



# ~~P~~olicies and Procedures for Senior Staff

**Centro Internacional de Agricultura Tropical**

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U.S. DEPARTMENT OF AGRICULTURE  
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## NOTES

- NOTE 1: Policies and procedures described herein apply to Senior Staff occupying permanent core-funded positions of CIAT. Sections that also apply to other personnel explicitly refer to the personnel categories involved.
- NOTE 2: Special provisions that apply to out-posted staff are printed in upper case in the main text.
- NOTE 3: To standardize employment conditions as much as possible for all internationally-recruited personnel in CIAT's employ, an attempt is made to also apply the policies and procedures described herein to international personnel not occupying permanent core positions. Hence, such personnel should use the policies and procedures as a general guide. However, the Director General of CIAT will determine on a case-by-case basis the extent to which any given policy applies to international personnel with a fixed-term contract and/or personnel paid out of special project funds.
- NOTE 4: The symbol (U.S.\$) in the text of the policies and procedures contained herein refers to United States dollar amounts which are subject to periodic adjustments. The actual amounts applicable at any one time are given in Appendix I. This Appendix is up-dated and re-issued at periodic intervals, normally at the beginning of the new year.

## DEFINITIONS

|                  |  |
|------------------|--|
| Senior Staff     | Person who is designated as such in his/her appointment letter. Normally, all internationally recruited staff, other than Visiting Scientists and Postdoctoral Fellows are so designated.  |
| Duty Station     | The place of work at which the staff member is based.  |
| Home Base        | The town or city which the staff member considers to be his/her permanent domicile either because of birth, family ties or custom and which has been recognized as such by CIAT.   |
| Home Country     | The country in which the home base is located.   |
| Base             | The place where the staff member or dependents are considered to be resident either because it is the duty station of the staff member, or, in the case of University students, because the student is attending university there. |
| Out-posted Staff | Assignment to a duty station outside of Colombia.  |

# **Employment Conditions**

1. OBJECTIVE

Establish policy for appointment to and confirmation in core positions.

2. GENERAL

2.1 This policy refers to senior staff positions designated as "Permanent Core Funded" (except for 6.3 below). This does not mean that these positions will always exist, as all staff positions of CIAT are subject to availability of funds and periodic program reviews. This designation indicates that these are positions viewed as long term, and normally indefinite in duration, as opposed to short term, or temporary appointments or contracts. These "permanent" positions are meant to provide career opportunities, subject to the availability of funds and continued satisfactory performance.

3. LEVEL OF APPOINTMENT

3.1 The previous designations of rank, i.e., Scientist, Associate Scientist and Assistant Scientist, are hereby eliminated.

4. CONFIRMATION

4.1 Senior staff appointed to a core budgeted position will initially receive a probationary two-year appointment, subject to a mutual review, approximately six months prior to the expiration of the two-year contract. At the end of this period the Director General, on recommendation of the staff member's immediate supervisor, will either confirm the staff member in his/her post by assigning the status of "continuing appointment," or will terminate the contract. Confirmation is considered as a positive recognition of significant contribution and outstanding professional promise towards the fulfillment of CIAT's goals.

5. DEFINITION OF "CONTINUING STATUS"

5.1 CIAT cannot guarantee complete tenure. "Continuing Appointment" status means that the Center has expressed its intention to maintain the services of the staff member involved for an extended, indefinite period, rather than on a fixed, short-term contract. As availability of funds and continuation of programs cannot be guaranteed, and because high productivity and proper orientation are essential to CIAT's mission, no staff member can be

guaranteed permanent appointment. However, when termination at CIAT's initiative is necessary, CIAT will normally provide one year advance notice to staff members holding the status of "continuing appointment." In this case, all accumulated leave must be taken within the one-year period from the time advance notice is given.

6. TERMINATION OF CONTRACT

- 6.1 While it is recognized that scientists wishing to leave CIAT cannot always provide the same advance notice as indicated that the Center will give, they are expected to give as much advance notice as possible.
- 6.2 Staff leaving less than six months after initial arrival or return from home leave will be expected to reimburse the Center, on a pro-rata basis (based on a normal stay of 12 months), for costs of the initial move to the duty station, or previous home leave, as appropriate.
- 6.3 FOR INTERNATIONAL STAFF OCCUPYING SPECIAL PROJECT POSITIONS ADMINISTERED BY CIAT: SUCH STAFF NORMALLY ARE ON FIXED-TERM CONTRACTS, AND ADVANCE NOTICE OF CONTRACT TERMINATION DOES NOT APPLY. HOWEVER, STAFF TERMINATED BECAUSE OF EARLIER THAN EXPECTED PROJECT TERMINATION, OR STAFF WHO HAVE BEEN OFFICIALLY NOTIFIED BY THE DIRECTOR GENERAL THAT THE PROJECT IS BEING RENEGOTIATED AND HAVE INDICATED AGREEMENT TO STAY ON IF THE PROJECT SHOULD CONTINUE, ARE ENTITLED TO SEVERANCE PAY. SUCH PAY IS EQUIVALENT TO ONE-TWELFTH OF THE LAST YEARLY SALARY PER YEAR OF SERVICE RENDERED UNDER THE SPECIAL PROJECT, UP TO A MAXIMUM OF THREE MONTHS PAY.

1. OBJECTIVE

Provide a policy framework to regulate all outside interests and activities of employees in order to avoid conflict of interest and to protect the good name of the institution.

2. GENERAL

2.1 It is impossible to cover all possible situations in which conflicts of interests could arise. Each member of CIAT's Principal Staff is expected to adopt a strict moral code to protect the institution from administrative conflicts and from criticisms emerging from various sources.

2.2 There are possible loopholes both of a legal and moral nature that could be found in any particular regulation policy. So it is hoped: a) that no efforts will be made to find loopholes; b) that the points contained in this document will be considered as simple guides for all employees in their respective personal behavior; and c) that no one will depart from these points to evade the spirit and the letter of these guidelines.

3. OUTSIDE INTERESTS

3.1 Individual staff members have a full-time responsibility to the Center. They may not engage in activities that might interfere with the discharge of this responsibility or in transactions that might affect the judgements they exercise on behalf of the Center.

3.2 Outside Affiliations. A staff member may not serve as a trustee, director, partner, consultant or agent for any commercial organization or engage in any continuous or recurring outside occupation or employment without prior approval in writing from the Director General of CIAT or the person to whom he delegates this responsibility.

3.3 Speaking Engagements and Articles for Publication. Staff members are encouraged:

- a) To accept speaking engagements in symposia, scientific congresses, technical meetings, workshops or academic affairs. It is recommended that they check their written presentation with their immediate superior and/or CIAT's Publications Committee.

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\* "Principal Staff" is defined as all international personnel, plus general administrative staff (GAS) at CIAT.



b) To engage in public appearances or speeches concerning CIAT's program and activities but, for accuracy and appropriate focus of the information about CIAT, they are encouraged, whenever possible, to review their statements with their superiors.

- 3.4 Fees and Other Payments. Fees as a member of a board of trustees or as royalties and payments for published articles may be accepted provided these payments do not represent activities that interfere with the staff member's responsibilities with CIAT. No salary, consulting fee, or honorarium may be accepted by CIAT principal staff members for services rendered to other organizations, for speaking engagements, or for radio or television appearances, except by approval by the Director General of CIAT.
- 3.5 Gifts. Except for gifts of nominal value or meals and social invitations that are in keeping with business ethics and do not obligate the recipient, it is considered to be in conflict with CIAT's interest for any employee or member of his immediate family to accept commissions, gifts, payments, entertainment, services, loans, or promises of future benefits from suppliers, governments or anyone connected with CIAT. In situations where it would be impolite or embarrassing to refuse a gift with a value in excess of (U.S.\$), the gift may be accepted and then delivered to the Executive Officer for auction or other disposition.
- 3.6 Currency Transactions. A principal staff member is expected at all times to observe all national currency exchange regulations.
- 3.7 Honorary Degrees and Decorations. A principal staff member may not accept an honorary degree from a college or university or a decoration, without approval by the Director General of CIAT.
- 3.8 Relationships to Suppliers and Employment. A principal staff member assumes the burden of the proof that he is free from bias of personal interest, friendship or family in issuing or approving orders for the purchase of supplies, equipment or transportation, or for contracts for employment or services for CIAT.
- 3.9 Reporting Requirements. Each member of the professional staff of CIAT is required to file a statement, on joining the staff of CIAT, reporting on relevant outside activities. It is the responsibility of the staff member to keep this information current. Whenever a staff member is about to assume a financial or other outside relationship that might involve a conflict of interest, he must immediately inform the Director General of CIAT in writing.

#### 4. CONSULTANTSHIPS AND SPECIAL SERVICES

- 4.1 CIAT recognizes that the professional staff will be called upon from time to time to serve as consultants or to give service to other agencies, institutions, or to national governments.

4.2 The following policy shall establish the guidelines for determining authorization for such consultantships or service to other agencies or institutions.

- a) All consultantships or services outside the official duties of CIAT by a member of the principal staff shall have approval from the Director General or from the person to whom he delegates this responsibility. Requests should be sent through the staff member's immediate superior.
- b) In the case of consultantships or service requested by an outside agency, institution or national government which results in staff travel away from CIAT's base all travel and subsistence costs should, whenever possible, be borne by the agency, institution or national government. Normally, in such cases, CIAT will pay for costs for approved consultant travel and claim reimbursement from the sponsoring agency. Staff members are encouraged to inform sponsors of this policy when negotiating consultant services and should not receive direct payments.
- c) CIAT research activities must always have priority over outside services. The time spent away from CIAT for such activities should, therefore, not be for long periods that would interfere with the continuity of research activities. Combining outside consultancy with other official or leave travel that would extend the absence of the principal staff member from CIAT for disruptively long periods must be avoided.
- d) This policy does not apply to cooperative research projects within the scope of recognized approved research programs or to the conduct of CIAT training programs.
- e) No fees or honoraria may be accepted by the CIAT principal staff member for consultantships or service.
- f) In the case of consultantships for which fees are normally paid, CIAT will accept such payment and deposit it in a special account to be used by CIAT for consultants to its own research programs.
- g) The restrictions contained in paragraphs b) through f) above do apply while on vacation leave, with the exception of cases in which the interest of CIAT might be affected.

4.3 General Consideration

- a) Approval for such consultantships or service shall be obtained before a formal or informal commitment is made.

- b) A request in writing from the entity requesting the staff member's services shall be made to the Director General of CIAT.

5. INVESTMENT IN HOST COUNTRY

- 5.1 Any principal staff may invest in commercial enterprises in the host country or elsewhere provided that he complies with the following rules:
- a) No relationship of any kind (commercial, service, cooperation, etc.) must be established between CIAT and the commercial enterprise.
  - b) No staff member may spend time in the management or operation of the enterprise; his participation must be limited to attending Board of Directors meetings during non-working hours.
  - c) The privileges granted to the non-citizen CIAT staff members and their immediate families by the host country must not be extended to any individual or collective enterprise.
  - d) When CIAT has approved the investment in a commercial enterprise of a principal staff member, this member cannot employ another CIAT employee to work in the operation unless that employee resigns from CIAT.
  - e) Once the investment policy has been established, each staff member should explain his present situation to the Director General of CIAT. From then on, any investment proposition that appears to be in potential conflict of interest must be submitted to the Director General of CIAT for consideration.
  - f) The purchase of a house, apartment or vacation house/farm is not considered a conflict of interest.

NOTE: It is mandatory that each member of the principal staff formally indicate his being informed of this policy and his compliance with it by completing and returning a form as attached which is forwarded to the members of the principal staff at periodic intervals.

MEMORANDUM

TO: (Name of Principal Staff)

FROM: Director General

RE: CIAT Policy on Outside Interests and Activities for  
Principal Staff

This is to confirm that I am fully familiar with CIAT's policy on outside interests and activities for members of the principal staff, as described in Policy 1.02, dated July 1975.

I declare that I have examined this policy, and to the best of my knowledge and belief, neither I, nor any of my family members, has engaged in activities, or have had outside interests, during the period ..... to ....., which conflict with this policy.

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Signature of Principal Staff Member

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Date and Place

1. PRE-EMPLOYMENT PHYSICAL EXAMINATION

1.1 A pre-employment physical examination is required for the staff member and authorized accompanying dependents prior to departing for the duty station. These examinations include the normal procedures, but do not include extraordinary tests unless specifically recommended by the examining physician and approved in advance by CIAT. The Institute of International Education (IIE) arranges for these examinations through the Executive Health Examiners (EHE) or will reimburse the staff member.

2. PERIODIC PHYSICAL EXAMINATIONS DURING CIAT EMPLOYMENT

2.1 Annual physical examinations for the staff member and his spouse at CIAT expense are recommended but not required. For staff whose duty station is Colombia, these will normally be authorized to be performed only by the physician(s) CIAT retains for this purpose.

3. POST-EMPLOYMENT PHYSICAL EXAMINATION

- 3.1 At the conclusion of CIAT employment, a physical examination for the staff member and authorized dependents, is required.
- 3.2 If the duty station is in Colombia, this physical examination should be taken prior to leaving Colombia at CIAT's expense. If the duty station is outside of Colombia, the staff member should undergo this physical examination, at CIAT's expense, within one month of the termination of overseas assignment.

4. EXTRAORDINARY MEDICAL SERVICES

4.1 In the event that extraordinary medical services, not available locally, are required by a staff member or authorized accompanying dependents, the costs of emergency evacuation to the nearest adequate medical facility over and above the coverage provided by insurance policies are reimbursable by CIAT. Determination of the non-availability of adequate medical services at post and the appropriate nearest facility will be based on the advice of the attending physician. In the case of staff at Colombian duty stations, this will be the CIAT-retained physician(s).

1. OBJECTIVE

- 1.1 Establish the entitlement of senior staff to shipping of personal and household effects and other provisions in connection with joining or leaving the staff of CIAT.

2. POLICY

- 2.1 On taking up an appointment with CIAT or on leaving CIAT's employ senior staff will be entitled to the following:
- 2.1.1 Economy class air travel from or to the home base, or actual residence provided it costs no more than from or to the home base, for the staff member, his/her spouse and children who are of school age or less and who will be, or have been, attending school at the duty station.
  - 2.1.2 Stopovers will be provided according to the home leave policy, and airport or other taxes will be reimbursed.
  - 2.1.3 Reimbursement for up to 10 kg (or one suitcase where the airline allowance is in terms of number of pieces of luggage) of excess baggage per person entitled to air travel.
  - 2.1.4 Shipment of personal and household effects from or to the home base from the actual residence (provided the cost is no more than from the home base) or from Miami through CIAT's purchasing agents in that city.
  - 2.1.5 On arrival at CIAT headquarters, up to 20 days board and lodging in CIAT's housing facilities.  
FOR OUTPOSTED STAFF: ON ARRIVAL AT THE DUTY STATION, REIMBURSEMENT FOR THE COST OF UP TO 20 DAYS BOARD AND LODGING IN A MODERATELY PRICED HOTEL.
  - 2.1.6 If needed, on appointment, an interest free loan of up to 10 times the Cali post allowance to assist with purchases of furniture and equipment or the personal car. The loan will be recouped by deduction from the housing allowance in ten monthly installments.
  - 2.1.7 On leaving CIAT's employ the Cali housing allowance continues until the day of departure from Cali.

FOR OUTPOSTED STAFF: POST ALLOWANCE CONTINUES ONLY WHILE HOUSING IS BEING RENTED; CIAT WILL REIMBURSE THE COST FOR UP TO FIVE DAYS' STAY IN A MODERATELY PRICED HOTEL AT THE DUTY STATION.

- 2.2 Shipment of personal and household effects will be according to the following table:

|                      | Weight allowances (lbs)<br>[Net weight by surface*] |                   | Maximum<br>Insurance value (US\$) |                   |
|----------------------|---|-------------------|-----------------------------------|-------------------|
|                      | <u>On joining</u>                                   | <u>On leaving</u> | <u>On joining</u>                 | <u>On leaving</u> |
| Single staff member  | 4,950   | 2,475             | 15,000                            | 7,500             |
| Married staff member | 8,250   | 4,125             | 20,000                            | 10,000            |
| Per child**          | 660   | 330               | -                                 | -                 |

- 2.2.1 The above allowances may only be used for the personal property of the staff member and his/her family and may not include pets, food, beverages, firearms or any other item not permitted under the laws of the countries involved.
- 2.2.2 CIAT will cover storage charges on arrival at the duty station for up to one month after the shipment is released by customs. Thereafter storage is the responsibility of the staff member who should cover charges incurred.
- 2.2.3 For staff members leaving CIAT's employ, storage charges and customs duties at the home base or other location are a personal responsibility.
- 2.2.4 Children, previously resident at the duty station, who go to study in a university in the home country or a third country, or who leave home to establish a new home elsewhere, are considered to have changed their base. Parents may opt to use the appropriate portion of the resettlement shipping allowances at the time the change is made.

\* Note that the allowances listed here are approximately equal to the gross weight allowances stipulated in previous IIE appointment letters.

\*\* For shipment purposes "child" is defined as a dependant aged under 24 years of the staff member or spouse normally living in their household except when studying at school or university away from the duty station.

2.2.5 FOR OUTPOSTED STAFF: IF HARD FURNISHINGS\* ARE NOT PROVIDED BY THE HOST COUNTRY OR A THIRD PARTY, CIAT WILL NORMALLY ELECT TO PROVIDE A ONE-TIME CASH PAYMENT FOR THE PURCHASE OF SUCH FURNISHINGS. THE AMOUNT OF THIS CASH PAYMENT IS TO BE DETERMINED BY THE DIRECTOR GENERAL OF CIAT AND IS BASED ON AVAILABILITY OF HARD FURNISHINGS ON THE LOCAL MARKET, IMPORTATION RESTRICTIONS, AND TRANSPORTATION COSTS, AMONG OTHERS. THE FURNISHINGS SO PURCHASED REMAIN THE PROPERTY OF CIAT.

IN THE CASE THAT HARD FURNISHINGS ARE PROVIDED BY THE HOST INSTITUTION OR BY A FLAT PAYMENT, THE SHIPPING AND INSURANCE ALLOWANCE FOR OUTPOSTED STAFF IS 40 PERCENT OF THE ALLOWANCE AS IT APPLIES TO IN-POSTED STAFF.

- 2.3 On transfer from one duty station to another\*\*, the same provisions as above will apply. Shipment of personal and household effects will be restricted if the transfer to another duty station is only temporary.
- 2.4 Relocation Grant: on transfer from one duty station to another\*\*, CIAT will pay the senior staff member a relocation grant of (U.S.\$) to compensate him/her for the inevitable costs involved in moving a household that cannot be separately accounted for.
- 2.5 CIAT seeks to minimize the cost of shipping. To this end CIAT offers two incentives for saving, which can be beneficial to the staff member, as follows:
- 2.5.1 A non-shipment allowance which provides a cash payment for staff members not shipping their full weight is computed as follows:

Up to the first third of the total allowance not shipped:  
(X) x (lbs. not shipped)

Up to the second third of the total allowance not shipped:  
(1.5X) x (lbs. not shipped)

The last third of the total allowance not shipped:  
(2.0X) x (lbs. not shipped)

where X is equivalent to the Cali-Brasilia-Cali economy excursion fare (excluding local taxes), divided by 2000.

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\* A list of CIAT's definition of hard furnishings is provided in Appendix II.

\*\* Does not apply to transfers within Colombia.



2.5.2 For staff members en-route to the duty station in Colombia, new items purchased in the Miami area or through CIAT's purchasing agent in Miami and shipped through the agent may be shipped as part of the shipping allowance. Items so shipped will count only at half the actual weight shipped but the total real weight shipped may not exceed the total allowance. The notional saving achieved by using Miami will, however, contribute to the calculation of the non-shipment allowance. It should be noted that this covers freight, insurance and freight forwarding costs but not the agents' purchasing commission. Also items are shipped as delivered to the forwarding agent, i.e., without any special crating or packing. To avail themselves of this allowance, staff members must place their complete order within three months of arriving in Cali.

2.6 The shipping allowance on leaving CIAT is conditional on the staff member completing two years' service unless terminated earlier at CIAT's initiative (including non-confirmation) or because funding for the position is discontinued.

It is believed that a normal career at CIAT should be substantially more than two years. To encourage a longer stay, the shipping and insurance allowances on leaving are increased by 1/36th for every month of service (including annual leave) in excess of the first two years, up to a maximum of 36 months (at which time the shipping and insurance allowance on leaving is the same as on joining CIAT).

2.7 The shipping and insurance allowances on leaving for staff members already employed on the effective date of this policy statement will be the same as the allowances on joining.

2.8 CIAT expects to be responsible for covering shipping costs of staff members returning to their home countries. However, staff members leaving to take up employment in another international institution, which can be expected to provide resettlement allowances in a similar way as CIAT does, should expect that their new employer will cover resettlement costs. In certain cases costs may be shared between the two institutions; but in no case will CIAT permit a staff member to obtain more than the greater of the two resettlement allowances provided by either of the two institutions.

### 3. PROCEDURE

#### 3.1 New Staff Members

3.1.1 Once CIAT's offer has been accepted, details of shipping arrangements will be sent to the staff member and instructions issued to the shipping agent.

3.1.2 Records will be kept of weights sent from the home base or elsewhere and from Miami to ensure that allowances are not exceeded and for purposes of paying the non-shipment allowance.

3.1.3 The food and housing section at headquarters will be advised of the arrival of new staff members for reservation of the 20-day settling-in period.

3.1.4 Air tickets will be authorized and situated.

3.2 Departing Staff Members

3.2.1 When the Director General's letter accepting a staff member's resignation is received, shipment of personal and household effects will be authorized.

3.2.2 The staff member should request air tickets using the established travel request form.

3.2.3 Records will be maintained of use of shipping allowances so as to establish the allowance, if any, for non-shipment.

CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

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POLICIES AND  
PROCEDURES  
MANUAL

LANGUAGE STUDY

No: 1.05  
Date: 1 May 1983  
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1. OBJECTIVE

Ensure minimal required language proficiency for the professional effectiveness of the staff member and his/her spouse and for adequate integration with the local community.

2. CONDITIONS

2.1 When the use of the local language at the duty station is considered necessary for work or family living, during the first 12 months at the duty station CIAT reimburses the cost of formal language study, including required teaching materials for staff members and their spouses at the duty station.

2.2 Under special circumstances, authorization can be given to engage in appropriate language study prior to departing for the location of the new assignment.

2.3 It is expected that whenever possible the spouses audit the classes arranged for the staff members so that CIAT will incur only marginal additional costs for language study by spouses.

3. PROCEDURES

3.1 Prior approval by the Director General is required for individual study proposals and costs.

1. OBJECTIVE

Regulate the importation and sale of personal vehicles by non-Colombian senior staff under a privilege granted by the Colombian Government.

2. GENERAL CONSIDERATIONS

- 2.1 The Colombian Government permits senior staff to import one personal vehicle every four years free of duties and taxes.
- 2.2 For convenience in title transfer and subsequent sale by CIAT, vehicles are imported and registered in the name of CIAT although the cost of the vehicle is borne by the staff member.
- 2.3 The Colombian Government allows vehicles imported duty free to be sold in the local market four years after their registration in the country.
- 2.4 In keeping with several other institutions enjoying similar privileges, CIAT does not allow staff to take any profit accruing from the sale of their personal vehicles.

3. POLICY

- 3.1 Staff members wishing to import a personal vehicle should select the make and model they desire. The Purchasing Section can help in this and advise on the availability in the local market of spares and service. The Director General's approval must be obtained to import the vehicle selected. This approval will normally be given only for vehicles which:
  - a) are new or nearly so (e.g. only used for a month or two);
  - b) not overly large or luxurious;
  - c) could be used by CIAT for official business or are easily sold in the local market.
- 3.2 CIAT will pay ocean transportation, documentation, insurance and other costs in connection with the importation of a personal vehicle from the staff member's home base, or another country provided the cost is not greater than from the home base. Anyone may import a car from the United States of America, Europe or Japan even though the importation costs will be higher than from the home base. This is intended to help staff from countries with a less favorable vehicle market.
- 3.3 The costs of importation borne by CIAT will normally include:

- a) sea freight;
  - b) consular fees and documentation charges by the manufacturers;
  - c) insurance to Zona Franca Palmaseca via Buenaventura or Barranquilla;
  - d) customs and other clearances in Colombia;
  - e) port charges;
  - f) transportation to CIAT;
  - g) temporary transit taxes;
  - h) dealer preparation charges;
  - i) the amount of the deductible on insurance claims.
- 3.4 Costs borne by the staff member will include:
- a) the base price of the vehicle and extras;
  - b) dealer's commission;
  - c) transportation to the seaport from which shipment is made;
  - d) finance charges.
- 3.5
- a) As a condition for obtaining technical mission (YT) license plates vehicles must be insured for third party liability and medical expenses. These can be included in CIAT's group policy.
  - b) A vehicle cannot be used by a staff member until all requirements for registration imposed by the Ministry of Foreign Relations have been complied with.
- 3.6 Four years after a personal vehicle is registered with Colombian authorities, it may be sold on the local market and a replacement vehicle may be imported. CIAT will handle the sale and pay the staff member the lesser of:
- a) the total cost borne by the staff member under paragraph 3.4 a) and c) (finance charges excluded) converted to US\$ at the time of purchase, plus an allowance for inflation;
  - b) the net amount realized by CIAT from the sale (i.e. after deducting advertising, preparation, auction and paperwork expenses) less the original importation costs incurred under paragraph 3.3.

The allowance for inflation under alternative 3.6(a) will be computed for each calendar year or part of a calendar year from the date of matriculation of the vehicle. At the start of each year the Director General, with advice from the Administrative Policy Committee, and taking into account recent information on price trends, will determine the inflation factor to be used for the year. The allowance for inflation will be computed on the total cost up to a maximum of US\$5,000 for cars nationalized prior to 31/12/76, using the rate applicable for each year and compounded annually. The US\$5,000 maximum will be adjusted for subsequent years at the same time and at the same rate as the inflation factor is adjusted. The inflation rates and maximum costs pertaining since this policy went into effect are listed in Appendix I.

- 3.7 If a staff member leaves CIAT's employ before the four-year period is completed, no allowance for inflation will be paid but CIAT will purchase the vehicle from the staff member at its original cost as determined under paragraph 3.4 a) through c).
- 3.8 Payment to the staff member under any of the options described above will be subject to the vehicle having deteriorated only in accordance with normal wear and tear during the period of use. The cost of any repairs to put the vehicle in such condition will be deducted from the amount to be paid to the staff member.
- 3.9 CIAT encourages staff to purchase the personal vehicle of other staff leaving before completing the four-year period. This, in many cases, will avoid CIAT adding vehicles to its fleet and will save on importation costs. The price to be paid for such a vehicle will normally be as determined according to 3.7, but CIAT will bear the cost of putting the vehicle in an "as new" condition and will guarantee the vehicle for two months after delivery. The four-year period will run from the original registration date so the vehicle can be sold by the new owner in the same way as if he had owned the vehicle from the start. The inflation factor will be calculated on the price paid for the vehicle from the time it is received by the new owner.
- 3.10 This policy will apply to all future personal vehicle orders and to vehicles which have already been imported and which are still in the possession of a staff member.
- 3.11 Since Senior Staff have this very favorable arrangement for the importation of a personal vehicle, their officially assigned vehicle is normally expected to be used only for business purposes. Consequently, all official vehicles should normally remain at CIAT during business hours. Those staff who do not need official vehicles frequently during the day should make them available for use by the Motor Pool to provide needed services.
- 3.12 Similarly, all personally assigned official vehicles should be left with the Motor Pool when the senior staff member is travelling or on vacation.

#### 4. PROCEDURE

- 4.1 When a staff member has decided on the personal vehicle he wishes to import, he should send an internal request to the Executive Officer for submission to the Director General specifying:
- a) the make and model of the vehicle;
  - b) its approximate total cost (as in 3.4);
  - c) port of embarkation;
  - d) expected date of shipment;

The Executive Officer and the Supplies Section can give, or help obtain, information on vehicles.

- 4.2 When approval is given a purchase order will be prepared and approved. The required payments for the vehicle are the personal responsibility of the staff member.
- 4.3 The Administration will handle the importation, insurance, customs clearance, and registration of the vehicle and when these are complete will hand over the vehicle to the staff member with a memorandum recording the state of the vehicle and the date.
- 4.4 A replacement vehicle should be ordered in advance of the end of the four-year period so as to allow time for the inevitable delays which occur before the vehicle can be put in service. Payment for the replaced vehicle is normally made when its sale is completed; but if necessary, it can be made anytime after the order is placed. The inflation adjustment will cease as from the date of payment or when the vehicle is handed over to Motor Pool, whichever comes first. Any adjustment which has to be made to the price paid for the replaced vehicle will be due once the sale is completed.

Since the vehicle will become part of CIAT's pool, normal maintenance and insurance will be the responsibility of CIAT. In addition, however, when it is convenient to CIAT, the vehicle can be exchanged, and the original vehicle can be sold.

- 4.5 When a new staff member joins CIAT, a personal vehicle from CIAT's pool may be provided, if available, while waiting for delivery of the personal vehicle. This is conditional on the staff member placing the order for the personal vehicle within one month of arrival, and will be for a maximum of 9 months.
- 4.6 CIAT will make a monthly charge of [U.S.\$] for a personal vehicle supplied from its pool under either paragraphs 4.4 or 4.5.

## 5. MAINTENANCE

- 5.1 CIAT's workshop can provide maintenance services for Senior Staff personal vehicles which are similar to those of CIAT's fleet. CIAT does not guarantee to maintain stocks of parts for personal vehicles even if these are similar to CIAT's own vehicles.
- 5.2 Charges for services provided by CIAT's workshop and for parts from CIAT's stores will be at rates which recover the full cost of the service.
- 5.3 When a personal vehicle is in for maintenance or repair, CIAT is not obliged to assign a temporary replacement vehicle.

6. FOR OUT-POSTED STAFF

- 6.1 IF THE OUTPOSTED STAFF HAS THE PRIVILEGE TO IMPORT A DUTY-FREE VEHICLE FOR PERSONAL USE, THE SAME REGULATIONS SHALL APPLY AS FOR HOME BASE.
- 6.2 IF THE OUTPOSTED STAFF DOES NOT HAVE THE RIGHT TO IMPORT A DUTY-FREE VEHICLE FOR PERSONAL USE AND CANNOT PURCHASE A VEHICLE ON THE LOCAL MARKET AT A REASONABLE PRICE, HE MAY REQUEST THAT CIAT (OR THE SPECIAL PROJECT UNDER CIAT'S DIRECTION) PROVIDE A VEHICLE AND MAKE IT AVAILABLE TO THE STAFF MEMBER FOR PERSONAL USE. IN THIS CASE, THE STAFF MEMBER IS EXPECTED TO ABSORB COSTS OF FUEL. FOR MAINTENANCE AND INSURANCE COSTS, CIAT WILL CHARGE THE STAFF MEMBER THE SAME MONTHLY VEHICLE COSTS AS APPLY AT THE HOME BASE (SEE 4.6 ABOVE). THE STAFF MEMBER BEARS THE RESPONSIBILITY FOR RETURNING THE VEHICLE TO CIAT IN A CONDITION THAT ONLY REFLECTS NORMAL WEAR AND TEAR DURING THE PERIOD OF USE. THE COST OF ANY REPAIRS TO PUT THE VEHICLE BACK IN SUCH CONDITION WILL BE CHARGED TO THE STAFF MEMBER.
- 6.3 WHEN THE LOCAL IMPORT POLICIES OR PROJECT FUNDING LIMIT THE IMPORTATION TO A SINGLE VEHICLE PER FAMILY. THAT VEHICLE WILL NORMALLY BE UTILIZED FOR BOTH OFFICIAL AND PERSONAL USE, AND THE STAFF MEMBER WILL BE RESPONSIBLE FOR THE COSTS OF FUEL FOR PERSONAL USE.



POLICIES AND  
PROCEDURES PERSONAL USE OF OFFICIAL VEHICLES  
MANUAL

No.: 106-A  
Date: 25 Feb. 1985  
Page: 1 of 2

1. OBJECTIVE

Regulate the use of official CIAT vehicles for personal use by principal staff.

2. GENERAL CONSIDERATIONS

- 2.1 It is generally expected that Principal Staff members use officially assigned vehicles for official purposes, and their personal vehicles for non-official purposes.
- 2.2 It is recognized, however, that circumstances may arise that make it highly desirable from the point of view of the Principal Staff member to use an official CIAT vehicle for personal use. This policy is designed to make possible such personal use of official vehicles and to regulate such use.
- 2.3 The principles guiding this policy are that personal use of official vehicles is a special privilege granted by CIAT and that the staff member making use of this privilege must assume full responsibility for fair and reasonable use of this privilege, that CIAT must be fully compensated for such use, and that all risks associated with the use of official vehicles for personal use is assumed by the user.
- 2.4 Only sedans and pick-ups (up to the size of a Ford-150) are contemplated under this policy.

3. POLICY/PROCEDURES

- 3.1 Personal use of official vehicles must never compete or interfere with the normal operation of CIAT. During all working hours, when the official vehicle is not required for official business outside of CIAT, official vehicles must be at CIAT to be available for official use.
- 3.2 All Principal Staff members are issued a stub book of "Monthly Vehicle Use Reports." Additional copies of the stub books can be obtained through the Office of the Executive Officer. All Principal Staff members are expected to submit monthly vehicle use reports to the office of the Executive Officer in which they detail the total number of kilometers accumulated on the officially assigned vehicle during the month in terms of official and personal

use. On the same form, each principal staff member also indicates the number of kilometers accumulated on other CIAT vehicles for personal use. Monthly Vehicle Use Reports must reach the Office of the Executive Officer within the first ten days of the new month.

- 3.3 Based on the Monthly Vehicle Use Reports, the Principal Staff member is charged [US\$0.10] per kilometer of personal use of official vehicles. This charge will be deducted from the next Col. peso payment from CIAT to the staff member (i.e., post allowance or salary).
- 3.4 All income generated by the use of official vehicles for personal use is credited to the "cost center" to which the respective official vehicle is assigned. The Office of the Executive Officer periodically submits for review all Monthly Vehicle Use Reports to the respective Program Coordinators/Unit Heads and the respective Directors.
- 3.5 If staff members need to purchase gasoline, oil, or other items for the maintenance of the official car while on personal business outside of CIAT, receipts of such expenses should be attached to the Monthly Vehicle Use Report and deducted from the amount the staff member owes to CIAT. Should the vehicle require major parts/work and be outside towing distance from CIAT headquarters, expenses can only be incurred after receiving prior authorization from CIAT.
- 3.6 While any vehicle is used for non-official purposes, the staff member using the vehicle assumes full and complete responsibility for the vehicle. CIAT is authorized to charge the full cost of any repairs of damages to the car to the individual concerned. CIAT can also ask that, while the vehicle is in repair, the staff member make available to CIAT his personal vehicle, or reimburse CIAT for obtaining a substitute vehicle.
- 3.7 If any member of the Principal Staff wishes to insure him/herself from the risk of having to pay CIAT for damages incurred to the official car while on personal business, the Principal Staff member can inform the Office of the Executive Officer at the beginning of each year that he/she wishes to participate in the CIAT-internal auto-insurance scheme and thus wishes to pay an extra kilometer charge of 50 percent of the normal rate. Members participating in this insurance scheme will only be charged a deductible of up to US\$100, and will not be liable to make available to CIAT a replacement vehicle while the official vehicle is in repair.

CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

POLICIES AND  
PROCEDURES  
MANUAL

HOUSING LOAN PLAN FOR  
SENIOR STAFF

No: 1.07  
Date: 1 January 1983  
Page: 1 of 8

1. OBJECTIVE

Contribute to the solution of senior staff housing needs according to these rules.

2. RESOURCES

2.1 CIAT will establish a fund for senior staff housing loans from one or more of the following sources:

- a) CIAT funds
- b) Repayments received
- c) Bank loans to CIAT

3. LOANS

3.1 CIAT will make mortgage loans for the following:

- a) Down payment
- b) Purchase of housing
- c) Construction of housing on land owned by the staff member or his/her spouse
- d) Improvements to permit occupation
- e) Repayment of short term bridging loans.

4. AMOUNT OF LOAN

- 4.1
- a) The maximum amount of the loan is two times the gross annual earnings (salary plus housing allowance) of the staff member. However, the monthly repayments of principal and interest must not exceed 35% of the gross monthly earnings.
  - b) The loan must be for at least 50% of the gross annual earnings.

- c) The loan must not exceed 70% of the commercial value of the property or, in the case of construction, 85% of the cost of construction excluding the value of the land.

## 5. TERM

- 5.1 The maximum period will be 15 years.

## 6. REPAYMENT

- 6.1
  - a) Before the start of each year the Director General, after suitable consultation, will fix the rate of interest to be used for calculating payments for the life of all loans made in the next year.
  - b) Monthly payments for the first year will be calculated using the rate of interest fixed as in 6.1 a) above and assuming that in future years monthly repayments will increase in the same proportion as the monthly post allowance is expected to increase.
  - c) In subsequent years monthly payments will be increased in the same proportion as the monthly post allowance actually increases.
  - d) At the end of fifteen years any balance remaining is payable in full.

## 7. INTEREST CHARGES

- 7.1 The preceding section describes how monthly payments are determined. This section describes how interest is charged and the loan amortized.
- 7.2 Interest is charged to each loan each month according to the cost to CIAT. The cost to CIAT is determined as follows:
  - a) When CIAT has available U.S. funds and is therefore foregoing interest, at prime;
  - b) When CIAT is short of U.S. funds and is therefore paying interest, at 1/2% per annum above the cost to CIAT;
  - c) In months when CIAT is partly in surplus and partly short of U.S. funds an average will be used;
  - d) Prime is defined as that charged by CIAT's U.S. bank.
- 7.3 Actual amortization of the loan is determined after charging the interest so that the difference between the fixed monthly payment and the interest charge reduces the amount of the loan outstanding. If the monthly payment is insufficient to cover interest charges, the outstanding amount of the loan is automatically increased.

### 8. ADMINISTRATION

- 8.1 The loan fund will be administered by CIAT and loans will be paid by CIAT in U.S. dollars or its Colombian peso equivalent. Mortgages will be established in CIAT's name and monthly repayments will be made by deduction from salaries by IIE.
- 8.2 The granting of loans will be made by the Director General after consultation with and staff work by the Executive Officer and the Director of Finance & Administration.

### 9. REQUIREMENTS

- 9.1 Loans will only be considered under the following conditions:
- a) That the staff member or his or her spouse do not own adequate housing within commuting distance of the duty station;
  - b) That the staff member has worked continuously and full time for CIAT for at least two years and has been confirmed to a continuing appointment;
  - c) The staff member must demonstrate that he has or will obtain commercial loans, where available, before seeking loan funds from CIAT.

### 10. REPRESENTATION OF REQUEST AND DOCUMENTATION

- 10.1 Requests for housing loans should be made using the form "Request for Housing Loan" attached to this statement and sent to the Director General's office.
- 10.2 To the extent possible, requests should be accompanied by supporting documentation as follows:
- a) When the loan is to repay short term bridging finance, a copy of the mortgage agreement and certification of the amount owed;
  - b) For construction, preliminary plans and a budget;
  - c) When the loan is to purchase an existing house or department, a general plan and details of the conditions for purchase.

### 11. ADJUDICATION OF LOANS

- 11.1 Initially and when funds are scarce, it is expected that demand for loans will be greater than funds available. In these circumstances loans will be made to staff members with the most points according

to the following system, which is designed to favor those making the greatest effort to solve their housing problem and those with greater need because of their family size. Points are awarded as follows:

a) Use of loan for:

- Construction - 5 points
- Purchase of existing house - 4 points
- Repayment of bridging finance - 3 points

b) For years of service at CIAT:

After the second year and for each complete year of continued service at CIAT, one point, with a maximum of 6 points.

c) For number of dependents of the staff member provided they live with the staff member at the duty station:

- single person - 1 point
- single person with father and/or mother - 2 points
- married with wife only - 4 points
- married with wife and other dependent - 4 points
- married with wife and two or more dependents - 5 points

d) According to the amount of the loan:

Points are awarded in inverse proportion to the amount of the loan requested, with the object of favoring those who make a greater personal contribution or who obtain more economical housing as follows:

- those requesting 85-100% of the maximum loan - 1 point
- those requesting 70-85% of the maximum loan - 2 points
- those requesting 55-70% of the maximum loan - 3 points
- those requesting less than 55% of the maximum loan - 4 points

12. REQUIREMENTS FOR PAYMENT OF THE LOAN

- 12.1 Once a loan is approved, the staff member will be informed and the procedure will be as follows:
- a) The staff member will have up to six months to establish the mortgage in favor of CIAT. If this is not obtained within six months the staff member will lose the right to the loan at that time.
  - b) The staff member should send the following documents to the Executive Officer:
    - a properly registered copy of the public deed of the property to be acquired;
    - proof of title issued by the public registrar (Registrador de Instrumentos Públicos del Circuito) going back 20 years;
    - for construction, in addition to the above, a set of approved plans, the licence to construct, the budget and the construction contract;
    - for improvements, the budget and the construction contract;
    - for repayment of bridging loans, copy of the public deed recording the mortgage and the proof of title issued by the public registrar (Registrador de Instrumentos Públicos de Circuito) going back 20 years.
  - c) Once the documentation is complete the following actions will be taken:
    - CIAT will designate the expert from whom a commercial valuation of the property should be obtained;
    - CIAT will submit the valuation, the public deed and proof of title to its lawyers for their opinion;
    - CIAT will prepare the minute of the mortgage (minuta de hipoteca) to be taken by the staff member to the notary together with the "Paz y Salvos" for income and property taxes;
    - the notary will issue a copy of the minute which should then be taken to the public registry office (oficina de Registro de Instrumentos Públicos del Circuito) for registering and to obtain certification that the mortgage is established in CIAT's favor.

- d) Payment of loan - Once the previous steps are complete, the staff member may request payment of the loan or that part required as an initial payment. The request should be accompanied by:
- the first copy of the mortgage deed (escritura de hipoteca)
  - the proof of title;
  - life and fire insurance policy for the same amount as the loan;
  - a letter from the staff member authorizing CIAT and/or IIE to make deductions from the salary and benefits for the monthly payments
  - the commercial valuation
  - if the loan is for construction, the approved plans and budget and the building license
  - the lawyer's opinion on the title to the property.
  - When the loan is to be paid in installments the request should indicate the timing and amount of each installment.

### 13. OBLIGATIONS OF LOAN RECIPIENTS

- 13.1 Interest will be charged on each loan as noted in section 6. The rate of interest and how it varies will be described in the mortgage deed or promisory note.
- 13.2 Loans for construction will be charged interest from the date of payment. However, interest charged for twelve months from the time of payment of the first installment of the loan or until construction is complete, whichever comes first, will be added to the amount of the loan and repayment will start monthly thereafter.
- 13.3 If for any reason repayments are delayed a penalty payment will be applied. This will be an additional 4% per annum for the full period of any delay and it will be prescribed in the mortgage deed or promisory note.
- 13.4 If payment is delayed for 30 days CIAT will send written communication requiring payment. If payment is not made within the following 30 days, the staff member will be notified and CIAT will proceed with foreclosure to recover the full amount of the loan and accumulated interest.



- 13.5 Staff members receiving a CIAT loan are obliged to establish a mortgage in CIAT's favor. CIAT accepts a second mortgage in the following cases:
- a) Provided the total of the two loans does not exceed 80% of the value of the property; and
  - b) If the staff member can demonstrate that he is able to cover both monthly payments and that these in total do not exceed 50% of his gross income from CIAT.
- 13.6 Monthly payments will be calculated based on: the total amount of the loan; the rate of interest fixed for loans made in that year; and the assumed increase in perquisites each year. The normal repayment period is 15 years. However, if the repayment of CIAT's loan, plus a first mortgage loan, is less than 35% of the staff member's monthly gross income, CIAT can reduce the repayment period of CIAT's loan so that the total monthly repayment reaches 35% of the monthly income.
- 13.7 If the staff member leaves CIAT's employ, he has up to two years to repay CIAT's loan in full.
- 13.8 A staff member who acquires housing with CIAT financing must live in it. If special circumstances make this impossible he must request special authorization from the Director General.
- 13.9 CIAT's loan must be used for the purchase or construction of the property for which it was requested. If the property is sold, CIAT's loan must be repaid immediately.
- 13.10 The staff member may make additional payments to reduce the outstanding amount of the loan and request a reduction in the amount of the monthly repayments.
- 13.11 If a staff member sells his property to another staff member, CIAT can authorize transfer of the mortgage loan provided the purchaser qualifies for a CIAT senior staff housing loan.

REQUEST FOR HOUSING LOAN

Name: Position in CIAT:

Employed by CIAT since:

Family composition (include all dependents living at post and students who return during vacations):

| <u>Name</u> | <u>Relationship</u> | <u>Name</u> | <u>Relationship</u> |
|-------------|---------------------|-------------|---------------------|
|-------------|---------------------|-------------|---------------------|

Loan is needed for: Construction ( ); Purchase of existing house or apartment ( ); Purchase of existing house or apartment with additions or reconstruction ( )

Amount of loan required:

Are you willing to pay 35% of your gross earnings (salary plus post allowance) to amortize the loan:

Do you have a specific property in mind:

- If so,
- a) What is its cost:
  - b) What financing is available:
  - c) How much can you provide:
  - d) When will the transaction take place:
  - e) Where is the property located (address):

Do you presently own property at or near the duty station:

I hereby certify that the information given above is true and correct. I agree to CIAT or its agents making investigations to establish my good financial standing and my credit rating. I agree to assist in establishing mortgages, insurances, et. and all legal requirements for the loan CIAT makes. I understand that any misrepresentation by me is grounds for CIAT immediately demanding repayment in full of the loan plus accrued interest. If I should leave CIAT's employ, I agree to cancel all outstanding balances on the loan within a maximum of two years from the date of leaving. I also understand that the interest charged will be increased to the full commercial rate applicable at that time from the day after I cease to be a CIAT employee. I agree to CIAT and/or IIE deducting monthly from my salary and allowances the amounts needed to amortize the loan and interest.

Signed:

Date:

# CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

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| POLICIES AND PROCEDURES MANUAL | SCIENTIFIC/TECHNICAL PUBLICATIONS BY PRINCIPAL RESEARCH STAFF | No: 1.08<br>Date: 1 August, 1985<br>Page: 1 of 4 |
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## I. OBJECTIVES

- 1.1 This statement establishes the framework within which principal research staff of CIAT are encouraged to publish, delineates the responsibilities and rights of the research staff vis-a-vis CIAT's own publications program, and sets down the basic guidelines to be followed by principal research staff in publishing scientific/ technical information generated while in the employ of CIAT.

## II. CONSIDERATIONS

### Publication Responsibilities of CIAT Research Staff

- 2.1 CIAT considers that all research scientists in its employ have a responsibility to publish in refereed publications the results of their research and contributions to methodology development when such results will contribute to the body of basic knowledge available to the agricultural research community. Such scientific publishing is commensurate with the scientific expectations of an international center, and contributes to the image of CIAT as a center of excellence in agricultural research and technology development. Also, the application of the discipline and rigor required to conduct research and present relevant research results in a form that meets the standards of refereed scientific publications is considered to be an important responsibility of all CIAT research scientists.
- 2.2 Due to the fact that publication in refereed and other scientific/technical publications is an integral part of the responsibilities of CIAT research scientists, the Center takes into consideration the quantity and quality of the publications of principal research staff in determining continuity in the position, merit increases, and promotion opportunities.

Publication Activities of Principal Research Staff vis-a-vis Institutional Dissemination of Scientific/Technical Information

- 2.3 As part of the employment conditions with CIAT, research scientists are expected to collaborate to the maximum possible with the efforts of the research programs/units, and with the Center as a whole, to disseminate scientific/technical information generated by CIAT. The Center reserves the right to publish any and all scientific/technical information produced by CIAT and deemed appropriate and desirable to be published in support of CIAT's overall objectives.
- 2.4 Depending on the type and purpose of the publication CIAT may, or may not, recognize in the publication authorship of the content.
- 2.5 CIAT publishes scientific/technical materials strictly on considerations of strategic dissemination of information. This form of publication is not meant to be exclusive or in competition with publishing efforts by scientific staff in other publication organs.
- 2.6 In the case of CIAT material to be published in coordination with outside publishers whose copyrights must be respected, it is CIAT's policy to consult with the respective CIAT authors of the materials to be published so as not to preempt unilaterally their rights to publish in other publications of their choice.

III. PROCEDURES FOR PUBLICATION BY CIAT PRINCIPAL RESEARCH STAFF

Authorship Rights

- 3.1 CIAT grants full authorship rights to its principal research staff responsible for the research work on which a publication manuscript is based, with the proviso that, prior to submission of the manuscript, it has been cleared through the internal review process.
- 3.2 CIAT research scientists are free to choose the material, topic and parameters of their publications. They are also free to submit their manuscripts to the publishers/publications of their choice. Refereed publications should be given priority. Whenever possible, publication in the region of the Center's action radius should be contemplated.

Recognition of Contributions by Others

- 3.3 It is considered to be a basic rule of scientific integrity, as well as courtesy and respect, that due recognition is given to all colleagues who in scientific substance contributed to the work at hand. This may be done by granting co-authorship or by giving other appropriate recognition in the manuscript.

- 3.4 Substantive/scientific contributions by professional support staff must be recognized in appropriate form, including the granting of co-authorship, senior authorship, or sole authorship.

#### Internal Peer Review

- 3.5 The Center believes in the merit, benefit, and advisability of CIAT-arranged peer review. It is a requirement that all manuscripts intended for publication (i.e., journal articles, book chapters, contributions to specialized publications, formal presentations for later inclusion in published conference proceedings, and the like) and based on work performed at CIAT, or while in the employ of CIAT and using resources of the Center, be submitted for peer review. Manuscripts to be submitted for publication after leaving CIAT's employ but based on work performed while at CIAT must also be cleared through CIAT-arranged peer review.
- 3.6 Manuscripts for peer review should be submitted to the respective Deputy Director General (DDG). Normally, the DDG will forward the manuscript to three scientists who are in a position to subject the manuscript to a substantive and in-depth review. (Manuscripts for publication in other than refereed publications may be cleared directly by the DDG.) Typically, these reviewers are chosen from among CIAT scientists. However, if the situation requires it, reviewers from outside of CIAT may also be called upon. The reviewers submit to the DDG written reports which contain specific recommendations with respect to the paper in question. The DDG interprets the opinions of the reviewers and makes definitive recommendations. These recommendations should be followed. If the author of the manuscript is not in agreement with these recommendations, he/she can appeal to the respective DDG, and subsequently, if needed, to the Director General whose decision is final.

#### Page/Publication Costs

- 3.7 To the extent possible, principal research staff are encouraged to publish in journals and other publication organs that do not levy page or other publication charges. It is recognized, however, that a strict adherence to this recommendation could be counter-productive. If page or other publication charges must be paid, CIAT will--subject to budgetary considerations--reimburse the research scientists for actual costs incurred. Such reimbursements are made against the budgets of the respective research program/unit. All reimbursements require the approval of the respective Program Coordinator/Unit Head.
- 3.8 Subject to the same restrictions described in 3.7, CIAT will also reimburse page charges/publications costs incurred by former CIAT employees publishing work performed while in the employ of CIAT. In these cases, however, the former CIAT employee will need to secure approval for reimbursement from the respective Program Coordinator/Unit Head before a commitment is made to incur the page/publication costs.

Reprints

- 3.9 In cases when reprints are not made available free of charge by the publisher, CIAT will reimburse the author for the cost of a reasonable amount of reprints--normally not exceeding 100. Reimbursement is only made for reprints ordered prior to publication of the manuscript. Reimbursement costs are charged against the respective research program/unit and must be approved by the respective Program Coordinator/Unit Head.
- 3.10 At the time of ordering reprints, the author should consult with the respective Program Coordinator/Unit Head and with the Head of the Communication & Information Support Unit (CISU) to ascertain if there is an interest on the part of CIAT to purchase additional reprints for distribution by CIAT. The cost for reprints obtained for CIAT use will be borne by CIAT.
- 3.11 Upon publication of the manuscript, one reprint should be deposited with the CIAT Library/Documentation.

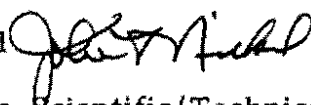
Royalties and Fees Derived from Publication

- 3.12 All royalties, fees, and other emoluments derived from the publication of information based on work performed at CIAT, or while in the employ of CIAT and using resources of the Center, must be turned over to the Center.

MEMORANDUM

DIR-804

TO: Senior Staff, Visiting Scientists, CIAT Fellows, Senior  
Research Fellows, Postdoctoral Fellows

FROM: John L. Nickel 

SUBJECT: CIAT Policy on Scientific/Technical Publications

DATE: 31 July, 1985

Attached is a copy of Policy No. 1.08 on Scientific/Technical Publications. The date on which this policy becomes effective is 1 August 1985.

I recommend that senior staff include this policy in their copies of the "Policies and Procedures" manual.

Enclosure

GJLN10

# CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

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| POLICIES AND PROCEDURES MANUAL | SCIENTIFIC/TECHNICAL PUBLICATIONS BY PRINCIPAL RESEARCH STAFF | No: 1.08<br>Date: 1 August, 1985<br>Page: 1 of 4 |
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- 2.2 Due to the fact that publication in refereed and other scientific/technical publications is an integral part of the responsibilities of CIAT research scientists, the Center takes into consideration the quantity and quality of the publications of principal research staff in determining continuity in the position, merit increases, and promotion opportunities.



**Allowances**

1. OBJECTIVE

Help defray the cost of housing at the duty station.

2. PROVISIONS

A. At Cali Duty Station

A housing allowance is paid starting at the end of a new staff member's settling-in period (up to 20 days) and continue as long as he is resident in the area. On termination the allowance will be paid only up to the time the staff member leaves the duty station. The following other provisions will apply:

- 2.1 The monthly allowance will be (U.S.\$) plus (U.S.\$) for a staff member's wife and child resident at the duty station with a maximum allowance of (U.S.\$).
- 2.2 Children who are entitled to education travel are considered to be resident of the duty station for the purpose of this policy.
- 2.3 To claim the allowance each Senior Staff member should send to the Controller the post allowance form by 10 January, each year, and by the 10th of the month following the month in which a change occurs.
- 2.4 If a change occurs, the new allowance will be made effective from the first of the month following the change.
- 2.5 In Cali the allowance will be paid in Colombian pesos on the 25th of each month or nearest banking day if the 25th is not a banking day. Payment will be made by direct bank transfer using the rate of exchange on the day of payment.

B. Four Outposted Staff

IF HOUSING AND UTILITIES ARE NOT PROVIDED BY THE HOST INSTITUTION OR A THIRD PARTY, REASONABLE COSTS FOR RENT AND UTILITIES ARE REIMBURSED UP TO A CEILING ESTABLISHED BY THE DIRECTOR GENERAL OF CIAT FOR EACH LOCATION. IF THE STAFF PURCHASES HOUSING AT THE DUTY STATION, THE HOUSING ALLOWANCE CANNOT BE HIGHER THAN WHAT THE STAFF WOULD HAVE TO PAY IF HE/SHE WERE RENTING.

1. OBJECTIVE

Compensate staff for the additional cost of education because of their being based away from their home country.

2. DEFINITIONS

- 2.1 "Children" includes children of the staff member who are normally resident with the staff member, except when at school, and those for which he is financially responsible.
- 2.2 "Duty station" is defined as the location to which a staff member is assigned to work and near which he will establish his normal residence.

3. PRE-COLLEGE EDUCATION

- 3.1 Children aged four or more attending a recognized school from nursery or kindergarten level through grade 12 of high school, bachillerato or equivalent qualify for reimbursement.
- 3.2 Reimbursement is made, or charges assumed, for 75% of the cost of normal tuition. These costs include:
- a) entrance fees;
  - b) the cost of shares required before a child can enter school (the proportionate amount of any residual value of a share which is repayable when a child leaves school, must be returned to CIAT);
  - c) special assessments;
  - d) matriculation charges;
  - e) tuition fees for normal courses and subjects;
  - f) insurance, locker, and other charges;
  - g) boarding charges, normally for a school in the staff member's home country, provided the school is not in the same area as the staff member's duty station;
  - h) rent and purchase of text books required by the school;
  - i) examination and diploma fees.

- 3.3 The following costs are not normally allowed for reimbursement:
- a) pencils, paper, pens, folders and other stationery items;
  - b) dictionaries, encyclopedias and similar reference books with a lasting use;
  - c) slide rules, geometry instruments, etc.;
  - d) daily transportation to and from school;
  - e) special outings and functions;
  - f) uniforms;
  - g) meals, except for those attending boarding school away from the duty station.
- 3.4 FOR OUTPOSTED STAFF: THE SAME CONDITIONS AS DESCRIBED FOR HOME BASE SHALL APPLY TO OTHER DUTY STATIONS EXCEPT THAT CIAT WILL REIMBURSE THE OUTPOSTED STAFF MEMBER FOR HIS/HER PART OF SCHOOLING COSTS AT THE DUTY STATION THAT EXCEEDS THE AMOUNT HE/SHE WOULD HAVE TO PAY WERE THE CHILDREN STUDYING AT THE HIGHEST-COST SCHOOL IN THE CALI AREA.
- 3.5 Parents may elect to send their children to boarding school away from the duty station in which case the following provisions apply in addition to the allowances described in paragraph 3.2:
- a) it is expected that children will attend boarding school in their home country; a special case has to be made for a boarding school in a third country. Boarding school in the country of the duty station is not allowed for reimbursement.
  - b) the maximum allowance per child for boarding and tuition and related expenses normally may not exceed (U.S.\$) per academic year.
  - c) Transportation will be provided to and from the school annually in lieu of home leave travel. The following conditions apply:
    - i) travel will be by the most direct route and economical air fare structure plus rail or bus. Airport taxes will be paid and essential stopovers reimbursed at (U.S.\$) per night.
    - ii) the right to round-trip transportation is subject to the child completing a full academic year's work.

- iii) children who in suitably justified cases attend boarding school in another country as in sub-paragraph (a) above, are entitled to round-trip transportation only up to the cost of the round-trip between the duty station and the home base.
- d) Since children attending boarding school are expected to do so in their home country, they do not require the home leave entitlement. However, those children attending boarding school in a third country, or at a location in their home country more than 500 km from their home base, from which the transportation cost to the duty station is less than that from the home base, may use the difference towards the cost of accompanying one or both parents on home leave.

#### 4. COLLEGE AND UNIVERSITY STUDENTS

- 4.1 No allowance is made for tuition and similar costs.
- 4.2 Children attending college or university (up to a B.S. degree), or an institution providing diploma courses of at least nine months duration, are entitled to benefit under this section.
- 4.3 College and university students are normally expected to continue their studies either at the duty station or at the home base. Students who study in a third country are limited to transportation costs to the home country. The following provisions apply:
  - a) Students at college or university at the duty station are not entitled to education travel but are entitled to home leave, provided they continue in full time study, a maximum of four times and up to age 24, in accordance with the home leave policy (No. 3.01). At the end of their studies, or later, they are entitled to resettlement to their home country according to the resettlement policy.
  - b) Students at college or university in the home country are entitled to resettlement under the resettlement policy at the time they first enroll for higher education. Thereafter they are entitled to one round-trip per year from their educational establishment in the home country to the duty station of the staff member or to a third location to meet the senior staff member or his or her spouse within a maximum of the cost to the duty station. Transportation will be by the most direct route and the most economical air fare structure. Airport taxes will be paid and essential stopovers reimbursed at US\$25 per night. A maximum of four such trips can be authorized up to age 24 provided they continue in full-time study.
  - c) Students at college or university in a third country are entitled to resettlement under the resettlement policy at the time they first enroll for higher education up to the cost (for each component e.g., air fare, excess baggage, shipment,

etc.) of resettlement to the home base. Thereafter they are entitled to one round-trip per year from their educational establishment to the duty station of the staff member or to a third location to meet the senior staff member or his/her spouse. Transportation will be by the most direct route and the most economical air fare structure. The maximum allowed is the cost of a round-trip from the home base to the duty station. Students resettled to a third country at a cost lower than that to the home base are entitled to partial cost of resettlement to the home base when changing educational establishments or at the end of their studies. This allowance is limited to the cost of resettlement from the duty station to the home base less the current cost of the resettlement previously provided to the educational establishment in the third country.

d) College or university students already at college when the staff member joins CIAT are not entitled to resettlement either to the duty station or, if they are studying in a third country, back to the home base.

4.3 Notwithstanding other provisions in this policy, students at college or university in a third country on the date of this policy statement will be entitled to air transportation from the educational establishment to the home base at the end of their studies.

## 5. PROCEDURE

5.1 Reimbursement of education costs should be included in monthly expense reports. In certain cases special arrangements have been made to pay the school directly for most of the reimbursable expenses.

5.2 Travel should be requested using the normal travel request form, clearly stating in the space for specifying the purpose of the trip that it is education travel. The form should be sent to the Controller for preliminary approval and the Director General for final approval.

CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

POLICIES AND  
PROCEDURES  
MANUAL

SPECIAL ALLOWANCES  
FOR  
OUT-POSTED STAFF

No: 2.03  
Date: 15 April 1983  
Page: 1 of 1

1. OBJECTIVE

TO COMPENSATE OUT-POSTED STAFF FOR COSTS AND LIVING CONDITIONS WHICH DIFFER SIGNIFICANTLY FROM THOSE AT THE HEADQUARTERS LOCATION OF CIAT, AND TO GENERALLY PUT OUT-POSTED STAFF ON AN EQUAL BASIS WITH IN-POSTED STAFF.

2. COST OF LIVING DIFFERENTIAL

2.1 WHERE THE COST OF LIVING IS HIGHER THAN AT BASE (CALI, COLOMBIA), THE U.S. STATE DEPARTMENT POST CLASSIFICATION SYSTEM IS APPLIED AS FOLLOWS: INDEX AT DUTY STATION\* MINUS INDEX AT CALI\*= COST OF LIVING ALLOWANCE. IN DUTY STATIONS WHERE THE COST OF LIVING IS LOWER THAN AT CALI, THE COST OF LIVING ALLOWANCE IS 0.

2.2 NORMALLY, THE COST OF LIVING ALLOWANCE IS DETERMINED FOR THE YEAR IN JANUARY OF THAT YEAR, AND IS PAID IN MONTHLY INSTALLMENTS.

3. HARDSHIP ALLOWANCE

3.1 THIS ALLOWANCE IS GRANTED IN DUTY STATIONS WITH ADVERSE LIVING CONDITIONS AND RANGES UP TO 15% OF THE NET SALARY. THE HARDSHIP ALLOWANCE IS BASED ON THE "POST DIFFERENTIAL SCHEDULE" OF THE U.S. STATE DEPARTMENT, MINUS 10% OF THE VALUES INDICATED THEREIN.

3.2 NORMALLY, THE HARDSHIP ALLOWANCE IS DETERMINED FOR THE YEAR IN JANUARY OF THAT YEAR, AND IS PAID IN MONTHLY INSTALLMENTS.

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\* APPLIED TO SPENDABLE INCOME AS PER U.S. STATE DEPARTMENT TABLES (IN THESE TABLES, SPENDABLE INCOME IS CALCULATED ON BASIS OF SIZE OF FAMILY AND NET SALARY).

CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

POLICIES AND  
PROCEDURES  
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ANNUAL LEAVE

No: 3.01  
Date: 5 January 1981  
Page: 1 of 4

1. OBJECTIVE

Provides annual leave for the purpose of rest and relaxation for staff members on continuous appointments of 24 months or longer. On assignments of less than 20 months, no leave travel will be authorized.

2. QUALIFICATIONS AND CONDITIONS

- 2.1 Leave accrues at the rate of two working days per month or 24 working days per year based on a 5-day work week. Staff members who join CIAT on or before the 15th of the month receive leave credit for the entire month, as do those who leave CIAT on or after the 16th day of the month.
- 2.2 For purposes of administration, the staff member already at CIAT is credited automatically on 1 January of each year with 24 working days of leave for that year. Staff members joining CIAT during the year will automatically be credited with the pro-rata amount expected to be earned that year. If, for any reason, a staff member takes the credited leave and then is separated from CIAT before the total has been earned, the value will be deducted from the final salary payment.
- 2.3 Leave travel is normally taken once a calendar year, but it is expected that the staff member or family member will have completed nine months of service at CIAT before taking initial and subsequent leave travel.
- 2.4 Staff members are encouraged to take all, or at least a major part, of the leave accrued at the time of leave travel.
- 2.5 A staff member's spouse and family may use the annual leave travel provision independently of the staff member.
- 2.6 Public holidays at the duty station which are observed during the staff member's annual leave will not be counted against the accrued leave.
- 2.7 Travel time for the annual leave is included in the annual leave accrual of 24 working days a year. If a staff member departs the duty station before 5 p.m. on a work day, that day is considered a leave day; otherwise leave days are counted from the first work day after leaving Cali. The day of return, if a work day, is considered leave time regardless of the hour of arrival.
- 2.8 Stopovers are counted against leave accrued.



- 2.9 Official business stopovers must have prior approval as also days to be charged to annual leave while on a business trip.
- 2.10 No more than 48 work days of annual leave may be accrued, or paid for at termination.
- 2.11 Qualification of eligibility for leave travel at CIAT expense expires six months after the end of the calendar year in which it was earned; thus it is not possible to accumulate leave travel. Similarly, unused leave travel for children is lost when they are resettled at the start of university.
- 2.12 Staff who leave CIAT's employ less than six months after return from home leave will be expected to reimburse the Center, on a pro-rata basis (based on a normal stay of 12 months), for the cost of the home leave.

### 3. PROVISIONS FOR LEAVE RECIPIENT

- 3.1 CIAT will pay for transportation costs up to the cost of a round-trip air fare (based on the one-year economy jet fare structure by IATA carrier in effect at the time travel is taken) for a single continuous trip by the most direct route between the duty station and the established home base city for staff members on annual leave and for their authorized dependents. When the home city cannot be reached directly by air, CIAT will provide, in addition, first class fare by a common carrier (rail or bus) or 25 cents per mile from the nearest airport to the city.
- 3.2 Leave may be taken at locations other than the home base city, but CIAT will provide travel expenses for such leave only up to the cost of the direct round-trip economy fare to the furthest point visited from the duty station provided this is less than the fare to the home base city. The allowable cost will be computed on the travel plans of each individual in the family.
- 3.3 CIAT will provide the staff member and family with the following flat sums to assist with travel expenses:
- a) Expenses associated with international departures and arrivals (duty station to home base or other destination and return); (U.S.\$) per person (total)
  - b) Stopover expenses in accord with the following schedule of days allowed:
 

|   |                |
|---|----------------|
| -From the Americas to Asia and Australia or vice versa;             | 3 days (total) |
| -From the Americas to Europe, Middle East and Africa or vice versa; | 2 days (total) |

- Within the Americas, Asia, Africa or the Middle East; 1 day (total)
  - Between Asia and Australia, and between the Middle East and Africa. 1 day (total)
- c) Stopover expenses, paid at the flat rate of:
- First adult: (U.S.\$)/day
  - Additional dependents: (U.S.\$)/day each
- 3.4 In addition, staff members will be reimbursed on return from leave for airport and departure taxes charged on leaving the country of the duty station and any airport taxes at their home base. These should be claimed in an expense account supported by receipts.

- 3.5 FOR OUTPOSTED STAFF: SENIOR STAFF AT DESIGNATED DUTY STATIONS WHERE MANY ESSENTIAL CONSUMER GOODS ARE NOT AVAILABLE AND THE IMPORTATION OF PERSONAL ARTICLES IS PARTICULARLY DIFFICULT ARE ENTITLED FOR REIMBURSEMENT OF EXCESS BAGGAGE ON THE RETURN TRIP FROM HOME LEAVE ACCORDING TO THE FOLLOWING SCHEDULE: 50% OF COST FOR EXCESS BAGGAGE UP TO 100 LBS. EACH FOR THE SENIOR STAFF MEMBER AND HIS/HER SPOUSE, AND 50 LBS. PER CHILD. (THE DESIGNATION OF DUTY STATIONS AS INCLUDING THIS ENTITLEMENT IS DONE BY THE DIRECTOR GENERAL OF CIAT. THE STAFF MEMBER BEARS RESPONSIBILITY FOR ENSURING THAT GOODS ARE IMPORTABLE UNDER REGULATIONS OF THE HOST GOVERNMENT, AND FOR PAYING IMPORTATION DUTIES, IF ANY).

IN CASES WHERE THE STAFF MEMBER HAS ACCESS TO IMPORTATION PRIVILEGES, REIMBURSEMENT FOR EXCESS BAGGAGE DOES NOT APPLY.

#### 4. PROCEDURE

- 4.1 Staff members will submit, through channels, for approval by the Director General, a request for annual leave travel. The application should outline the dates involved, home base, actual destination, and days to be spent on business, if applicable.
- 4.2 The Travel Office will indicate on the form the allowable maximum cost to the home base city and other destination, if different.
- 4.3 Once the maximum allowable cost has been established, the staff member should prepare a travel request for the itinerary and fare structure actually to be used with the actual cost of the tickets to be issued.
- 4.4 If the cost of tickets issued is less than the amount allowable, additional expenses for transportation can be claimed on a separate expense report (supported by receipts) submitted on return from home leave.

- 4.5 If the cost of the tickets furnished exceeds the amount allowable for home leave travel, the staff member must pay the difference at the time the tickets are issued.
- 4.6 If official travel is combined with home leave travel the following provisions apply:
- a) Home leave travel will always start from the duty station and not from the official travel destination.
  - b) A separate travel request should be presented, for approval in the normal way, which shows the additional cost, over and above the cost of the home leave travel, for the official travel.
  - c) The extra cost for official travel may not exceed the lesser of: (i) a round-trip fare from the duty station to the official travel destination; or (ii) a round-trip fare from the home base to the official travel destination.
  - d) If by combining official travel with home leave travel, the staff member loses the possibility of using an excursion fare either because of length of stay or because of the number of stopovers en-route, the difference between the cost of an excursion fare and the actual fare to the home base may be added to the entitlement and charged as official travel within the limitation noted in paragraph 4.6(c) above.
- 4.7 The Director General's Office will maintain an up-to-date record of each staff member's leave status.

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POLICIES AND  
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MANUAL

SABBATICAL LEAVE

No: 3.02  
Date: 1 July 1975  
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1. GENERAL

- 1.1 Sabbatical leave is a privilege available to the CIAT senior professional staff but it is never a right. It is granted by the Director General only at the Center's convenience upon recommendation and approval of the supervisor of the applicant. The application must be supported by a detailed study, research and/or travel plan which describes clearly how the individual and the Center may expect to benefit if the leave is granted.
- 1.2 In considering sabbatical leave applications, program Coordinators and CIAT administration must take into account that the budget and work program will permit only a few absences in any given year, as well as to how the work for which the applicant is responsible will be conducted during his absence.

2. QUALIFICATIONS AND CONDITIONS

- 2.1 No one is eligible for consideration until he has completed six full years on the staff of CIAT.
- 2.2 The detailed plan will outline clearly when, where and how the leave will be spent, describing any third party involvements. This plan should be accompanied by a budget which outlines the costs over and above the salary and allowances, i.e., to and from travel, travel during the leave, tuition and fees, research expenses, etc. In submitting his leave plan, it will be important for the staff member to outline fully the way or alternate ways his work and responsibilities may be continued during his absence. This suggests that he may wish, well in advance, to explore the possibility of exchanging positions with a staff member of another international center or other institution. CIAT administration encourages such arrangements providing they are advantageous for both institutions involved, as well as the specific individual. (See 2.3 at end).
- 2.3 There is growing interest among various staff members as well as international centers whereby staff members of one center might take a sabbatical at another center. In certain circumstances, this might involve an exchange of personnel between two or among three centers for periods of up to a year. Staff members may consider such an arrangement in lieu of sabbatical leave, and the appropriate provisions will be negotiated in each case consistent with the policies and arrangements of the other center involved.

**Leave**

- 2.4 Contracts involving a third party must be reviewed and approved by the Director General of CIAT. No person on sabbatical leave may accept a salary or stipend which in combination with payments made to him by CIAT would be in excess of his base salary. If the third party provides some perquisites, these are to be in lieu of such payments by CIAT.
- 2.5 The maximum period of sabbatical leave is nine months plus accrued and earned leave to a maximum period of absence from CIAT of one year. The annual leave earned during the sabbatical must be incorporated in the period of allowable absence.
- 2.6 Persons granted sabbatical leave must return to CIAT for at least one year of service or repay the Center for those payments received during the period as sabbatical leave less the accrued annual leave.
- 2.7 If it becomes necessary for any reason to extend the period of absence beyond one year, this will be on the basis of leave without pay and without perquisites and allowances.

### 3. PROVISIONS FOR LEAVE RECIPIENT

- 3.1 CIAT will pay the staff member his base salary for up to a maximum period of one year, including annual leave not taken at time sabbatical leave begins plus leave earned during the sabbatical.
- 3.2 CIAT will pay the travel cost of the staff member and his immediate family to and from the leave post, unless this obligation is met or shared by a third party.
- 3.3 CIAT will continue all retirement and insurance provisions.
- 3.4 Educational allowances will be continued except that the home base will be considered as the place of leave.
- 3.5 CIAT will reimburse the staff member for tuition, fees and related expenses, as approved in advance, incurred in carrying out his approved leave plan.
- 3.6 CIAT will provide a limited number of official trips related to the purposes of the leave, but such trips must be included in the original leave proposal or advance authorization obtained.
- 3.7 CIAT will discontinue the housing allowance as effective at time leave is begun.

SABBATICAL LEAVE PROPOSAL

Name \_\_\_\_\_

Date of First Arrival at CIAT: \_\_\_\_\_

Proposed Period of Sabbatical Leave: \_\_\_\_\_

Proposed Location of Sabbatical Leave: \_\_\_\_\_

Brief Description of work to be undertaken: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Value of above work to CIAT and/or enhancement of future effectiveness  
of applicant in CIAT activities: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

Proposed means of continuation of applicant's CIAT activities during  
proposed absence: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

I agree to reimburse CIAT for costs of above leave if, on my initiative,  
I do not return to work at CIAT for at least one year following above  
sabbatical leave.

\_\_\_\_\_  
Signature of Applicant

CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

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MANUAL

COMPASSIONATE LEAVE

No: 3.03  
Date: 1 July 1975  
Page: 1 of 1

1. OBJECTIVE

Assist staff members from other countries in reuniting with their families in cases of serious illness or death of a member of their immediate family.

2. POLICY

2.1 Compassionate leave is granted at the discretion of the Director General and normally will not be approved more than twice per staff/spouse each during the period of employment.

2.2 When death or critical illness or accident strikes a member of the immediate family of a staff member, the Director General may authorize reimbursement of round-trip economy fare for the staff member and/or his wife. Following are examples of situations in which compassionate leave at CIAT expense would normally be justified.

|              |  |
|--------------|--|
| Staff member | Serious illness or death of a parent or spouse |
|--------------|--|

|                       |                                       |
|-----------------------|---------------------------------------|
| Staff member's spouse | Serious illness or death of a parent. |
|-----------------------|---------------------------------------|

|                            |  |
|----------------------------|--|
| Staff member and/or spouse | Serious illness or death of one of their children. |
|----------------------------|--|

2.3 Enroute expenses are not reimbursed. Time away from the post by the staff member will not be charged to leave time for a period up to 7 calendar days, including travel time. Time away from the post in excess of 7 days will be charged to annual leave.

2.4 While the need for compassionate leave cannot always be anticipated, the provision of annual leave should reduce, to some extent, the need for separate compassionate leave. To the extent possible, the scheduling of annual leave should take into account the need to return to home base country for compassionate reasons.



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LEAVE WITHOUT PAY

No: 3.04  
Date: 1 July 1975  
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1. GENERAL

1.1 Staff members may be granted leave without pay upon recommendation of the supervisor and approval of the Director General. Applications for leave without pay must be supported with a statement of purposes and conditions of the leave, third party contributions, if any, and the benefits expected to accrue to the individual and CIAT if the leave is granted.

2. QUALIFICATIONS AND CONDITIONS

2.1 A staff member must have completed two years with CIAT before a leave without pay will be considered.

2.2 In submitting his application, the staff member must outline the purposes and benefits of the leave and, in addition, explain how his duties and responsibilities at CIAT will be accomplished during his absence.

2.3 The leave without pay must be scheduled so as to be congruent to the taking of annual leave.

3. PROVISIONS FOR LEAVE RECIPIENT

3.1 Payment of travel costs by CIAT will be limited to those for which the recipient would be eligible in connection with annual leave.

3.2 Staff members wishing their retirement and insurance program to continue while on leave without pay status may arrange for this to be done at their expense, within the limitations imposed by the respective policies.

3.3 Allowances will be not paid, except as approved by the Director General.

3.4 No annual leave credits are earned while on leave without pay status.

CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

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MANUAL

LOCAL LEAVE

No: 3.05  
Date: 20 December 1975  
Page: 1 of 1

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CIAT provides up to five working days a year of local leave for the purpose of encouraging staff members and their families to become acquainted with the country and area where they are based. This period should normally be spent during Christmas time in which CIAT grants collective vacations to Cali based personnel. However, those who because of their work cannot take those days off at Christmas time, can take them the following year to be spent in the host country or in the region of the host country. (In the case of Cali, "region" is defined as Latin America).

Local Leave will not be spent in the home base country, except for the case where the duty station is in the base country) or in the area of the duty station. Local Leave cannot be added to the Home Leave nor is it accumulable, but it can be fractioned to be taken during the following year.

No leave travel or other expenses will be provided, although a staff member may request permission to take local leave in connection with an official trip, in which case his official travel cost would be covered, as well as his expenses, for the days involved on official business.

Local Leave taken outside of the Christmas period should be reported to the office of the Director General. Similarly, days worked during the Christmas period should be reported.

If Annual Leave is taken during the Christmas period the days are charged against accumulated annual leave but the local leave days are thereby available for use the following year.

**Travel**

**Travel**

1. OBJECTIVE

Establish policies for business travel at CIAT expense.

2. POLICY

- 2.1 Staff members travelling on official business do so at CIAT's expense. Normally they are provided with tickets and reimbursed for reasonable cost of accommodation, subsistence and other expenses. Staff below the level Principal staff are paid per diem allowances when travelling within Colombia.
- 2.2 When travelling on official business, staff members are expected to exercise the same care in incurring expenses as would a prudent person travelling at his own expense.
- 2.3 Transport will be provided from Cali (or other duty station) to the destination and return by the most direct route. Deviations from the most direct route for personal reasons must be paid for personally before receiving tickets. Similarly, travel time because of personal deviations will be charged to leave. On long journeys rest stops will be authorized.
- 2.4 Travel by air will normally be economy or tourist class. When a journey is long and/or extremely arduous, business class travel may be authorized with the prior approval of the respective director. Before giving approval the director will take into account the possibility of allowing rest stops instead of business class and the extra cost of business class travel versus the most economical economy or tourist class ticket.
- 2.5 The baggage allowance when travelling by air will be that allowed free by the airline for the class of travel on the route travelled. Excess baggage requirements should normally be included and explained in the travel request for the journey. Excess baggage which does not have prior approval should be detailed and explained in the expense report submitted subsequent to the journey.
- 2.6 Staff are expected to use an economical form of transport to get to and from airports; consequently bus transportation should normally be used, when available, in preference to a taxi.

1. OBJECTIVE

2. POLICY

Establish policies for business travel at CIAT expense.

- 2.1 Staff members travelling on official business do so at CIAT's expense. Normally they are provided with tickets and reimbursed for reasonable cost of accommodation, subsistence and other expenses. Staff below the level Principal staff are paid per diem allowances when travelling within Colombia.
- 2.2 When travelling on official business, staff members are expected to exercise the same care in incurring expenses as would a prudent person travelling at his own expense.
- 2.3 Transport will be provided from Cali (or other duty station) to the destination and return by the most direct route. Deviations from the most direct route for personal reasons must be paid for personally before receiving tickets. Similarly, travel time because of personal deviations will be charged to leave. On long journeys rest stops will be authorized.
- 2.4 Travel by air will normally be at less than first class. Under exceptional circumstances, when a journey is long and/or extremely arduous, first class travel may be authorized with the prior approval of the Director General. First class travel is also allowed when space is not otherwise available on a flight which is essential for arriving in time for a meeting or other appointment at which the individual's presence is vital. Staff so upgrading their ticket should, on return, immediately prepare a revised travel request and send it to the Director General with a memorandum explaining the circumstances which necessitated the upgrading. An approved first class fare may not be converted to provide for additional travel.
- 2.5 The baggage allowance when travelling by air will be that allowed free by the airline for the class of travel on the route travelled. Excess baggage requirements should normally be included and explained in the travel request for the journey. Excess baggage which does not have prior approval should be detailed and explained in the expense report submitted subsequent to the journey.
- 2.6 Staff are expected to use an economical form of transport to get to and from airports; consequently bus transportation should normally be used, when available, in preference to a taxi.

- 2.7 Within cities, where public transportation is inconvenient or lacking, taxis should normally be used.
- 2.8 Whenever possible public transportation should be used, however, in certain cases the renting of a vehicle may be permitted. Cases in which this may be permitted include:
- a) When no other form of transportation is available;
  - b) When it is more economical than other forms of transport;
  - c) When considerable time savings will be achieved.

When it is anticipated that a rented vehicle will be needed, this should be included and explained in the travel request for the journey in question. Expenses for a rented vehicle should be included in expense reports and explained, if not already done so, in the travel request. The portion for personal use of a rented vehicle should be excluded when claiming reimbursement.

- 2.9 Credit cards for air travel can be issued to senior staff. These should only be used in emergencies or for costs of rerouting which will seriously deplete funds required for the journey. Senior staff also have rotating travel advances which are expected to cover expenses incurred on most trips. For extended trips, an additional temporary advance may be authorized.
- 2.10 Per diem rates for staff below the level of Principal Staff have been established for travel within Colombia. These are reviewed from time to time. Those currently in effect can be obtained from the Human Resources Office.
- 2.11 Principal staff are reimbursed for the reasonable cost of accommodations, subsistence and other expenses. The following is intended to give guidance to staff as to what expenses are considered reasonable:
- a) room charges in a first class but not luxury class hotel;
  - b) meals at good but not luxury restaurants;
  - c) charges for laundry;
  - d) airport taxes;
  - e) taxis (subject to the restriction mentioned in paragraph 2-6), bus and rail fares;
  - f) tips and gratuities;
  - g) baggage handling charges;
  - h) beverages taken with meals;

- i) local telephone calls;
- j) essential cables to CIAT to advise changes in itinerary;
- k) long distance telephone calls in connection with CIAT business;
- l) vehicle rental charges as allowed in paragraphs 2-8;
- m) costs of photograph for passports and visas; passports, visas, entry permits, etc., for staff travelling at CIAT expense;
- n) charges for inoculations;

2.12 The following are examples of expenses which are normally considered as personal and, hence non-reimbursable:

- a) personal telephone calls and cables
- b) premiums for accident and loss insurance over and above that provided in CIAT's blanket policies.
- c) purchase or repair of personal items such as luggage, clothing, etc.
- d) charges for in-flight movies or other entertainment
- e) medical expenses. (Note: medical insurance covers expenses wherever incurred).

2.13 It is not expected that staff will incur representation expenses when travelling since it is likely that they will be entertained rather than having to entertain. Normally the reciprocation by a staff member of entertainment received while on a trip should be included as meals in expense reports. In the unlikely event of representation expenses in excess of the amount stipulated in Policy 5.01 Paragraph 3.2 being incurred while travelling, this should, whenever possible, have prior approval. A separate policy memorandum on representation expenses is included at 5.01.

2.14 Travel outside the immediate area of the duty station which requires an overnight stop and all travel by air must be authorized by a travel request. A special form exists for this purpose with instructions for its preparation and approval on the reverse of the form. To the extent possible, all probable expenses to be incurred on a trip should be included in the travel request. An approved travel request is authorization to the travel office to issue tickets and for the staff member to incur subsistence expenses.

- 2.15 Within 15 days of return from a trip, principal staff should submit an expense report giving the details specified in this policy memorandum and attaching receipts for hotels and other major expenses, and the used airline tickets.
- 2.16 Also within one week of return from an overseas trip, a senior staff member should submit to his immediate supervisor, with copy to the Director General, a trip report which details:
- a) Purpose of the trip;
  - b) Itinerary;
  - c) Persons contacted at each location;
  - d) Description of activities;
  - e) Title of paper presented (if applicable);
  - f) Implications and suggestions for CIAT programs and activities;
  - g) Names and addresses for CIAT's mailing list.



CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

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POLICIES AND  
PROCEDURES  
MANUAL

TRAVEL OF SPOUSE OF STAFF  
MEMBER AT CIAT EXPENSE

No: 4.03  
Date: 1 July 1975  
Page: 1 of 3

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1. OBJECTIVE

It is recognized that frequent and prolonged travel by staff members on authorized business may not be in the best interests of family welfare. Moreover, it is considered desirable that spouses have the opportunity to learn about the work of their husbands/wives, the countries in which CIAT operates, and the people and institutions of those countries.

2. GENERAL

2.1 This memorandum establishes a policy to encourage, by paying part of the travel expenses, the spouse to accompany the staff member on authorized business trips from time to time.

2.2 This policy will be administered by the Director General within the following guidelines, with final decision in any case to be made by the Director General or the individual to whom he delegates this responsibility.

3. QUALIFICATIONS AND CONDITIONS

3.1 Eligibility for spouse travel will be based on the number of days the staff member has been away from the duty station on authorized CIAT business, after 1 July 1975.

3.2 The staff member may request a travel authorization for the spouse for every 60 days the staff member has been absent from the duty station on authorized CIAT business, and not accompanied by the spouse at CIAT expense, after 1 July 1975.

3.3 To calculate eligibility, the office of the Director General will maintain records of absence of staff members on official business. This record will exclude:

- a) Day of departure and return;
- b) Periods of home leave and home leave travel;
- c) Periods of local leave and local leave travel;
- d) Period of leave taken while abroad;
- e) Any trip on which the spouse accompanies the staff member, at CIAT expense, part or all of the way.

3.4 Sixty days will be deducted from the eligibility record when the spouse accompanies the staff member on a trip, and the balance of the record will be credited toward future eligibility.

- 3.5 No more than 120 days of eligibility may be accrued, and it is recommended that staff members make every reasonable effort to avail themselves of this privilege at regular intervals.
- 3.6 The spouse who is travelling at CIAT expense is expected to travel essentially the same itinerary as the staff member, and to remain with him for most of the duration of the trip.

#### 4. PROVISIONS FOR SPOUSE EXPENSES

- 4.1 CIAT will pay for the round trip ticket for the spouse plus the costs of travel documents, airport fees, and transport to and from airports.
- 4.2 The maximum amount of the ticket which CIAT will purchase will be that equivalent to the cost of a round-trip, economy class, 30-day excursion fare ticket from Cali to Brasilia at time the travel is made. The staff member is responsible for all other expenses except as noted in 4.1 above. The intended itinerary and ticketing will be approved at the lowest available fare structure applicable at the time of the travel.
- 4.3 In submitting reimbursement claims for official travel, when accompanied by spouse, the staff member may claim the regular single occupancy rates for hotel rooms shared with the spouse and the actual costs of the staff member's meals only.
- 4.4 Travel tickets purchased by CIAT for spouse travel may not be exchanged and applied to other travel purposes, or for travel by any other person.

#### 5. PROCEDURE

- 5.1 Any time after eligibility has been established, the staff member may apply for CIAT support of spouse travel. The same procedure will be followed as relates to official and annual leave travel, i.e., the proposed itinerary and travel authorization will be submitted, through channels, at the same time as the request for authorization of the international travel of the staff member.
- 5.2 The Travel Office will indicate on the request form the cost of the itinerary as outlined as well as the maximum allowable round trip, economy air fare applicable.
- 5.3 If the cost of tickets issued is less than the amount allowable, additional expenses for transportation on common carriers can be claimed on a separate expense report (supported by receipts) submitted on return.
- 5.4 If the cost of the tickets furnished exceeds the value of the amount allowed, the staff member must pay the difference at the time the tickets are issued or be charged proportionally more days provided he/she has them to his/her credit.

- 5.5 Upon return from a trip, the staff member may submit a separate expense account covering those items allowable but not included in the ticket furnished.

6. TRAVEL OF SPOUSE ON REPRESENTATION BUSINESS OF CIAT

- 6.1 When the Director General determines that it is in the interest of CIAT that a spouse accompany a staff member for representation purposes, he may authorize such travel as official business. In such cases, CIAT will provide the round trip air ticket, at the same class as the staff member, and will reimburse for actual expenses.

CENTRO INTERNACIONAL DE AGRICULTURA TROPICAL

POLICIES AND  
PROCEDURES  
MANUAL

AUTHORIZATION OF TRAVEL  
FOR OUT-POSTED STAFF

No: 4.05  
Date: 1 May 1983  
Page: 1 of 2

1. OBJECTIVE

ESTABLISH SPECIAL PROCEDURES FOR AUTHORIZATION OF TRAVEL BY OUT-POSTED STAFF.

2. POLICY

2.1 AUTHORIZATION

- a) FOR HEADQUARTERS BASED STAFF, ALL OFFICIAL TRAVEL REQUIRING AN OVERNIGHT STAY FROM BASE OR AN AIRLINE TICKET REQUIRES PRIOR AUTHORIZATION. OUT-POSTED STAFF ARE EXPECTED TO FOLLOW THIS PRINCIPLE FOR ALL TRAVEL OUTSIDE THEIR WORK ZONE\* BY PLANNING THEIR TRAVEL IN ADVANCE AND SENDING TRAVEL REQUESTS TO THEIR SUPERVISORS IN PALMIRA. TRAVEL WITHIN THE WORK ZONE DOES NOT REQUIRE PRIOR AUTHORIZATION BUT SHOULD BE RECORDED IN A TRAVEL REQUEST AND COPIES SENT TO PALMIRA.

[OUT-POSTED STAFF WHO HAVE TO FOLLOW IICA PROCEDURES MAY, INSTEAD OF FILLING IN A CIAT TRAVEL REQUEST FORM, FOR WITHIN ZONE TRAVEL, SEND TO PALMIRA TWO COPIES (ONE FOR THE IMMEDIATE SUPERVISOR AND ONE FOR THE CONTROLLER) OF THE IICA TRAVEL AUTHORIZATION FORM. TRAVEL OUTSIDE THE WORK ZONE MUST BE AUTHORIZED USING THE CIAT FORM.]

- b) NATURALLY, IN SOME CASES BECAUSE OF THE UNPREDICTABILITY OF TRAVEL NEEDS, IT MAY NOT BE POSSIBLE TO OBTAIN THE NECESSARY PRIOR AUTHORIZATION OF A TRAVEL REQUEST. IN THESE EXCEPTIONAL CASES, AUTHORIZATION SHOULD BE SOUGHT VIA CABLE, TELEX, OR TELEPHONE AND A TRAVEL REQUEST SHOULD BE PREPARED SUBSEQUENTLY.

2.2 TICKETING

OUT-POSTED STAFF WILL BE PROVIDED WITH INTERNATIONAL AIR TRAVEL CARDS (UATP) ISSUED BY EASTERN AIRLINES.

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\* THE WORK ZONE IS DEFINED IN A SEPARATE MEMORANDUM TO EACH OUTPOSTED STAFF MEMBER.

THESE CARDS SHOULD ENABLE STAFF TO OBTAIN INTERNATIONAL AIR TICKETS ON MOST AIRLINES. ONCE A TRIP IS APPROVED THE STAFF MEMBER SHOULD USE THE CARD TO OBTAIN THE NECESSARY TICKETS.

2.3 PAYMENT

THE YELLOW COPY OF ALL TRAVEL REQUESTS [OR A COPY OF THE IICA AUTHORIZATION FORM] SHOULD BE SENT TO THE CONTROLLER IN PALMIRA TOGETHER WITH, IF APPROPRIATE, THE BILLING COUPON FOR THE USE OF THE UATP CARD. THIS INFORMATION WILL HELP IN CHECKING THE BILL FROM BRANIFF AND IN THE COMPILATION OF STATISTICS FOR TRAVEL OFTEN REQUIRED BY DONORS.

**Other**

1. OBJECTIVE

Establish guidelines for incurring representation expenses and define approval required.

2. GENERAL

2.1 While CIAT is not a commercial nor donor organization, and it is important for the institution to project an image of good management of resources, normal courtesy will result in staff from time to time incurring hospitality expenses which are more properly the responsibility of the institution rather than the individual. These policies are to set forth the appropriate procedures for obtaining approval and reimbursement for such costs.

3. POLICY

3.1 Lunch invitations at CIAT headquarters will be in CIAT's dining facilities.

3.2 All official representation, except while travelling, which is expected to cost more than (US\$) should have prior approval. A form for obtaining this prior approval has been established (see annex to this memorandum).

3.3 Representation may be in private homes, normally in those of the Director General, the Directors, the Coordinators, or the organizer of a conference, seminar or workshop. This will be reimbursed at established rates.

3.4 Normally when travelling, staff can expect to be invited. However, from time to time, staff will find it necessary to reciprocate. Such reciprocal entertainment should be included as meals in expense reports since the extra cost one day is presumably compensated by lower costs on another day.

3.5 Reimbursement for representation will either be upon submission to the Controller of the form mentioned in 3.2 for representation costing less than indicated in 3.2, or while travelling by including the expense in an expense report. In both cases details should be given of the persons entertained, their organization, names of CIAT staff attending and the reason for the invitation. Whenever possible, receipts should be attached to substantiate claims.





# Annex

APPENDIX I

SENIOR STAFF REGULATIONS AND POLICIES

Current Values of Variable U.S. Dollar Amounts in Regulations and Policies

1 May 1983

| <u>Policy #</u>  | <u>Section</u>              | <u>Text</u>   |  |                             |                               |                  |    |           |      |    |       |      |    |       |      |    |       |      |     |       |      |     |       |      |    |       |
|------------------|-----------------------------|---|--|-----------------------------|-------------------------------|------------------|----|-----------|------|----|-------|------|----|-------|------|----|-------|------|-----|-------|------|-----|-------|------|----|-------|
| 1.02             | 3.5                         | In situations where it would be impolite or embarrassing to refuse a gift with a value in excess of US\$25, the gift may be accepted and then delivered to the Executive Officer for auction or other disposition.  |  |                             |                               |                  |    |           |      |    |       |      |    |       |      |    |       |      |     |       |      |     |       |      |    |       |
| 1.04             | 2.4                         | Relocation Grant: on transfer from one duty station to another, CIAT will pay the senior staff member a relocation grant of US\$1,000 to compensate him/her for the inevitable costs involved in moving a household that cannot be separately accounted for.  |  |                             |                               |                  |    |           |      |    |       |      |    |       |      |    |       |      |     |       |      |     |       |      |    |       |
| 1.06             | 3.6                         | The inflation rates and maximum costs pertaining since the vehicle inflation policy went into effect are as follows:  |  |                             |                               |                  |    |           |      |    |       |      |    |       |      |    |       |      |     |       |      |     |       |      |    |       |
|                  |                             | <table border="0"><thead><tr><th></th><th style="text-align: center;"><u>Inflation<br/>Factor</u></th><th style="text-align: center;"><u>Maximum<br/>Base Price</u></th></tr></thead><tbody><tr><td>1976 and earlier</td><td style="text-align: center;">8%</td><td style="text-align: center;">US\$5,000</td></tr><tr><td>1977</td><td style="text-align: center;">6%</td><td style="text-align: center;">5,300</td></tr><tr><td>1978</td><td style="text-align: center;">7%</td><td style="text-align: center;">5,671</td></tr><tr><td>1979</td><td style="text-align: center;">6%</td><td style="text-align: center;">6,011</td></tr><tr><td>1980</td><td style="text-align: center;">14%</td><td style="text-align: center;">6,853</td></tr><tr><td>1981</td><td style="text-align: center;">20%</td><td style="text-align: center;">8,224</td></tr><tr><td>1982</td><td style="text-align: center;">8%</td><td style="text-align: center;">8,882</td></tr></tbody></table> |  | <u>Inflation<br/>Factor</u> | <u>Maximum<br/>Base Price</u> | 1976 and earlier | 8% | US\$5,000 | 1977 | 6% | 5,300 | 1978 | 7% | 5,671 | 1979 | 6% | 6,011 | 1980 | 14% | 6,853 | 1981 | 20% | 8,224 | 1982 | 8% | 8,882 |
|                  | <u>Inflation<br/>Factor</u> | <u>Maximum<br/>Base Price</u>   |  |                             |                               |                  |    |           |      |    |       |      |    |       |      |    |       |      |     |       |      |     |       |      |    |       |
| 1976 and earlier | 8%                          | US\$5,000   |  |                             |                               |                  |    |           |      |    |       |      |    |       |      |    |       |      |     |       |      |     |       |      |    |       |
| 1977             | 6%                          | 5,300   |  |                             |                               |                  |    |           |      |    |       |      |    |       |      |    |       |      |     |       |      |     |       |      |    |       |
| 1978             | 7%                          | 5,671   |  |                             |                               |                  |    |           |      |    |       |      |    |       |      |    |       |      |     |       |      |     |       |      |    |       |
| 1979             | 6%                          | 6,011   |  |                             |                               |                  |    |           |      |    |       |      |    |       |      |    |       |      |     |       |      |     |       |      |    |       |
| 1980             | 14%                         | 6,853   |  |                             |                               |                  |    |           |      |    |       |      |    |       |      |    |       |      |     |       |      |     |       |      |    |       |
| 1981             | 20%                         | 8,224   |  |                             |                               |                  |    |           |      |    |       |      |    |       |      |    |       |      |     |       |      |     |       |      |    |       |
| 1982             | 8%                          | 8,882   |  |                             |                               |                  |    |           |      |    |       |      |    |       |      |    |       |      |     |       |      |     |       |      |    |       |
| 1.06             | 4.6                         | CIAT will make a monthly charge of \$75 for a personal vehicle supplied from its pool.  |  |                             |                               |                  |    |           |      |    |       |      |    |       |      |    |       |      |     |       |      |     |       |      |    |       |
| 2.01             | 2.1                         | The monthly allowance will be \$480 plus \$90 for a staff member's spouse and per child (maximum two) resident at the duty station with a maximum allowance of \$750.   |  |                             |                               |                  |    |           |      |    |       |      |    |       |      |    |       |      |     |       |      |     |       |      |    |       |



## APPENDIX II

### HARD FURNISHINGS

#### Living area:

- Sofa & arm chairs (2)
- Coffee (1) & end tables (2)
- Small rug (as appropriate)
- Bookcase
- Dining table and chairs (8)
- Sideboard or buffet
- Lamps (2)

#### Bedrooms:

(For each staff member and authorized dependent)

- Bed (including mattresses)
- Bedside table
- Chest of drawers
- Lamp
- Wardrobe (where needed)

#### Kitchen/Laundry:

- Stove
- Refrigerator
- Clothes washer and dryer
- Kitchen cabinets where not provided
- Water heater where not provided