperson, and the informal grievance will be processed and completed at this level through initial discussion with the Board Chairperson unless the grievant wishes to proceed with the formal grievance procedures.

26.3 Formal Grievance Procedures

Prior to filing a formal grievance, a grievant must ensure that he/she has attempted to resolve the complaint informally with his/her immediate supervisor and manager. Once a formal grievance is filed, a Grievance Hearing Panel will be set up and a grievance will be fully and formally investigated by the Panel. Confidentiality will be maintained as far as possible and the fact-finding will be handled with due respect for the rights of all parties. Every effort will be made to resolve the grievance quickly.

Prior to filing a formal grievance, a grievant must ensure that he/she has attempted to resolve the complaint informally with his/her immediate supervisor and manager. Once a formal grievance is filed, a Grievance Hearing Panel will be set up and a grievance will be reviewed through a fully and formally fact-finding process by the Panel. Confidentiality will be maintained as far as possible and the fact-finding process will be handled with due respect for the rights of all parties. Every effort will be made to resolve the grievance quickly.

It should be noted that the MCA may also receive grievances from external parties reporting cases of sexual harassment, corruption, or other issues that may arise in relation to the Compact. External grievances will be managed similarly to those received internally, as detailed below.

26.3.1 Steps in the Formal Grievance Procedure

a. Statement of Grievance

The grievant must set out the grievance in writing and send this to the Grievance Coordinator within ten (10) working days of the conclusion of Step 3 of the informal process. A Statement of Grievance written for a Grievance Hearing Panel must clearly identify the issues. It must include the following information:

- Date of submission to the Grievance Coordinator
- Grievant's full name, job title, unit
- Grievant's immediate supervisor and manager
- Detailed nature of the grievance including name(s) of respondent(s), and parties involved
- A summary of the steps taken under the informal procedures including matters discussed, responses to the grievance, actions taken, decision made, reason for such decision, the grievant's reasons for being dissatisfied with the informal process, and the grievant's suggestions on how to resolve the matter
- All facts and/or documents related to the grievance
- All supporting evidence
- Witness details

- Minutes from previous meetings related to the grievance.

MCA will not consider a grievance unless it is in writing containing the details set out above.

b. Grievance Hearing Panel Meeting

The Grievance Coordinator must send the Statement of Grievance to the Grievance Hearing Panel Members at least five (5) working days prior to the Grievance Hearing Meeting.

The Grievance Coordinator, upon receipt of a Statement of Grievance, will immediately notify the relevant parties that a grievance has been filed and give a copy of the grievance to the Respondent, the grievant and respondent's immediate supervisors and managers, the Staff Association Chairperson, and the HR Manager. If the grievance involves the immediate supervisor, the Statement of Grievance is sent to the next level manager.

The Grievance Coordinator will work with the grievant and respondent's immediate supervisors and managers, Staff Association Chairperson, and HR Manager to prepare a list of Grievance Hearing Panel Members prescribed by this policy. This list will then be sent to the CEO for consideration and approval. The CEO will appoint a representative of the senior management of MCA to act as the Chairperson of the Panel.

The process for appointing Grievance Hearing Panel members must be completed within five (5) working days from the date of the Statement of Grievance. The grievance hearing meeting must take place before any decision can be made. The scope of the grievance hearing is limited to the issue(s) identified in the Statement of Grievance.

The Chair of the Grievance Hearing Panel will schedule a date for the grievance hearing. The grievance hearing will be held within ten (10) working days from the date of appointment. The Chairperson of the Grievance Hearing Panel will notify the Grievance Coordinator of the date of the hearing and the Grievance Coordinator will notify all of the involved parties including witnesses. This notification will be made at least five (5) working days prior to the date of the hearing.

Both the grievant and respondent may be accompanied at the hearing by one of their colleagues. However, this person will act as an observer and not be permitted to speak. Witnesses must remain outside of the hearing room other than when they are required to testify.

Prior to the hearing, the Grievance Hearing Panel will discuss and agree on the schedule for proceedings. The grievant will present an opening statement. The Panel will then question the grievant.

The respondent will then present an opening statement. If there is more than one respondent, each will make an opening statement. After the opening statement of each respondent, the Panel will question the respondent(s).

After the opening statements and questions have been completed, the grievant's witness(es) will be called in, the grievant will question each of the grievant's witnesses. Following the grievant's questioning, the respondent will question each witness. The Panel will then question each witness as required.

After the grievant has called all of the grievant's witnesses, each respondent will have a chance to call his or her witness(es) and ask questions of each witness. The grievant will then question the respondent's witness(es). Following questioning by the grievant, the Panel will question each witness as required.

The Panel will consider the signed written statement of a witness who cannot appear during the hearing. The statement must be sent at least three (3) working days in advance of the hearing date. A copy of this statement will immediately be given to the other parties involved. Failure to produce a written statement of the witness(es) who cannot appear at the hearing will not invalidate or stop the proceedings, however, the evidence of such a witness will not be considered.

Once each side has called all of its witnesses, the grievant and respondent(s) will each make a closing statement. The Panel will review the issue(s) for determination, and all parties except Panel members will be excused.

Members of the Panel will then meet, in private, to evaluate the information presented. If, during its deliberations, the Panel determines that additional information and/or witnesses should be considered, it may reconvene the hearing at an appropriate time. However, a decision on the outcome of the hearing should be given within five (5) working days of the meeting unless the grievant, respondent(s), and Grievance Hearing Panel agree otherwise. The Grievance Hearing Panel's determination will aim for consensus, but if this is not possible, a decision will be reached based on a vote of a majority of the Panel.

c. Decision of the Grievance Hearing Panel

The Chairperson of the Grievance Hearing Panel will prepare a written report summarizing the Panel's finding. The report will contain the Panel's conclusion on each issue identified in the Statement of Grievance as well as the Panel's recommendations for corrective action, if any. The report must be signed by all members of the Panel.

The grievant, respondent(s), and witnesses will be called to hear the decision of the Grievance Hearing Panel. The written report will then be submitted to the CEO.

Unless the CEO returns the written report to the Panel within five (5) working days with instructions to reconsider specific issues or findings, the complaint shall be considered settled on the basis of the decision of the Grievance Hearing Panel and not subject to further appeal or consideration. Once any reconsideration has been completed, the decision is final and binding on all parties.

26.3.2 Formal Grievance Procedures for Management

Managers, including Directors and the CEO have a responsibility for compliance with these formal grievance procedures. The Grievance Hearing Panel for managers will be composed of three (3) persons in to-

tal. They should a Chairperson designated by the CEO, the HR Manager, and a senior manager designated by the Staff Association. In the event that the grievant is the CEO, the Panel will be Chaired by the Board Chairperson and comprised of members of the Board.

27. ANNEX XIV: OMBUDSPERSON TERMS OF REFERENCE

The Ombudsperson system is an informal grievance conciliation mechanism established within MCA. The Ombudsperson may consider conflicts of any nature arising from employment with MCA. Individuals can contact the Ombudsperson at any stage for help on any work-related problem where a perspective outside of formal channels would be helpful.

The objective of the informal grievance procedure is one of seeking mutually acceptable solutions through informal means. The purpose of such a system is to foster a harmonious and productive work environment, thereby contributing to greater organizational and operational efficiency.

The services of the Ombudsperson are available to serving staff members of the MCA, and to former staff during a period of up to one year following separation from service. No person who brings a matter to the attention of the Ombudsperson or provides information to the Ombudsperson shall be subject to reprisals because of such action.

Any concerns or allegations of potential fraud or corruption are not under the remit of the Ombudsperson and must be reported either:

- a. to the MCC Anti-Fraud and Corruption (AFC) Team (Hotline@mcc.gov), which, with the Office of the Inspector General (OIG), will decide on the sharing of information with MCC staff, MCA staff, and/or local authorities, or
- b. directly to the OIG website (<https://oig.usaid.gov/content/mcc-hotline-report-fraud-or-corruption>).

27.1 Ombudsperson Duties

The Ombudsperson shall:

- Act in the joint interest of the individual and MCA on matters arising from employment
- Address, through informal means, grievances by any such individuals
- Advise staff of their rights and privileges, assist in their relations with the organization and ensure that all remedies are explored in the resolution of their problems
- Be readily accessible to all staff
- Suggest solutions, if necessary, but have no power of decision. The Ombudsperson may be consulted on policy issues where her/his views and experience may prove useful
- Prepare an annual report of grievances handled and recommendations for change in policies and procedures, in particular where systemic issues have contributed to the problem. The annual report shall preserve the right to confidentiality of individuals in contact with the Ombudsperson and shall be circulated to all staff

- Maintain professional contacts with the informal dispute resolution community, updating skills through professional associations, practice networks and learning opportunities

27.2 Principles

The Ombudsperson shall be guided by the following principles:

Independence: The Ombudsperson shall act independently and avoid conflict of interest, external control and either the reality or appearance of being compromised. Independent from management and staff, the Ombudsperson shall be free to criticize without fear that the Office will be abolished or unnecessarily restricted;

Objectivity: The Ombudsperson shall carry out inquiries objectively, acting as advocate for neither management nor staff and shall be guided by the highest principles of ethics e.g., by the Code of Ethics and Standards of Practice developed by The Ombudsman Association www.ombudsassociation.org;

Confidentiality: The Ombudsperson shall treat all matters brought to him or her with strict confidentiality. No action is taken on a complaint without the complainant's permission. Information retained by the Ombudsperson is kept secure. However, with the verbal or written permission of the complainant, such information may be carried forward by the Ombudsperson. To guarantee absolute confidentiality, the Ombudsperson shall be immune from any demand from any level of the organization to disclose any information or document regarding a client; the only exception being, at the sole discretion of the Ombudsperson, when there appears to be imminent threat of serious harm. The individuals seeking the services of the Ombudsperson are also expected to observe the same degree of confidentiality as that guaranteed by the Ombudsperson.

Privilege: The Ombudsperson may not testify as a witness, serve as a panel member with regard to individual cases, or participate in any formal proceeding, except to the extent that, in the Ombudsperson's judgment, he or she may be able to assist in mediating the settlement of a case. The Ombudsperson remains available as adviser to staff at any time during any such formal proceeding.

Justice: The Ombudsperson shall be guided by a concern for and commitment to justice and fairness. The Ombudsperson shall be guided by the policies of the MCA, as well as the MCA Code of Business Ethics and Standards of Conduct.

27.3 Consideration of Conflicts

The Ombudsperson may consider a conflict of any nature related to employment by MCA. 'Conflict' is construed in its broadest sense and includes, among others, matters pertaining to the administration of benefits, conditions of employment and managerial practices, professional conduct and staff relations. The Ombudsperson has full discretion whether or not to consider any such conflict.

The Ombudsperson may hear any of the parties involved in conflicts who wish to avail themselves of his/her services. Parties can be self-referred or referred to the Ombudsperson by any other sources. The Ombudsperson shall be free to invite any party to a conflict to engage in discussions.

The Ombudsperson will make every effort to bring about a timely, informal resolution to a conflict. When the Ombudsperson believes that an informal resolution cannot be reached, he/she shall advise the parties concerned accordingly. The Ombudsperson shall have free access to any staff members connected with a grievance or able to provide relevant information.

The Ombudsperson may request the CEO to extend the time limits for filing a grievance within the framework of the staff Grievance Policy; timely reference of the matter to the Ombudsperson also suspends the time limits specified.

27.4 Selection, Appointment and Contractual Status

An Ombudsperson shall be selected from current MCA Staff by the CEO, who shall solicit and carefully weigh input from staff representatives. The Ombudsperson shall receive no remuneration, but will be provided reasonable workspace and support, and payment of expenses. The Ombudsperson shall be appointed to serve on a part time basis for the duration of the MCA. The Ombudsperson shall have direct access to the highest authority in the organization, i.e., the CEO.

Work as Ombudsperson is official duty, and the Ombudsperson shall be released from normal duties as and when required to perform his or her functions. The Ombudsperson shall not exercise any managerial duties. The Ombudsperson shall receive appropriate and ongoing briefing and training with regard to employment law, ethics, human resources management, gender equality, sexual harassment, and any other issue pertinent to the fair and transparent execution of the function.

The performance of an Ombudsperson shall not be subject to performance evaluation.

The distinction between the Ombudsperson and Staff Council is that the Ombudsperson deals with individual cases while the Council represents staff in terms of policy issues that may arise, and broader staff concerns.

27.5 Removal Process

The Ombudsperson may be removed for specified cause consistent with the Code of Conduct. The Ombudsperson will not be removed for political reasons or because the results of his/her work have offended those in authority. The removal of the Ombudsperson will be with the approval of the CEO who may receive and will carefully weigh any input from staff representatives.

28. ANNEX XV: DISCIPLINARY PROCEDURES

The MCA disciplinary procedures are established to protect the integrity of the organization and the rights of all staff. They are to be followed in all cases of alleged misconduct, except if, and to the extent that their provisions are in conflict with national law. The MCA will review these procedures to assure compliance with national legal requirements.

Any action or decision taken under the present document is without prejudice to the rights of the MCA or a staff member to refer matters to national authorities for legal recourse in accordance with applicable national law.

MCA must not conduct its own investigation into potential or alleged fraud or corruption. Any concerns or allegations of potential fraud or corruption must be reported either:

- a. to the MCC Anti-Fraud and Corruption (AFC) Team (Hotline@mcc.gov), which, with the Office of the Inspector General (OIG), will decide on the sharing of information with MCC staff, MCA staff, and/or local authorities, or
- b. directly to the OIG website (<https://oig.usaid.gov/content/mcc-hotline-report-fraud-or-corruption>).

28.1 Preliminary Consideration

Fact finding processes should be launched only after preliminary consideration establishes that the allegation, if true, constitutes misconduct and is accompanied by information specific enough to be a basis for fact finding, or has or directly points to corroborating documentary or testimonial evidence that can be pursued. The purpose of preliminary consideration shall be:

- To record and establish the basic facts;
- To preserve or secure basic evidence whether written or electronic (such as checks, invoices, written statements, or other relevant documents, records or data) that might otherwise be lost and that may be necessary for the determination as to whether a fact-finding is justified;
- To identify any inconsistencies or outstanding questions; and
- To analyze the evidence to determine whether a fact-finding into reported allegations of wrongdoing is justified.

A supervisor, manager or other staff member who has evidence of alleged wrongdoing (whether in the form of specific allegations, facts or circumstances suggesting wrongdoing has occurred; or loss, damage to property or apparent impropriety), should contact the HR Manager as soon as possible.

The HR Manager will make the preliminary consideration of the facts and evidence, or may designate specialized staff (i.e., from Finance, etc.) to do so under Human Resources' guidance.

Where preliminary consideration indicates that wrongdoing may have occurred, the HR Manager will prepare a full account of the facts that are known and attach documentary evidence if appropriate. Should placement of the staff member on administrative leave appear to be warranted, a recommendation to such effect may be made to the CEO, so that a decision can be taken by the CEO as soon as practicable.

Where the preliminary consideration does not generate sufficient information to indicate that wrongdoing has occurred, Human Resources will close the case, and inform the complainant accordingly.

28.2 Fact Finding Process

On the basis of the evidence collected in the course of a preliminary consideration, the HR Manager will decide whether to proceed with further fact finding. The HR Manager may refer the matter to members of the Hearing Panel or other person(s) he or she designates to act as finders of fact, depending on the nature of the allegations and the complexity of the case. The decision to conduct a fact-finding process is not an accusation. The outcome of the process may or may not support a conclusion that misconduct was committed and, if so, by whom. Finders of fact must seek and follow guidance from Human Resources as to the conduct of the fact-finding process.

Subjects of the fact¹ finding process must be interviewed in the course of the process. A summary record of the interview will be made, a copy of which will be given to the subject, who will be invited to sign it (for the rights of the fact-finding subjects during the interviews, see Section 2.1.1., below). In addition, subjects may choose to provide a signed statement containing any clarification on their statements during the interviews. Subjects of the fact-finding process have no right to the presence of counsel during interviews. A fact-finding process may involve the following parties:

- The complainant(s);
- The subject(s) of the fact finding;
- The participant(s) in the matters at issue;
- The finder(s) of fact.

28.2.1 Rights and Responsibilities of the Subjects of Fact Finding

Rights of the Subjects of Fact Finding

Provided that they have been identified by the finders of fact, the subjects of the fact-finding process shall be informed in writing of the allegations at the earliest possible time provided such disclosure does not put at risk the documentary evidence, witnesses and/or any other individuals. In no case shall the staff member be so notified later than during his or her interview as the subject of the fact finding process. If the staff member has been placed on administrative leave (see Subsection 2.1.3), this notification may happen prior to the commencement of the process.

If, during the course of the fact-finding process, finders of fact discover new facts giving rise to allegations of wrongdoing on the part of a participant in the process, the finders of fact will notify that participant, as soon as practicable, that he or she has become a subject of the fact-finding process. In the event that in the course of the fact-finding process, additional allegations are raised against the fact-finding process subjects, the finders of fact will inform them of these new allegations in the same manner as the earlier allegation(s). However, the fact-finding process subjects should be aware that after analyzing the findings contained in the final fact finding process report, the CEO may decide that some facts as established by the fact-finding process, though not initially raised as part of the original allegations of wrongdoing, may constitute misconduct. The fact that the subjects of the fact-finding process were not informed of this, at the time of the fact-finding process, cannot be considered a violation of due process provided the subjects of the fact-finding process are given the opportunity to comment on the charges leveled against them, and on the report of the fact-finding process (see Subsection 2.4).

The identity of the subjects of the fact-finding process should remain confidential to the extent possible within the legitimate needs of the fact-finding process. However, those identities may become known for reasons outside of the control of the finders of fact.

Responsibilities of the Subjects of the Fact-Finding Process

The subjects of the fact-finding process must cooperate with the finders of fact. The fact-finding process subjects shall not interfere with the process and shall abstain from withholding, destroying, or tampering with evidence, and from influencing, coaching or intimidating the complainant and/or witnesses. The subject of the fact-finding process shall respect the confidential nature of the process and the proceedings by exercising utmost discretion.

A lack of cooperation and/or undue interference with the fact-finding process may constitute misconduct and may result in disciplinary or other appropriate action.

Administrative Leave

A staff member may be placed on administrative leave by the CEO at any time from the moment allegations of wrongdoing are reported or detected, pending or during a fact-finding process and until the completion of the disciplinary process. As a general principle, administrative leave may be contemplated in cases where:

- The conduct in question and/or the continued presence of the staff member on MCA premises poses or may pose a security risk, or a threat to other staff or to the organization's interest;
- The staff member is unable to continue performing his or her functions effectively, in view of the ongoing fact finding process or proceedings, and the nature of his or her functions; and/or
- There is a risk of evidence being tampered with or concealed, or of interference with the proceedings.

Requests for placement of a staff member on administrative leave shall be addressed to the HR Manager, except in the cases of potential fraud or corruption, in which case a recommendation will be made to the CEO by MCC in coordination with the USAID Office of the Inspector General (OIG). On the basis of the evidence presented, the HR Manager may recommend to the CEO that administrative leave is justified. Other supervisors and managers do not have the authority to place staff members on administrative leave.

Exceptionally, if the HR Manager considers that the circumstances require immediate action, he or she may decide to place the staff member on special leave with full pay (SLWFP) or (in cases which on their face appear to warrant summary dismissal) special leave without pay (SLWOP). In such cases, he or she must within 48 hours of his or her decision, inform the CEO and provide all the relevant evidence documenting why he or she deemed that placement on administrative leave was urgently required and could not wait for the formal authorization of administrative leave to be granted. After review of the case, the CEO shall determine whether administrative leave is justified:

- If the administrative leave is warranted, the decision to place the staff member on administrative leave signed by the CEO shall supersede the staff member's placement on SLWFP or SLWP;
- If the administrative leave is not warranted, the CEO shall revoke the decision to place the staff member on SLWFP or SLWP.

If the CEO authorizes the placement of a staff member on administrative leave, the staff member shall:

- Be notified in writing of the reason(s) for administrative leave, its probable duration, and its conditions;
- Immediately surrender his or her grounds pass and/or MCA ID Card; and
- Immediately surrender any MCA property or assets he or she may have, when requested.

Placement of a staff member on administrative leave is normally with pay, unless exceptional circumstances warrant administrative leave without pay. In either case, the administrative leave shall be without prejudice to the staff member's rights, shall not constitute a disciplinary measure and shall not, so far as practicable, exceed three months. Subject to justification provided by the HR Manager to support an extension of administrative leave, the CEO may extend the administrative leave for a further defined period.

A staff member placed on administrative leave shall not ordinarily be allowed to enter the organization's office premises without first obtaining written permission from the HR Manager. Such entry shall be under escort and in connection with the staff member's defense of the case or other valid reason. Should the staff member placed on administrative leave request to leave the country he or she shall provide contact details so that he or she may be contacted during the fact-finding process. The staff member placed on administrative leave has a duty to remain available for the fact-finding process.

A staff member on administrative leave may request the CEO to be granted access to files, provided that he or she justifies that they are relevant to his or her case. The CEO will decide in each case whether the staff member on administrative leave will or will not be given access to e-mail.

28.2.2 Rights and Responsibilities of the Participants in the Fact-Finding Process

Responsibilities of the Participants in the Fact-Finding Process

Staff members, including participants in the fact-finding process, must cooperate fully and in good faith with a duly authorized fact finding process.

The participants in the fact-finding process shall refrain from discussing or disclosing the process or their testimony to anyone except the finders of fact. In no case should a participant in a fact finding process discuss with the subject of the process and/or complainant and/or witness the nature of the evidence requested or provided, or testimony given to finders of fact.

Identity of Participants in the Fact-Finding Process

Requests for confidentiality by participants in a fact-finding process will be honored to the extent possible within the legitimate needs of the process. In certain cases (e.g. workplace harassment and abuse of authority), however, the identity of the complainant and/or other participants in the fact finding process may need to be shared with the subject of the fact finding process for purposes of due process. In addition, those identities may become known for reasons outside the control of the finders of fact.

Protection against Retaliation

Anyone who cooperates in good faith with a fact-finding process is entitled to protection from retaliation. However, cooperation with the process does not excuse the individual's own possible complicity in the underlying matter. Notwithstanding his or her cooperation, a staff member may face disciplinary proceedings for his or her part in the matter about which he or she is cooperating with the finders of fact, and such proceedings may result in the imposition of disciplinary sanctions. Neither the fact-finding process, institution of disciplinary proceedings, nor the imposition of disciplinary sanctions for his or her complicity in the underlying matter about which the staff member is cooperating, constitute retaliatory action.

28.2.3 Roles and Responsibilities of the Fact-Finding Process

Members of the Hearing Panel may be designated by Human Resources to act as finders of fact. Managers or supervisors may also be designated as finders of fact; usually in more serious or complex cases which require specialized expertise. All persons designated to conduct a fact-finding process shall be independent. They have a duty of objectivity, thoroughness, ethical behavior, and observance of legal standards.

28.2.4 Report of the Fact-Finding Process

The finders of fact shall prepare a report giving a full account of the relevant facts that are known and attach any documentary evidence. They shall share this draft fact-finding report with the subject of the fact-finding process, and request that the subject provide his or her comments on the factual findings and conclusions of the report, and produce countervailing evidence, if any. The subject of the fact-finding process must respond within a reasonable period of time designated by the finders of fact, normally between ten (10) and thirty (30) working days depending on the seriousness and complexity of the matter. An extension may be exceptionally granted by the HR Manager, for good cause shown. Further extensions shall not normally be granted. If no response is submitted within the time limit, the matter shall nevertheless proceed.

The HR Manager will consider the comments of the subject of the fact-finding process on the draft fact-finding process report, including any additional evidence he or she provides in support of those comments, and determine whether they merit any revision to the draft report. Human Resources is not obligated to obtain comments on the draft report of the fact-finding process from the subject of the process more than once, but may, at its discretion, revert to the subject of the fact-finding process for clarification regarding the comments and evidence he or she presented in response to the draft fact finding process report.

Once the HR Manager considers that no further revision to the draft fact-finding process report is warranted, Human Resources shall provide the final fact finding process report, together with the comments of the subject of the fact-finding process and any evidence he or she may have provided, to the CEO.

If the subject of the fact-finding process resigns or otherwise separates prior to the completion of a fact-finding process report, the fact-finding process report may be still be finalized:

Should the fact-finding process report be finalized, the HR Manager shall send it to the former staff member providing him or her opportunity to submit comments. These comments shall be reviewed and the CEO shall place a letter in the former staff member's official status file indicating whether, if he or she had remained employed:

- i. a recommendation would have been made for charges of misconduct to be initiated against him or her, or
- ii. whether or not the allegations of misconduct were substantiated or unsubstantiated, or
- iii. whether the matter would have been dealt with from a work performance standpoint, and if so how (e.g. via a letter of reprimand). The letter shall also indicate whether the former staff member resigned while the subject of a fact-finding process, or whether his or her contract expired while the subject of such a process. The former staff member shall be invited to comment on the letter and the letter and his or her comments will be placed in his or her official status file.

Should the fact-finding process report not be finalized, the CEO shall place a letter in the former staff member's official status file, indicating that he or she: (i) resigned or, (ii) his or her contract expired while the subject of a fact-finding process. In both instances, the former staff member shall be given an opportunity to present comments, and the letter and his or her comments shall be placed in his or her official status file.

28.3 Procedures Following a Fact-Finding Process

28.3.1 Actions Following Receipt of the Final Fact-Finding Process Report

Upon receipt and analysis of the report of the fact-finding process and the comments of the subject of the fact-finding process on the report, including any additional evidence he or she may have provided, the HR Manager may seek further clarification or verification prior to making a recommendation on the next course of action.

On the basis of a review of the fact-finding process report and the comments and evidence presented by the subject of the fact-finding process thereon, as well as any additional clarification or verification, the HR Manager may recommend the following actions to the CEO:

a. Charges of Misconduct

If the HR Manager considers that the facts indicate that misconduct occurred, he or she shall recommend that the staff member be formally charged with misconduct by the CEO.

The charge letter initiates the disciplinary proceedings. In that letter (which shall attach the final fact finding process report and the comments of the subject of the fact-finding process on the draft fact finding process report, including any additional evidence he or she may have provided), the staff member is notified in writing of the formal charges, and is given a specified period of time (normally at least ten (10) working days) to answer the charges and produce countervailing evidence, if any. The staff member shall also be notified of his or her right to counsel to assist in his or her defense. The subject of the fact-finding process may present a request to the HR Manager that he or she be granted access to files, provided that he or she justifies that they are relevant to his or her response.

A copy of the charge letter shall be given for information to the head of the office to which the staff member is assigned. The CEO may, on an exceptional basis, grant an extension to the staff member to respond to the charges of misconduct. Any request by the staff member should be accompanied by specific reasons for such an extension.

b. Exoneration from the Allegations

If the HR Manager considers that the allegations are not substantiated or the facts do not warrant disciplinary action, s/he shall recommend to the CEO:

That the staff member be notified in writing of his or her exoneration from the allegations of wrongdoing, and that the matter be closed; the head of the office to which the staff member is assigned shall be informed of such notification;

If the staff member was placed on administrative leave, that the administrative leave be discontinued and that the staff member be authorized to resume his or her duties; and

That documents related to the fact-finding process be expunged from the staff member's official status file, except work performance related issues (below).

The staff member shall be notified in writing as soon as feasible of the decision of the CEO concerning his or her exoneration.

c. Work Performance Related Issues

While the HR Manager may recommend exoneration, s/he may determine that the conduct depicted in the case has shown unsatisfactory performance and/or poor judgment not amounting to misconduct on the part of the staff member. In such a case, s/he may recommend that:

- a letter of reprimand be issued by the head of the office or other responsible officer concerned; and/or
- the fact-finding report (or extracts thereof) with the staff member's comments thereon, be included in the annual performance appraisal of the staff member; and/or
- an appropriate training course be undertaken by the staff member. A reprimand does not constitute a disciplinary measure.

c. Timeframe

Normally, depending on the complexity of a case, the period between the time when the staff member is notified that he or she is the subject of a fact-finding process, and the time when he or she is advised of either the exoneration from the allegations of wrongdoing, or of the charges brought against him or her, should not exceed six months.

28.4 Disciplinary Proceedings

28.4.1 Establishment of the Hearing Panel

If following the staff member's response to the charges, the HR Manager determines that the staff member's conduct constitutes misconduct within the meaning of this policy, he or she shall work with the Hearing Panel Chair to obtain a Panel of three (3) members who have no prior involvement in the case, as prescribed by this policy. The process for appointing Hearing Panel members must be completed within five (5) working days from the date of the charge. The three (3) members shall choose one of their number as Chair.

28.4.2 Scheduling the Hearing

The Chair of the three (3) person Hearing Panel will schedule a date for the hearing. The hearing will be held within ten (10) working days from the date of appointment. The Chair of the Hearing Panel will notify the HR Manager of the date of the hearing and he or she will notify all of the involved parties including witnesses. This notification will be made at least five (5) working days prior to the date of the hearing. Prior to the hearing, the Hearing Panel will discuss and agree on the schedule for proceedings.

28.4.3 The Hearing

The scope of the hearing is limited to the accusation(s) identified in the charge. The subject of the charge, or accused, may be accompanied at the hearing by a colleague, however, this person will act as an observer and not be permitted to speak on his or her behalf. Witnesses must remain outside of the hearing room other than when they are required to testify.

The administration and the accused will present opening statements. If there is more than one accused, each will make an opening statement. The Panel may question those making statements, during or immediately after those statements.

After the opening statements and questions have been completed, the administration's witnesses will be called in, and the administration will question each of its witnesses. Following the administration's questioning, the accused may question each witness. The Panel may also question each witness as required.

After the administration has called all of its witnesses, each accused will have a chance to call his or her witnesses and ask questions of each witness. The administration may then question the accused's witnesses. The Panel may also question each witness as required.

The Panel will consider the signed written statement of a witness who cannot appear during the hearing. The statement must be sent at least three (3) working days in advance of the hearing date. A copy of this statement will immediately be given to the other parties involved. Failure to produce a written statement of the witnesses who cannot appear at the hearing will not invalidate or stop the proceedings; however, the evidence of such a witness will not be considered.

Once each side has called all of its witnesses, the administration and accused will each make a closing statement. The Panel will review the issue(s) for determination, and all parties except Panel members will be excused.

Members of the Panel will then meet, in private, to evaluate the information presented. If, during its deliberations, the Panel determines that additional information and/or Witnesses should be considered, it may reconvene the hearing at an appropriate time. However, a decision on the outcome of the hearing should be given within five (5) working days of the meeting unless the parties and Hearing Panel agree otherwise. The Hearing Panel's determination will aim for consensus, but if this is not possible, a decision will be reached based on a vote of a majority of the Panel.

28.4.4 Findings and Recommendations of the Hearing Panel

The Chair of the three (3) person Hearing Panel will prepare a written, summary report. The report will contain the Panel's findings on each charge as well as the Panel's recommendations to the CEO as to the appropriate disciplinary (or non-disciplinary) measure or measures to be imposed on the staff member, taking into account, inter alia, relevant, jurisprudence or that of other similar national or international organizations (i.e., World Bank projects and etc.). The report must be signed by all members of the Panel. The written report will then be submitted to the parties and the CEO.

28.4.5 Decision of the CEO

The CEO shall give great weight to the findings and recommendations of the Hearing Panel report. Normally, the CEO will accept the findings of the Panel. However, the CEO will decide each charge based on his or her own best judgment, following a full review of the record. For each charge for which the CEO finds an accused responsible, the CEO will impose a disciplinary or other sanction. The CEO's decision to impose a disciplinary measure or measures shall be notified in writing to the staff member; the immediate supervisor and head of the office to which the staff member is assigned shall be informed of such notification.

28.5 Disciplinary Measures and Other Sanctions

28.5.1 Disciplinary Measures

The disciplinary measure or measures which the CEO may impose on a staff member, depending on the nature and gravity of the misconduct in which the staff member has engaged are the following:

- Written censure;
- Deferment, for a specified period, of eligibility for salary increment;
- Suspension without pay for a specified period;
- Fine;
- Demotion;
- Separation from service, with notice or compensation in lieu of notice;
- Dismissal.

a. Written Censure

A written censure is a letter indicating that the staff member has committed wrongdoing. The written censure is placed in the staff member's official status file and becomes part of his or her permanent record. A written censure is distinguished from a letter of reprimand, which is issued by either a staff member's

supervisor, Director or the CEO. A letter of reprimand is not a disciplinary measure and may contain a specified period of time, after which it will no longer be considered part of the staff member's record.

b. Deferment, for a Specified Period, of Eligibility for Salary Increment

Deferment of eligibility for salary increment means that for the stated time period of the deferment, the staff member's salary is frozen, and, for that period, he or she does not accrue any time to be credited towards eligibility for the next salary increment. In this instance, the anniversary date upon which the staff member would be eligible for the next salary increment is postponed for a period of time corresponding to the length of the deferment, and all future anniversary dates upon which the staff member becomes eligible for salary increments will change accordingly. Any period of service occurring between the date of the staff member's last salary increment and the implementation date of the deferment measure will be credited towards the staff member's next salary increment.

c. Suspension without Pay for a Specified Period

Suspension without pay means that the staff member is not permitted to serve for a specified period of time, which normally does not exceed six months, during which his or her salary and allowances are withheld and any contribution which MCA is paying in respect of medical insurance is discontinued.

d. Fine

The staff member is assessed a monetary penalty, the amount of which is determined in proportion to his or her annual remuneration. The fine is either paid directly by the staff member or deducted from his or her emoluments in a lump-sum or schedule of payments. A fine shall be taken into account when assessing whether a staff member's performance has been satisfactory during the period in question.

e. Demotion

Demotion means a reduction in grade, normally to the grade immediately below the staff member's current grade without loss of salary, unless the decision provides for a demotion by more than one grade. The date of the next salary increment at the lower level becomes the anniversary date of the demotion.

Separation from Service, With Notice or Compensation in Lieu of Notice

The decision shall specify whether the separation from service is:

- with notice, or
- with compensation in lieu of notice

The termination notice or compensation in lieu thereof shall not be less than thirty (30) days, or such period as may be stipulated in the letter of appointment.

In lieu of the serving of the notice period, the CEO may authorize payment of compensation on the basis of the salary and allowances which would have been payable if the date of termination had been at the end of the notice period. In such a case, all salaries, allowances and other benefits which the staff member would have received had he or she served the period of notice are taken into account. Annual leave does not continue to accrue. Unless the staff member requests that it be excluded, any contribution which MCA is paying in respect of medical insurance is continued during the period of notice of eligibility; a staff member separated from service is entitled to repatriation grant.

A staff member separated from service for misconduct shall be banned from any future employment and contractual opportunities with the MCA.

f. Summary Dismissal

Dismissal means immediate separation from service. A staff member who is dismissed is neither entitled to termination notice or compensation in lieu thereof. A staff member who is dismissed shall be banned from any future employment and contractual opportunities with the MCA.

28.5.2 Non-Disciplinary Measures

The following measures are not considered to be disciplinary measures:

- Written or oral reprimand;
- Recovery of monies owed to the MCA;
- Administrative leave with or without pay.
- In addition, a staff member may be requested to undertake a specific training to improve or further develop certain skills. This does not constitute a disciplinary measure.
- The recovery for any financial loss attributable to the staff member's misconduct, including gross negligence or recklessness may be pursued in addition to the imposition of disciplinary measures.

28.5.3 Appeals against a Disciplinary Measure to the MCA Hearing Panel

Within thirty (30) calendar days of being informed of the decision taken in his or her case, a staff member against whom a disciplinary or non-disciplinary measure has been imposed may submit an application for appeal to the Chair of the full seven (7) members MCA Hearing Panel.

Upon receipt of an application for Appeal, the Chair of the full seven (7) member Hearing Panel shall name three (3) of its members to hear the appeal. All three must be of the same level as the staff member who has made the appeal, or higher, and cannot have been involved previously in the case. The appeal will be heard within ninety (90) days. It will review the original record, and will hear arguments from the staff member and representatives of management regarding the appropriateness of decisions in the case.

Human Resources will assign a staff member to take minutes of meetings of the Appeal Panel. All the matters discussed, actions taken, and decisions made by all parties at the meeting shall be recorded. The burden of proof is on the staff member making the appeal to show that the decision or disciplinary sanction imposed, or elements thereof, were not supported by the evidence or do not accord with established precedent. New evidence cannot be presented at appeal unless it was not reasonably available at the time of the decision.

Normally, within sixty (60) days of the hearing, the Panel shall make written recommendations on the appeal to the CEO. It shall recommend, with supporting rationale;

- Confirmation of the previous decision and disciplinary sanction,
- Modification of either the decision or sanction, or both,
- Reopening the decision for further fact-finding, or
- Vacating the finding and dismissing the charge.

The CEO shall make a final decision on the matter, after careful consideration of the recommendations of the Panel. There is no further recourse to the final decision of the CEO after appeal.

28.5.4 Counsel to Staff Member

Representation by counsel is permitted when the staff member is charged with misconduct and during disciplinary proceedings. If a staff member chooses to secure counsel, it shall be at his or her own expense.

28.5.5 Miscellaneous

National Authorities

Any action or decision taken under the present document is without prejudice to the rights of the MCA or a staff member to refer matters to national authorities for legal recourse in accordance with applicable national law.

Staff members shall not report any matters to national authorities except in the case of compelling emergency/danger, or matters that may be mandatory to report immediately under national law. After any report to national authorities, the matter shall be immediately reported to MCA management. Otherwise, any such matters shall first be reported to MCA, and bringing a matter to the attention of national authorities requires the concurrence of the CEO since it may, inter alia, involve privileged or confidential issues.

Recovery for Loss of Property or Assets

Where the staff member's failure to comply with his or her obligations or to observe the standards of conduct expected of staff is determined by the CEO to constitute misconduct, such staff member may be

required to reimburse MCA either partially or in full for any financial loss suffered by the MCA as a result of his or her actions, if such actions are determined to be willful, reckless, or grossly negligent.

MCA will pursue recovery for any financial loss attributable to the staff member's misconduct (fraud, theft, etc.), or gross negligence, or recklessness, in the management of funds. Such recovery action does not constitute a disciplinary measure and is distinct from any disciplinary action being considered or undertaken.

29. ANNEX XVI: MCA CONFLICTS OF INTEREST POLICY PACKAGE

All MCAs are required by MCC's Guidelines for Accountable Entities and Implementation Structures to have in place a policy addressing conflicts of interest (COI).

This package includes:

1. A “plain-language” document summarizing the fundamental terms of the MCA COI Policy.
2. A “frequently asked questions” document for MCA staff.
3. A sample COI Policy Acknowledgement and Disclosure Form, which has been supplemented with a checklist to help walk filers through the questions they should be asking themselves.
4. The MCA COI Policy template, which would include a sample of the Detailed Declaration of COI.
5. A sample Detailed Declaration of COI.
6. A sample COI Decision Memo.

The MCA COI Policy can be a stand-alone policy or it can be embedded within the MCA Human Resources (HR) Policy or an Employee Manual. In either case:

- With respect to an MCA, to keep each member of its Board of Directors, officer, employee, agent, representative, volunteer, and member of a stakeholders' committee aware of their COI responsibilities.
- In accordance with standard practice, all individuals involved in selection of MCA personnel or recipients of MCA funding should be reminded of the COI Policy and their COI responsibilities at their empaneling.

In recognition of the principle of country ownership, MCC does not require every MCA to adopt exactly this Policy package. Each MCA can propose changes to (or additions to) the Policy package, to be agreed with the MCC Resident Country Director and the MCC Country Team's OGC representatives, who should be consulted with closely prior to developing to their tailored policy package. Each MCA can also propose their own, original COI Policy, with its acceptability and sufficiency to be judged taking into account, at least in part, the extent to which it addresses issues in this Policy package and provides sufficient detail regarding definitions, procedures to be followed, and responsibilities for reporting, deciding, and documenting the process.

“Plain Language” Conflict of Interest Rules for MCA Employees, Officers, Board Members, Advisors

These “Plain Language” rules are merely illustrative of the type of circumstances that either cause or result in a conflict of interest, and should not be relied upon to determine whether a conflict exists, as the

MCA COI Policy is the determinative document for examining the existence or potential for a conflict of interest.

1. Misuse of office. A misuse of office may arise if you take any action or fail to take any action in your capacity as an MCA director, officer, employee, agent, representative, volunteer, or member of a stakeholders' committee if doing so might financially benefit --

- a. you;
- b. (b) a relative in the ___ degree;
- c. (c) any person or entity for which you are an attorney, agent, broker, employee, officer, director, trustee, or consultant, or anyone else with whom you share a personal or pecuniary interest or a fiduciary relationship;
- d. (d) any person or entity with which you have a relationship;
- e. (e) any person or entity with which you had a financial relationship during the previous twelve months; or
- f. (f) any person or entity from which you received a gift, or any goods or services for less than fair market value, during the previous twelve months; or

2. Gifts. You request or receive any single gift valued at more than \$20, or multiple gifts whose cumulative value exceeds \$200 within a calendar year from anyone that you know or should know is doing business with the MCA.

3. Gratuities. You request or receive of anything from any person or entity other than the MCA for doing your MCA job.

4. Appearances and representation. You receive anything from any person or entity other than the MCA to communicate with any agency or department of the government of [country name] or to represent any person or entity in a matter that involves the government of [country].

6. Future employment. You discuss or negotiate your possible future employment with anyone that is doing business with the MCA.

7. Inducement of others. Any effort that induces an MCA director, officer, employee, agent, representative, volunteer, or member of a stakeholders' committee to do anything that would violate any one of these rules.

8. Prohibited outside positions. Acting as a paid attorney, agent, broker, employee, officer, director, trustee, or consultant for any person or entity that you know, or should reasonably know, is doing business or seeking to do business with the MCA.

9. Prohibited ownership interests. You, your spouse and any of your children under 18 years of age possess a financial interest in any part of a business or entity that does business with the MCA.

10. Disclosure. The failure to disclose to the MCA any circumstance that presents a possible COI.

MCA Conflicts-of-Interest-POLICY FREQUENTLY Asked Questions

What is the Purpose of the Conflicts of Interest Policy?

The Policy is designed to ensure that an MCA director, officer, employee, agent, representative, volunteer, or member of a stakeholders' committee always acts in the best interest of the MCA, and to protect against an alternative or conflicting financial, commercial, family, private or other interest interfering with the implementation benefits of the Compact program.

Who adopted the Conflicts of Interest Policy?

The Policy was finalized by MCA senior management and adopted by the MCA's Board of Directors.

Why does MCA have a conflict of interest policy?

MCA has a policy to make sure that no MCA director, officer, employee, agent, representative, volunteer, or member of a stakeholders' committee:

- Uses his or her position with the MCA for private gain.
- Gives preferential treatment to any person or firm.
- Loses independence or impartiality in making decisions for or on behalf of the MCA, thereby causing a risk to achieving the Compact's goals and objectives.
- Creates the perception of a conflict, thereby damaging the reputation of the Compact and the MCA.

Why have you created the Conflicts of Interest Acknowledgment, Disclosure Form, and Checklist?

Each MCA director, officer, employee, agent, representative, volunteer, or member of a stakeholders' committee is required to disclose either to the Board or the MCA Chief Executive Officer and the MCC Resident Country Director any actual, potential, or apparent conflict under the Policy. Disclosure permits the MCA to respond to, advise on, and either eliminate or adequately mitigate a conflict. Failure to disclose a potential conflict increases the risk that the conflict will harm the MCA and the Compact program. To assist each MCA director, officer, employee, agent, representative, volunteer, or member of a stakeholders' committee understand the circumstances that should be reported, the MCA has adopted a checklist for each individual to complete when commencing their professional relationship with the MCA, and annu-

ally thereafter. There are no correct or incorrect answers. It is always better to report even if you are not sure if there is a conflict.

What happens if I have a conflict?

There is a process in the Policy for what to do next. Once you report the conflict, the MCA legal advisor's office will review the disclosure and share with the legal advisors at MCC. Then, they will let you know how to resolve or mitigate a conflict, if such exists. Most of the time, MCC and MCA will agree on a process to be sure that the actual conflict does not arise, and to protect against the harmful effects of perceived conflicts. This response will be recommended by MCA's legal advisors and approved by MCC and MCA.

If I have questions about whether I have a conflict, whom can I contact?

If you have questions, you can always ask MCA's chief legal officer for assistance, which inquiries will be maintained confidential and disclosed only as permitted under the MCA COI Policy.

Millennium Challenge Account – []

Conflicts of Interest Acknowledgement, Disclosure Form, and Checklist

This acknowledgement and disclosure form (this “**Acknowledgement**”) must be filed by each (a) member of the Board of Directors; (b) officer, employee, agent, representative or volunteer engaged by or providing services to MCA-[]; and (c) each member of any Stakeholders Committee, pursuant to MCA-[]’s Conflict of Interest Policy (“**Policy**”), dated [], as adopted by the Board of Directors under the MCA’s [HR Policy] [Bylaws].

I have received and carefully reviewed the Policy and have considered not only the literal expression of the Policy, but also its intent. By signing this Acknowledgement, I hereby confirm that I understand the contents of, and my responsibilities under, the Policy and affirm that I agree to comply with it.

If any situation should arise in the future that I think could potentially involve a conflict of interest, I will promptly and fully disclose the circumstances thereof in writing to the MCA-[] chief legal officer, or as otherwise defined in the Policy. As of the date of this Acknowledgement:

_____ I have no conflict of interest to report.

_____ I have the following conflict(s) of interest to report (please specify – use the attached checklist to help identify potential conflicts):

Signature

Printed Name

Date

MCA-[] Conflicts of Interest Checklist

1. Does anyone in your family or household work for (or intern for) MCA-[]?

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
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2. Does anyone in your family or household work for or is associated with a contractor, consultant or firm contracted to provide works, a good or service to the MCA? This includes a family member or household member who has a financial interest in the contractor, consultant or firm.

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
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3. Does anyone in your family or household derive a benefit from or have a financial interest in a contractor, consultant or firm contracted to provide works, a good or service to the MCA?

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
-----	--------------------------	----	--------------------------

4. Have you been promised any future work by a contractor, consultant or firm contracted by MCA?

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
-----	--------------------------	----	--------------------------

5. Are you currently serving in any elected or appointed position outside of MCA?

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
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6. Does any decision you make in your duty as an employee of MCA-[] also affect your personal financial or other interests (such as political interests) outside of MCA-[]? For example, do you own land in a project area?

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
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7. Have you had any current or past relationship, affiliation or association with a contractor, consultant or firm engaged by MCA-[] outside of your MCA-[] duties?

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
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8. Do you receive any money separate from your MCA-[] salary for other jobs or obligations?

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
-----	--------------------------	----	--------------------------

9. Have you ever received a gift or gifts from a contractor, consultant or firm engaged by, has requested to be engaged, or is soon to be likely will be engaged by MCA-[]? This includes monetary gifts, invitations to special events, dinners, entertainment (concerts or sporting events), trips, preferential pricing on personal goods or services, promises of employment for you, a member of your family or household, or friends or associates.

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
-----	--------------------------	----	--------------------------

10. Do you have any questions about this checklist?

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
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MILLENNIUM CHALLENGE ACCOUNT – []

CONFLICTS OF INTEREST POLICY

I. Statement of Principle and Purpose

As a public institution serving the Republic of [], the Millennium Challenge Account – [] (“MCA-[]”) occupies a position of trust. It also recognizes that the public has the right to expect that each MCA director, officer, employee, agent, representative, volunteer, or member of a stakeholders’ committee places the interests of the MCA as paramount to its own when taking actions or making decisions on behalf of MCA-[], and that they will not be affected by self-interest or personal gain. Conflicts between the MCA’s interests and personal or private interests of those associated with MCA, if not appropriately and effectively handled, can undermine this public trust.

All persons associated with MCA-[] need to recognize that both actual and apparent conflicts of interest sometime occur in the course of conducting the affairs of MCA-[]. It is equally important to appreciate that even the appearance of a conflict of interest can cause harm to the transparent nature of MCA-[]’s activities and to its reputation even if no conflict in fact exists.

Individuals associated with MCA-[] include leaders in government, civil society and the private sector with multiple affiliations and interests. While this experience represents a valuable resource to assist MCA-[] to achieve its objectives, it also creates the likelihood that conflicts of interest, whether actual, potential or apparent, will arise from time to time.

For these reasons, it is crucial that MCA ensure that any personal or private interests that conflict with the MCA’s activities or interests are identified and managed effectively. Accordingly, MCA is committed to transparently managing any actual, potential, or apparent conflicts of interest that may arise in the course of conducting the affairs of MCA.

The general purpose of the policies and procedures outlined in this document (this “Conflicts of Interest Policy” or “Policy”) is:

- To protect and preserve the integrity of the internal decision-making processes of MCA-[];
- To prevent the personal interests of members of MCA-[]’s Board of Directors, officer, employee, agent, representative, volunteer, or member of a stakeholders’ committee from compromising the performance of their duties to MCA-[]; and
- To ensure those individuals, or their family members or associates, do not obtain personal financial, professional or political gain at the expense of MCA-[], its stakeholders or the Millennium Challenge Corporation (“MCC”).

This Policy is intended to comply with any current and future law, as well as case law in [country], on the subject matter.

Conflicts of interest may not always be obvious. Such may be complex or nuanced. Each person or entity covered by this Policy should err in favor of disclosure, mindful that such may only enhance the reputation of MCA-[] and protect the viability of its mission.

II. Applicability, Effectiveness, and Definitions

A. Applicability and Effectiveness

This Policy applies to all Covered Persons (as defined below) and shall become effective on the date that it is approved by the Board of Directors of MCA or such other date specified by the Board as part of such approval.

B. Definitions

When used in this Conflicts of Interest Policy, the following terms have the meanings given to them below. Capitalized terms used but not defined in this Conflicts of Interest Policy have the meanings given to them in the Compact.

“Acknowledgement” means the acknowledgement and disclosure form attached to this Conflicts of Interest Policy as Appendix 1.

“Board of Directors” means the Board of Directors of MCA-[].

“Compact” means the Millennium Challenge Compact between the [Republic] of [country] and the United States of America, acting through MCC, signed on [XXX].

“Conflict of Interest” means an actual, potential or apparent conflict between (a) the responsibilities of a Covered Person in connection with their duties to MCA-[], on the one hand, and on the other hand either (b)(1) the private interests of the Covered Person, his or her Immediate Family or members of his or her household, his or her business associates, or any person or organization with whom a Covered Person is negotiating, or has any arrangement concerning, prospective employment (“Personal Conflict of Interest”), or (b)(2) the interests of the Covered Person via any organizations with which the Covered Person is associated as a result of his or her employment or appointment as board member or any similar institutional association (“Institutional Conflict of Interest”).

Examples of a “Personal Conflict of Interest” include, but are not limited to, the following:

- (1) a Covered Person or a member of his or her immediate family or household, or any organization with whom any such person has a business or professional affiliation, seeks to participate in a transaction with MCA-[], or directly or indirectly stands to benefit (or may potentially benefit) from MCC Funding or a transaction involving MCA-[];

- (2) a Covered Person or a member of his or her immediate family or household, or any organization with whom any such person is affiliated, receives a payment, gift, other gratuity or benefit or offer of employment from any source (other than MCA) that directly or indirectly stands to benefit (or may potentially benefit) from MCC Funding or a transaction involving MCA-[]; or
- (3) a Covered Person is related to another Covered Person by blood, marriage, or domestic partnership.

An example of an “Institutional Conflict of Interest” includes, but is not limited to, the following:

An organization where a Covered Person is associated as Board Member, officer or employee seeks to participate in a transaction with MCA, or directly or indirectly stands to benefit or may potentially benefit (thereby imputing a benefit to the Covered Person), from MCC Funding or a transaction involving the MCA.

“Covered Person” means, with respect to MCA-[], (a) each member of the Board of Directors; (b) each officer, employee, agent, representative or volunteer engaged by or providing services to MCA-[]; and (c) each member of any Stakeholders’ Committee; provided that MCC and its employees, consultants, contractors, agents and other representatives, including the MCC representative on the Board of Directors, are not considered Covered Persons for purposes of this Conflicts of Interest Policy.

“Immediate Family” means, with respect to any person, a spouse, child, sibling, parent, grandparent, grandchild, domestic partner, in-law, and the respective spouses of each of the foregoing.

“MCC Accountable Entity Guidelines” means the “Guidelines for Accountable Entities and Implementation Structures” found on the MCC website, as amended from time to time.

III. Prohibited Activities

- A. No Covered Person shall participate in the selection, award, administration, oversight or implementation of a contract, grant or other benefit or transaction funded in whole or in part (directly or indirectly) by MCA-[] or with MCC Funding, in relation to which the Covered Person has a Conflict of Interest, unless such Covered Person has disclosed and resolved the Conflict of Interest and otherwise complied with the procedures set out in Section V of this Policy.
- B. No Covered Person involved in the selection, award, administration, oversight or implementation of any contract, grant or other benefit or transaction funded in whole or in part (directly or indirectly) by MCA-[] or with MCC Funding, shall:

- (1) solicit, accept from or offer to a third party or seek or be promised (directly or indirectly) for himself or herself or for another person or entity, any payment, gift, gratuity, favor or oth-

er benefit of any kind or nature, other than items which are of de minimis value and are otherwise consistent with such guidance as the Board of Directors or MCC may provide from time to time; or

(2) engage in any activity which is or gives the appearance of being a Conflict of Interest.

Any payment, gift, gratuity or other benefit that cannot be courteously declined or returned shall be delivered to MCA-[] for charitable disposition or such other disposition as the Board of Directors and MCC deem appropriate.

IV. Duties of Covered Persons Relating to Conflicts of Interest

Each Covered Person, when acting in his or her capacity as a member of the Board of Directors or of a Stakeholders' Committee or as an officer, employee, agent, representative or volunteer of MCA-[], as the case may be, shall:

- (1) act with a duty of undivided loyalty to MCA-[] and exercise his or her duties solely in accordance with the best interests of MCA-[] and the successful and proper implementation of the Compact, placing the interests of MCA-[] above his or her personal interests or the interests of any other person or any other organization with which the Covered Person is associated;
- (2) not undertake any action that is contrary to the interests of MCA-[] or that would or could reasonably be expected to result in direct or indirect personal gain or a Conflict of Interest; and
- (3) as promptly as possible, disclose any actual, potential or apparent Conflict of Interest in accordance with the procedures set out in Section V.

V. Procedures to be Followed Relating to Conflicts of Interest

A. Disclosure for Non-Board Members

- (1) Each Covered Person (except a director of the MCA-[] Board and the Chief Executive Officer), shall make, as promptly as possible, a full disclosure in writing of any and all actual, potential, or apparent Conflicts of Interest to the Chief Executive Officer. The Covered Person may be asked to submit a detailed report of the Conflict of Interest using the attached template. If the matter is the subject of action by the Board of Directors or any committee of the Board, or involves any member of the Board or the Chief Executive Officer of MCA, the disclosure will be made to the Chairperson of the Board of Directors.
- (2) A Covered Person who is present at a meeting or discussion during which a matter is raised which may give rise to a Conflict of Interest and before the Covered Person is able to disclose the conflict in writing pursuant to paragraph (1) above, shall disclose the Con-

flict of Interest orally and immediately recuse himself or herself from the meeting or discussion. Such disclosure shall be recorded in the minutes of the meeting or discussion, if applicable. Such Covered Person shall then promptly provide a written disclosure of the Conflict of Interest as required by paragraph (1) above.

- (3) Following disclosure of a Conflict of Interest, the Chief Executive Officer shall consult with MCC's Resident Country Director, and the two shall determine whether a Conflict of Interest exists, and if so, the Chief Executive Officer, with MCC's input and approval, shall pursue any action deemed necessary to address the conflict and protect the MCA's best interests. Any determination as to whether a Conflict of Interest exists and any resolution thereof made by the Chief Executive Officer will be reported to the Board of Directors at its next meeting, including a report of the nature of the conflict and the manner in which it was resolved.
- (4) A Covered Person that has or may have a Conflict of Interest shall not participate in any discussion, deliberation or decision-making in any stakeholders/advisory committee or the management unit of MCA, or any committee or subcommittee thereof, in which the matter giving rise to the Conflict of Interest is being considered. However, such Covered Person may be present to provide clarifying information in such discussion or deliberation if requested by a majority of the disinterested members of such stakeholders/advisory committee or the management unit of MCA, or any committee or subcommittee thereof, as applicable.
- (5) Any member of any stakeholders/advisory committee who is considering employment with MCA must take a temporary leave of absence from his or her position on such stakeholders/advisory committee, as the case may be, until the position is filled.

1.

B. Disclosure for Board Members and the Chief Executive Officer

- (1) Each MCA-[] Board member or Chief Executive Officer shall make, as promptly as possible, a full disclosure in writing of any and all actual, potential, or apparent Conflicts of Interest to the Chairperson of the Board of Directors, directly or via the Secretary to the Board. The Covered Person may be asked to submit a detailed report of the Conflict of Interest using the attached template. The Chairperson shall arrange immediately thereafter for the disclosure of the Conflict of Interest to the MCC Resident Country Director.
- (2) If the Conflict of Interest involves the Chairperson of the Board of Directors, such written notice shall be delivered to the Chief Executive Officer and to the MCC Resident Country Director.
- (3) Following disclosure of a Conflict of Interest, the Board of Directors (excluding the individual who has the Conflict of Interest) and MCC Resident Country Director shall determine whether a Conflict of Interest exists and, if so, the Board, with MCC's input and approval, shall discuss and vote to authorize or reject the transaction or take any other

action deemed necessary to remove or best mitigate the Conflict of Interest in a way that defers to the MCA's best interests.

- (4) Any decision-making by the Board of Directors shall be by a majority vote of the voting members of the Board of Directors without counting the vote of any Covered Person who has such Conflict of Interest, even if the disinterested voting members are less than a quorum, provided that at least one consenting voting member of the Board of Directors is disinterested.
- (5) A Covered Person that has or may have a Conflict of Interest shall not participate in any discussion, deliberation or debate of the Board of Directors, in which the matter giving rise to the Conflict of Interest is being considered or voted upon. However, such Covered Person may be present to provide clarifying information in such a discussion, deliberation or debate if requested by a majority of the disinterested members of the Board of Directors.
- (6) Any member of the Board of Directors who is considering employment with MCA must take a temporary leave of absence from his or her position on the Board of Directors, as the case may be, until that position is filled.

C. Acknowledgement of Policy

- (1) A copy of this Conflicts of Interest Policy shall be given to each Covered Person upon commencement of such person's relationship with MCA-[] or upon the official adoption of this policy.
- (2) Each Covered Person shall sign and date an Acknowledgement at the beginning of his or her term of employment or service with MCA-[] or upon the official adoption of this Conflicts of Interest Policy.
- (3) Each Covered Person shall thereafter sign and date an Acknowledgement on an annual basis.
- (4) The annual acknowledgement requirement does not relieve any Covered Person of his or her obligation to disclose as promptly as possible any matter as required under this Conflicts of Interest Policy.
- (5) Failure to sign an Acknowledgement does not nullify this Conflicts of Interest Policy or otherwise limit its application to any Covered Person.

D. Use of Information Disclosed under Policy

- (1) Decisions regarding the mitigation of actual, potential, or apparent Conflicts of Interest will be made jointly and documented by the MCA Chief Executive Officer and the MCC

Resident Country Director; or, in cases involving the MCA Chief Executive Officer or members of the MCA Board of Directors, by the MCA Board of Directors (excluding the individual who has the Conflict of Interest) and the MCC Resident Country Director. In cases where no joint decision can be made by the relevant parties, the decision will be elevated for mutual resolution to the applicable MCC Regional Deputy Vice President for Compact Operations.

- (2) Decisions regarding the mitigation of actual, potential, or apparent Conflicts of Interest will be made taking a number of factors into account. These factors include, but are not limited to:
 - the extent to which a Covered Person would obtain a financial benefit from the transaction or arrangement giving rise to the Conflict of Interest;
 - the extent to which a Covered Person can be removed from decision-making processes (including procurement, award, and management of contracts) pertaining to the Conflict of Interest so as to remove the actual Conflict of Interest; and
 - the reputational risk of the apparent or perceived Conflict of Interest;
- (3) The MCA chief legal officer will create and maintain a consolidated record of all business and financial interests in firms disclosed by all Covered Persons. An edited version of the record which lists only the firm names shall be provided to the MCA Procurement Agent to check against the list of vendors doing business with MCA (past, current, and pending). The MCA Procurement Agent will inform the MCA chief legal officer of any overlap for discussion with the MCA Chief Executive Officer, the MCC Resident Country Director, and/or the individual in question, if the actual, potential, or apparent Conflicts of Interest have not previously been reported and/or mitigating actions have not yet been taken.
- (4) This review process does not relieve any Covered Person of his or her obligation to disclose as promptly as possible any matter as required under this Conflicts of Interest Policy.

VI. Non-Compliance with Policy

Failure to comply with this Policy may result in disciplinary action ranging from notice to discontinue a specific activity to termination of employment in the case of any employee or resignation from the Board or stakeholder/advisory committee in the case of a member of the Board of Directors or a stakeholder/advisory committee, even if he or she does not actually benefit from a transaction or contract.

VII. Record-Keeping and Point of Contact

All determinations as to whether a Conflict of Interest exists and any plans developed to resolve or

mitigate any such Conflict of Interest, whether taken by the Board of Directors or Chief Executive Officer, shall be properly documented in the form of a Conflicts of Interest Decision Memo signed by the MCA Chief Executive Officer and the MCC Resident Country Director.

While Board decisions shall be reflected in the minutes of the meetings, all other decisions will be considered confidential and will not be publicly released unless required by local or international legal authorities or by the best interests of MCA or MCC, subject to MCC's no-objection.

All such documentation shall be maintained by the MCA chief legal officer of MCA, as well as all signed Acknowledgements and copies of all written disclosures of Conflicts of Interest made under Section V. In addition, the MCA chief legal officer shall serve as the point of contact for any questions or information regarding the application or meaning of this Policy.

VIII. Review of Policy

This Policy shall be reviewed annually by the Board of Directors to ensure that it meets the requirements of applicable law and the needs of MCA. Any changes to the Policy shall be communicated immediately to all Covered Persons.

Date of approval by the Board of Directors of MCA-[]:

Sample Detailed Declaration of Actual, Potential, or Apparent Conflict of Interest

DATE:

TO: MCA Chief Executive Officer

FROM: MCA Procurement Director Stanley Smith

RE: Declaration of Actual, Potential, or Apparent Conflict of Interest

CONFLICT OF INTEREST: It has come to my attention that the consulting engineering firm Apex Consulting participated in the bidding for the Consultant Services Contract for the Design and Supervision of the Rehabilitation of National Road 1, MCA-[]/RFP/R1.1. I wish to declare a conflict of interest. My daughter, Susan Smith, is in the employ of Apex Consulting as a Structural Engineer. She is not a partner in the business and was not named as a member of the key personnel in their offer.

SUGGESTED MITIGATION: I wish to declare that I will not actively participate in the selection process or attempt to influence the Technical Evaluation Panel for this procurement in any manner. I recuse myself from participating in the Technical Evaluation Panel, giving advice to the Technical Evaluation Panel members, and reviewing the Technical Evaluation Report and Proposed Award. I will furthermore fully abide by any restrictions in my conduct that may be imposed on me by MCA or MCC regarding this procurement and the management of the resulting contract.

EXTENUATING OR MITIGATING CIRCUMSTANCES: I wish to state the following to demonstrate that the potential conflict of interest is either very minimal and/or has been duly mitigated:

Terms of Reference:

- The Terms of Reference were drafted by the MCA Road Rehabilitation Project Director with inputs from the ESA Director and MCC.
- I had limited input during the packaging of the RFP, which was the responsibility of the MCA Procurement Agent. I did participate in discussions with the MCC Resident Country Director and the MCA Procurement Agent on aspects such as required minimum professional liability and third-party insurance amounts to be specified in the Conditions of Contract.
- I reviewed and submitted the RFP for MCC no-objection via the official channels as per the review matrix in the Procurement rules. The advertisement of the RFP was arranged by the MCA Procurement Agent.
- The Technical Evaluation Panel was selected by the MCA Road Rehabilitation Project Director from the database of candidates who had responded to a Request for Expression of Interest that had been previously initiated by me. I participated in some discussions regarding the appropriate

experience of some of the candidates with the MCA Road Rehabilitation Project Director and the MCC Resident Country Director.

Selection Process:

- As noted above I have recused myself from the selection process.

Contract Negotiations and Supervision:

- Final contract negotiations are unlikely to result in a conflict of interest. Contract negotiations are aimed at clarifying matters such as staff availability, mobilization, and final scope of work and not the material terms and conditions of contract or the payment schedules, which formed the basis of the tender and selection process.
- Contract supervision will mostly be the responsibility of the MCA Road Rehabilitation Project Director with very minimal input from me in administrative matters.

Sample Conflict of Interest Decision Memo.

DATE:

TO: MCA Procurement Director Stanley Smith

Chair of MCA Board of Directors

File (kept by MCA chief legal officer)

FROM: MCA Chief Executive Officer

RE: Conflict of Interest Declaration by MCA Procurement Director Stanley Smith

MCA Procurement Director Stanley Smith declared an actual, potential, or apparent conflict of interest pertaining to the Consultant Services Contract for the Design and Supervision of the Rehabilitation of National Road 1, MCA-[]/RFP/R1.1. (Copy of memo is attached.)

1. We agree that the potential conflict of interest in this matter can be mitigated, provided that the following measures are taken:
2. The bid in which Apex Consulting participated will not be disqualified.
3. MCA Procurement Director Stanley Smith will be recused from the evaluation process of Tender MCA-[]/RFP/R1.1.
4. The Technical Evaluation Panel members will be informed about Mr. Smith's recusal from the process.
5. The Technical Evaluation Report and Award Proposal will be reviewed by the MCA Deputy Chief Executive Officer, prior to submission to MCC for no objection.
6. In the event of the selection of Apex Consulting as the successful bidder, the Procurement Director will not have any consequent role or oversight of this contract, and any consequent review of Contract Modifications and/or Change Orders will be done by the MCA Road Rehabilitation Project Director and the MCA Procurement Officer, in consultation with the MCA chief legal officer.

Accordingly, provided the above procedures are implemented, it has been determined that any actual or apparent conflict of interest has been adequately eliminated or mitigated so as to remove an actual or reputational risk to MCA-[] that may result in damage or harm.

Signed:

MCA Chief Executive Officer

30. ANNEX XVII: MCA PERFORMANCE CHECK-INS TEMPLATE (TO BE ADAPTED FOR EACH MCA)

30.1 The Check-In system

MCA aspires to establish a standard track record of results orientation to ensure the success of the compact and emphasize MCA's core values.

The Check-In system in general and the probationary Check-In system in particular aims to operationalize MCA's ambition of strong results orientation so that each member of MCA as well as the organization as a whole is accountable for their own performance. At MCA, we believe that regular performance Check-Ins help in individual delivery as well as organizational results.

Together with SMART approach of measuring the probationary performance, MCA has also established mechanisms to ensure appropriate recognition, opportunity for corrective action and lastly honest disclosure of performance that may lead to continuation or dis-continuation of contract beyond the probationary period.

This process, approved by the MCA CEO for immediate implementation, is an integral part of the MCA Human Resources manual and performance management system implemented at MCA. Execution of the probationary period assessment process is a joint responsibility of the position holder, the immediate supervisor and designated HR support.

30.2 The Check-In Culture

The Check-In is a culture of supporting each other to collectively and individually achieve common targets. MCA management will ensure that Check-Ins are not ritualized, and each MCA staff member receives adequate support from the supervisor, HR as well as others to deliver individual and organizational results consistently.

All MCA employees with supervisory responsibility shall follow MCA guidelines for conducting effective Check-Ins which inherently include:

1. Setting up of SMART targets;
2. Understanding and communicating MCAs culture and norms;
3. Coaching skills to ensure effective support for subordinates for delivering results;
4. MCA major milestones and strategy for achievement of those milestones;

30.3 Measurement rationality and standards

MCA defines the probationary period as nine (9) Months. Probationary period is mandatory for all employees without any exception. The probationary period is a part of the selection process and performance over the period will be measured against the basic benchmarks for the position, intended to assess whether a probationary employee's performance, ability and behaviors merit continuation of employment.

The probationary period provides an opportunity to evaluate new employees' performance, commitment and general suitability for their roles, and to take the necessary action if performance does not match expectations.

The probationary period begins with the start of the contract and follows a 3-month, 6-month, and 8-month (final) review. The HR designate working together with the immediate supervisor would close the probationary discussions and enter into annual performance cycle indicator discussions on the 9th month so as to ensure a smooth transition beyond the probationary period. The probationary period would be deemed as completed upon signoffs of the annual performance targets beyond the probationary period.

The nine-month review process constitutes the employees' first year performance review cycle at MCA, and the regular period performance measurement cycle begins only from the start of 10th month and will follow the normal 12-month annual performance management cycle of MCA. Successful completion of the nine-month probation period shall not be subject to any performance based monetary reward or salary adjustment.

A four-rating standard has been developed with definitions aligned to each level and factor. These four ratings are:

4. Exceed – *Sustains execution of work through unanticipated/unpredictable events in the work year, protecting the organization, or; Works consistently at a higher level than expected for the job;*
3. Achieve – *Meets a reliable standard for the success of the organization in SOP situations; Demonstrates skills/responsibility that supports critical components of the team;*
2. Improve – *Work does not rise to the level of the job; Deliverables consistently reflect work at a lower level;*
1. Fail – *Lacks grasp of fundamental features of the work and expectations of the level/job despite remedial/corrective intervention.*

30.4 The Check-In Process/Step

The performance assessment process follows a series of check-ins between an employee and her/his supervisor to ensure clarity of expectations, healthy bilateral relationship, as well as to ensure that appropriate support and amicable working environment is provided to the employee to deliver results on time. All performance management related check-ins will be validated bi-annually through a 'levelling' exercise that is vetted by the HR responsible person.

It is the responsibility of an employee to ensure that the employee-supervisor check-ins occur on previously committed dates and shall not be less than 60-minute-long confidential discussion.

Within five (5) working days of joining: The assessment process starts during the employee orientation program where the immediate supervisor or HR department explains the Areas of Responsibilities together with a tentative deadline for major deliverables during the probationary period.

Within 15 working days of joining: The first check-in between the supervisor and subordinate that results in discussion, revision, finalization and sign-off of the probationary targets.

On the start of 4th and 7th month: The second and third check-ins between supervisor and subordinate that is honest and fair discussion on the employee's (subordinate's) performance and targets. Where the performance of the subordinate is below the supervisor's satisfaction, it is mandatory for the supervisor to write a performance note that explicitly describes 1. what needs to be improved, 2. Timeline for improvement, 3. How to measure improvement, 4. How supervisor will support in the improvement, and 5. Any additional support required from HR to improve the performance. The performance note needs to be written by the supervisor and discuss with designated HR person. The designated HR person shall discuss with respective probationary employee for at least 30 minutes to validate and design additional support mechanism (if required) for the employee to deliver on the result. After the third check-in, the supervisor needs to fill the probationary completion form and submit to designated HR for action.

On the start of 8th month: Based on inputs from the form/document submitted by the supervisor after third check-in, HR will initiate discussion with at least three (3) other position holders who have direct working relationship with the probationary employee. The intent of the discussion would be to identify whether the employee should be continued beyond probationary period or otherwise. In both cases, HR will also understand the candidate's key strengths and areas of improvement, and how MCA can help in such improvements. The 8th and 9th month shall focus on close scrutiny by the supervisor and HR (if the probationary period result is critical (below satisfaction)). A final decision on the closure of his/her contract on the ground of not meeting expectations or the continuation of the contract after meeting expectations will be based on: a. Seven (7) month performance, b. SMARTness of the targets set for the coming performance period (12 months), c. honest commitment to improvements during the forthcoming performance period.

In the case of the MCA CEO, the MCA Board may discuss her/his performance and apply check-in concepts after consultation with MCC.

30.5 Check-in Forms

INITIAL CHECK-IN: Objective Setting

Objectives:

The supervisor should identify specific objectives for the employee (for 3 and 6 months). These will be statements of what should be achieved during the performance period, including indicators of success and timescales for achievement.

These objectives must be, to the extent possible, aligned with the project delivery workplan and the success in achieving major work plan milestones. Examples include the achievement of major conditions precedent or policy reform objectives, the launch of critical path procurements, the award of significant contracts, the achievement of project completion milestones, etc.

Although each division within MCA has different objectives to which individuals work, to the maximum extent possible supervisors should tie performance objectives and timelines to the same objectives and timelines to which the overall MCA must achieve to deliver on the compact's primary objectives.

It is critical, therefore, that individual performance objectives are mapped against the project workplans wherever possible, and it is made clear to the individual employee that their ratings will consider the timely achievement of those objectives.

3 Month Objectives:

6 Month Objectives:

Anticipated support from supervisor/MCA-N:

Employee's Signature:

Supervisor's Signature:

Date:

30.6 Probationary Period completion form

(please tick)	Fail (1 Point)	Improve (2 Points)	Achieve (3 Points)	Exceed (4 Points)
Objectives - Have the objectives identified for the period been met?				
Quality of Delivery - Does the contribution of the employee align with the expectations of the job level?				
Engagement - Has the employee communicated effectively within the team and with outside partners and stakeholders.				
Total Score (Sum divided by four):				
If any areas require improvements, please mention them below, including how improvements will be achieved.				
Employee's Signature:				
Supervisor's Signature:				
Date:				

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