

STAFF MANUAL OF THE

SECRETARIAT OF THE

ASSOCIATION OF CARIBBEAN STATES

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DEFINITIONS

0.1 The Association

Refers to the Association of Caribbean States, (ACS) created by the Convention Establishing the ACS.

0.2 Convention Establishing the ACS:

Is the Convention Establishing the Association of Caribbean States (ACS), concluded on July 24, 1994 in Cartagena de Indias, Colombia.

0.3 The Secretariat

Refers to the Secretariat of the Association of Caribbean States, established in accordance with Articles VII, XIV and XV of the Convention Establishing the ACS.

0.4 Secretary General

Refers to the Secretary General of the Association of Caribbean States as established in Articles XIV and XVI of the Convention Establishing the ACS.

0.5 Staff of the ACS Secretariat

Staff of the ACS Secretariat is understood as all those individuals, whatever their category, who perform a work function within the ACS Secretariat and who have signed a work contract with the ACS.

0.6 International Staff

The members of the International Staff are all those individuals who occupy the permanent positions for the international staff at the ACS Secretariat approved by the Ministerial Council through Agreements 2/95 and 2/00.

0.7 Advisors

Advisors are all members of the International Staff, referred to as Senior Professional and Junior Professional in accordance with Agreement 2/95.

0.8 Local Staff

The members of the Local Staff are all those individuals who occupy the permanent positions for the local General Service Staff at the ACS Secretariat approved by the Ministerial Council through Agreements 2/95, 2/98 and 2/00.

0.9 Official

Any member of the International Staff of the ACS Secretariat

0.10 Temporary Local Staff

Refers to the entire staff contracted by the Secretariat in accordance with the "Guidelines for Contracting Temporary Local Staff".

CHAPTER 1 RIGHTS AND DUTIES

1.1 Duties of the Staff:

The Staff of the Secretariat shall carry out the activities assigned to them with loyalty and dedication; they shall neither request nor accept instructions from any government or authority other than the Secretary General. They shall adhere strictly to the Convention Establishing the Association of Caribbean States, the decisions of the Ministerial Council, the Regulations of the Secretariat, this Manual and any other instruction, regulation or provision issued by the Secretary General.

Staff members shall not make public declarations that could have a negative impact on the image of any Member Country.

1.2 Activities and Interests :

The Staff of the Secretariat may not, in their free time, or at the offices of the Secretariat, engage in lucrative activities that impact negatively on their performance at work or which could, in any way, prove detrimental to the interests of the Association.

International Staff members may not occupy any other post or accept any other form of employment during their tenure at the Secretariat. However, they may perform teaching, cultural, scientific or humanitarian functions provided that these activities do not affect the performance of the duties inherent to their post or incur costs for the Association.

To avoid jeopardising the interests of the Association, prior approval must be obtained from the Secretary General for the carrying out of the following activities:

- a) Issuing statements to the press, radio or other media;
- b) Participating in conferences, debates, movies, radio or television programmes to which they are invited, or publish articles, books or other documents, or accept fees, donations or compensation for such activities;
- c) Accepting decorations, medals or similar honours;
- d) Communicating to anyone, any unpublished information or decision to which they are privy by reason of their post or duties at the Secretariat, except in the course of their duties and with the authorisation of the Secretary General. This obligation shall be binding up to one year after a staff member has completed his/her tenure at the Secretariat;
- e) Holding public office or becoming candidates therefore, accepting invitations to testify, issue statements or voice opinions before the public powers of Member or non-Member States.

1.3 Political Activities:

The Staff of the Secretariat may exercise their right to vote and be affiliated with political parties, but they may not participate in political activities that the Secretary General considers a threat to, or incompatible with the independence and impartiality inherent in their role.

1.4 Intellectual Property Rights:

The intellectual property rights to any work done by a staff member of the Secretariat as part of his/her job, shall be the property of the Association according to Article 16 of Annex 1 of Agreement No. 10/95. This provision shall be equally applicable to consultants, advisers and experts who lend their services to the Association.

The staff of the ACS Secretariat shall recognise that all programmes, systems, or written material, whether printed or in electronic form, of any nature, which have been made, prepared, developed or enhanced by them, or together with others during their tenure and which are related to the organisations' scope, are the property of the Association.

1.5 Privileges, Rights and Immunities:

- a) The staff of the ACS Secretariat has the right to be treated with respect befitting their dignity as persons.
- b) The staff of the ACS Secretariat shall be entitled to receive prompt payment of the remuneration due to them, pursuant to their respective employment contracts in the case of the International Staff, and letters of appointment in the case of Local Staff.
- c) The staff of the ACS Secretariat shall be entitled to timely payment of overtime benefits or compensations as established by the Secretariat and the value of additional benefits to which they are entitled pursuant to Agreements No 2/95 and No. 10/95 of the Ministerial Council, this Manual and any other regulations in force.
- d) International Staff members of the Secretariat enjoy the privileges and immunities enshrined in the Headquarters Agreement signed between the Government of the Republic of Trinidad and Tobago and the Secretariat of the Association of Caribbean States, as well as those established in the Protocol on Privileges and Immunities signed among Member States and Associate Members that is in the process of being signed and ratified. Similarly, the staff members of the Secretariat shall be entitled to an identification document accrediting them as such, issued by the relevant authorities of the headquarters country.

These privileges and immunities have been established in the interest of the Association and the Secretariat, to facilitate the proper performance of the duties of its staff. These privileges and immunities must therefore be exercised in strict compliance with and within the precise limits set out in the aforementioned Headquarters Agreement.

CHAPTER 2

CLASSIFICATION OF POSITIONS AND SALARY ADMINISTRATION

2.1 General Guidelines:

The Secretariat shall maintain a system of job classification and salary and wage administration that will enable it to achieve the following objectives:

- a) Properly analyse and classify all posts on the basis of their inherent duties and responsibilities; this analysis shall be performed with the periodicity required, together with the official occupying the post, his/her immediate supervisor and the Head of Administration of the Secretariat.
- b) Recognise by means of distinct levels of remuneration, the difference in the qualifications, duties and responsibilities required for the various posts;
- c) Reward the efficient and loyal services of the staff members of the Association, based on the importance with which each staff member performs his/her duties as well as his/her co-operation in the achievement of the objectives of the Secretariat of the Association.

2.2 Position:

The combination of functions, duties, responsibilities, authority and conditions for performance, defined in a specific and official work unit.

2.3 Classification of Positions :

The positions of the Secretariat are classified according to the general nature of their functions, their responsibilities and their requirements, in the following groups:

1. - International Staff
2. - Local Staff (General Service Staff).

All positions shall be classified in categories on the basis of the type of functions, the level of responsibility, authority and professional training and qualifications required.

2.4 Positions occupied by International Staff:

- a) Secretary General
- b) Directors
- c) Advisors

2.5 Positions occupied by Local Staff (General Service Staff):

- a) Clerical Staff
- b) Administrative Staff
- c) Technical Staff

2.6 Appointment:

The appointment of staff to occupy the posts mentioned in number 2.4 sub-paragraphs a) and b) of this Chapter, is decided by the Ministerial Council in accordance with Article IX, sub-paragraph e) of the Convention Establishing the Association of Caribbean States.

The appointment of staff to occupy the posts outlined in numbers 2.4 sub-paragraph c) and 2.5 sub-paragraphs a), b) and c) of this Chapter, is decided by the Secretary

General according to the provisions of Article XIV number 5 of the Convention Establishing the ACS.

The appointment of any member of the Local Staff is considered effective from the date on which he/she begins his/her functions whereas, for the International Staff, his/her appointment becomes effective on the date on which he/she begins his/her journey to take up his/her duties, or as specified in his/her contract.

2.7 Appointment of an International Staff member to replace a member of staff whose contract is prematurely terminated:

In the case of the premature termination of the contract of an International Staff member due to any of the causes outlined in Chapter 5, number 2.3 of this Manual, pursuant to the provisions of Agreement 10/95 of the Ministerial Council, he/she shall be replaced by a staff member whose contract would be valid for three years, with the possibility of being extended to five, taking into consideration that his/her region of origin ensures proper geographic-linguistic balance in the staff of the Secretariat in accordance with the process established in Chapter 5.

2.8 Appointment of a Local Staff member to temporarily replace an International Staff member

In special cases, a staff member resident in Trinidad and Tobago may be temporarily contracted, while steps are being taken to fill the position, for a maximum of six months, with the sole salary benefit corresponding to the position of the staff member being replaced.

2.9 Appointment of Temporary Local Staff

The Temporary Local Staff of the Secretariat shall be appointed according to the "Guidelines for Contracting Temporary Local Staff" that is in force (**Annex I**).

CHAPTER 3 SALARIES

3.1 **Basic Monthly Salary of the International Staff:**

The basic monthly salary for the positions held by the International Staff is fixed in accordance with Agreement No. 2/95, as indicated below:

International Staff	Categories
Secretary General	D-2
Directors	D-1
Senior Professionals	P-3
Junior Professionals	P-2

The classifications of the Categories of the posts of the ACS have been drawn from the United Nations' categories without necessarily matching the levels of remuneration and benefits.

The value of the basic monthly salary shall correspond to the categories outlined earlier and shall be subject to the salary scale stipulated in the Ministerial Council Agreement presented as **Annex V**.

3.2 **Basic Monthly Salary of the Local Staff:**

The basic monthly salary for the positions held by the Local Staff shall be based on the salary scale periodically revised and considered together with the Budget of the ACS by the Ministerial Council and established through the Agreement presented in **Annex VI**.

3.2.1 **Classification of Local Staff**

Local Staff positions shall be established based on the classification of staff by levels, in accordance with what is provided in the "CLASSIFICATION OF STAFF AND SALARY SCALES", **Annex II** of this Manual, taking into account the degree of responsibility and expertise required for each position, the entry requirements and the functions for each post.

3.3 **Payment of the Basic Monthly Salary, Social Benefits and Other Benefits:**

The salaries of the International Staff shall be paid in United States dollars.

The salaries of the Local Staff shall be paid in Trinidad and Tobago dollars.

3.4 **Advance payment of the monthly salary:**

Advance payment of the entitled monthly salary may be granted to the Staff of the Secretariat upon their departure for an official visit or at the beginning of an authorised leave of absence, as long as the official date of payment falls within the time that the staff member is absent, or within the three (3) working days following his/her return to the workplace.

Advance payment of the entitled monthly salary may also be granted when requested by the employee under special circumstances and authorised by the Secretary General.

3.5 Level of Basic Monthly Salaries, Social Benefits and Other Benefits:

In accordance with Article 19 of Annex 1 of Agreement No. 10/95, in order to specify the salary levels of both the International and Local Staff, the Secretary General shall take into account the budget approved by the Ministerial Council and the equivalent positions of the Secretariat and the categories mentioned in numbers 3.1 and 3.2 of this Chapter.

3.6 Regular Work Week:

The Secretary General and the Directors shall allocate responsibilities among their staff in such a manner as to ensure that they fulfil their obligations within the established work schedule. The basic monthly salaries correspond to a forty-hour (40) work week, Monday through Friday. When the demands of work so require, and with the approval of the Director responsible, Local Staff may be requested to work extra hours.

3.6.1 Office Hours:

The normal workday shall begin at 9:00 a.m. and end at 5:00 p.m., with a one-hour lunch break.

3.6.2 Public Holidays:

Public holidays shall be those declared by the Government of Trinidad and Tobago, host country of the Association of Caribbean States.

3.6.3 Overtime

Staff members working beyond the regular working week shall be entitled to the timely receipt of compensation for the extra hours worked, as established by the Secretariat.

CHAPTER 4 DUTIES AND RESPONSIBILITIES

4.1 Post of Secretary General:

The Secretary General occupies the principal administrative post of the Association, and is responsible for the overall administration of the Secretariat. The individual occupying this post shall be elected for a period of four (4) years and in accordance with the terms and conditions specified by the Ministerial Council, according to Articles IX sub-paragraph e) and XIV number 2 of the Convention.

In addition to the functions specified by the Convention Establishing the ACS and Agreement No. 10/95, this post shall entail the following duties:

- a) Determine the general policies and plans concerning the functioning of the Secretariat;
- b) Manage, monitor and ensure the fulfilment of the functions of the Secretariat, in accordance with the Convention Establishing the ACS and the programmes and policies approved by the Ministerial Council;
- c) Organise the operation of the Secretariat and suggest to the Ministerial Council, through the Special Committee on Budget and Administration, adjustments to the organisational structure, depending on the needs and the programmes and policies adopted;
- d) Ensure compliance with the regulations, rules and manuals of the Secretariat and propose measures deemed suitable for the better functioning of same.
- e) Supervise the management of the financial resources to ensure that they are disbursed in accordance with the Association's programmes and the Budget approved by the Ministerial Council;
- f) Appoint, remove and manage the non-elected staff members, in accordance with the terms and rules specified in the Convention and the Agreements of the Ministerial Council;
- g) Adopt information systems or channels within the Secretariat and with the Member Governments of the Association, for the implementation and follow-up of the Association's programmes and projects;
- h) Fulfil any other functions as determined by the Agreements approved by the Ministerial Council concerning the organisation of the Secretariat.

4.2 Posts of Directors:

The staff members assigned to these posts are responsible for directly assisting and advising the Secretary General. Consequently, they coordinate and control the internal units that shall be responsible for the implementation and development of the policies, plans and programmes of the Association. The individuals occupying these posts shall be elected by the Ministerial Council in accordance with the provisions of Article IX sub-paragraph e) of the Convention.

In addition to other functions, the staff members occupying these posts shall be responsible for the following duties:

- a) Advise the Secretary General on the formulation, coordination and implementation of policies, programmes and projects to be developed by the Secretariat;
- b) Assist the Secretary General in establishing and maintaining relations with the Executive Boards of the Special Committees;
- c) Provide technical assistance and advice on matters entrusted to them by the Secretary General;
- d) Provide opinions for decisions to be taken concerning the adoption, implementation and management of the Association's programmes and projects;
- e) Coordinate and participate in the supervision and implementation of co-operation agreements, programmes and projects entrusted to the Secretariat by the Ministerial Council;
- f) Attend and participate in the meetings of the Association's Special Committees and other meetings, conferences, and activities associated with the proper functioning of the Association and the achievement of its goals and objectives.
- g) Prepare and present reports on activities conducted, at the required opportunity and time;
- h) Coordinate, supervise and evaluate the activities and work of the staff members in their immediate charge;
- i) Carry out any other functions outlined in the manuals and regulations issued by the Secretary General and the approved agreements.

4.3 Professional Posts:

These positions entail functions whose nature requires the development of activities that need both the application of knowledge acquired through university training, as well as capabilities for analysis and foresight to formulate and develop plans, programmes and projects.

The functions assigned to these posts shall be managed by the immediate supervisor of the staff member occupying said post.

In addition to other functions, the staff members occupying these posts shall be responsible for the following duties:

- a) Apply knowledge, principles and techniques of an academic discipline;
- b) Analyse, plan and recommend actions that should be adopted for the fulfilment of the objectives and functions of the Secretariat;
- c) Provide advice and perform analyses as requested by staff members in higher positions;

- d) Suggest the creation and formulation of procedures and systems designed to enhance productivity, with a view to achieving optimum use of the resources available;
- e) Study, evaluate and formulate ideas on issues related to their field and on requests made by staff members in higher positions;
- f) Provide advice on matters related to their field in accordance with the programmes and projects of the Association;
- g) Prepare and present reports on activities conducted at the required opportunity and time;
- h) Carry out any other functions assigned to them, in accordance with the nature and profession of the holder of the position.

CHAPTER 5 SELECTION AND APPOINTMENT OF INTERNATIONAL STAFF

5.1 **Selection Criteria:**

The non-elected staff members shall be selected by the Secretary General taking into account the opinions of the Director of the area to which the staff member will be assigned and of the International Staff Member responsible for Budget and Administration. The following criteria shall be taken into consideration:

- a) In selecting staff members and determining their working conditions, a high level of efficiency, competence and integrity must be sought. The candidates must meet the minimum requirements in terms of the qualifications and experience required for the performance of the duties for which they are being considered, in addition to the criteria specified in Article 9 of Annex I of Agreement No. 10/95, which are as follows:
 - i) Profession.
 - ii) Academic qualifications.
 - iii) At least five (5) years professional experience.
 - iv) Specialisation where necessary depending on the nature of the post.
 - v) Knowledge of at least two of the three official languages of the Association.
- b) In order to promote incentives and recognition through the preferred action of filling vacant posts with Secretariat staff, promotions and transfers shall be supported on the condition that they are adjusted to suit envisaged needs and provided that there are positions vacant. When it is impossible to fill a vacant post through a promotion or transfer, the candidate with the best capabilities and requirements for the job shall be selected.
- c) Staff members occupying posts reserved for the International Staff shall be nationals of the Association's Member States. Due consideration shall be given to achieving the widest geographic and linguistic representation possible.
- d) Candidates must not have immediate relatives working within the Secretariat. Also, it is not recommended that two members of the International Staff marry each other during their period of service at the Association.
- e) Factors such as race, sex or religion shall not be considered in the selection of candidates for vacant posts.

5.2. **Selection Process:**

In the case of the International Staff, the Ministries, Secretariats and Departments of Foreign Affairs of ACS Members shall be requested to submit at least three (3) curriculum vitae of potential candidates to be considered for the vacant posts; respecting the principle of geographic distribution and linguistic representation among the vacant and non-vacant positions.

Consequently, the Secretariat shall provide the Ministries, Secretariats and Departments of Foreign Affairs of ACS Members with the following information:

- a) Title of the post.
- b) Basic monthly salary and other benefits

- c) Duration of the contract.
- d) Duties and responsibilities.
- e) Professional qualifications and requirements.
- f) Documents to be submitted with the curriculum vitae.
- g) Deadline for the submission of candidates' curriculum vitae.

5.2.1 **Employment Contract:**

The employment contract must comply with the terms and conditions specified in Articles 20 and 21 of Annex I of Agreement No. 10/95 and any other regulations in force at the moment the contract is signed.

The contract shall specify at least the following aspects:

- a) Name and nationality of the staff member.
- b) Category and title of the post.
- c) Rights and Duties.
- d) Functions and responsibilities.
- e) Basic monthly salary and benefits, form of payment and currency used.
- f) Term and duration of the contract.
- g) Place contracted to work and location where the contract will be fulfilled.
- h) Residential address for all legal purposes.
- i) Confidentiality and intellectual property clause

5.2.2 **Point of Origin:**

The point of origin shall be understood as the country where the staff member was contracted and where he/she began his/her trip to formally assume his/her functions.

5.2.3 **Termination of Contract:**

The employment contract shall be terminated for the following reasons:

- a) **Resignation:** In such cases, the staff member takes the initiative to vacate his/her post by indicating to the Secretary General in writing, his/her desire to terminate the contract, giving notice of at least thirty (30) calendar days from the date on which he/she expresses the desire to be relieved of his/her duties.

The thirty (30) day notice period may be waived by the Secretary General if he considers it to be in the best interest of the Secretariat.

- b) **Serious Misconduct:** The Secretary General may terminate an employment contract when the staff member fails to observe the high standards of conduct and integrity expected of an international official.
- c) **Unsatisfactory Service:** Service may be terminated on the initiative of the Secretariat if the staff member does not perform his/her duties satisfactorily, according to the outcome of the evaluation referred to in Chapter 7 of this Manual.
- d) **Downsizing:** When the Ministerial Council considers it necessary to reduce the number of posts approved within the Association, the necessary measures shall be taken, where possible, to reassign the affected staff members to vacant posts within the respective Staff Group, according to their professional training and expertise.
- e) **Prolonged Illness:** Service may be terminated on the initiative of the Secretariat for reasons of physical or mental illness that have rendered or may render the staff member

incapable of performing his/her duties satisfactorily, according to the medical evaluation requested for such purpose.

- f) **Expiration of Contract:** The normal termination of contract shall occur upon the expiration of the term stipulated in the contract.
- g) **Death of a staff member:** In the case of the death of a staff member, the contract comes to an end on the date on which the death occurs.

5.2.3.1 Termination of contract due to Serious Misconduct:

a) **Suspension:** If the Secretary General considers terminating the contract of an International Staff member due to Serious Misconduct, said staff member shall be suspended from his/her duties until the measure is authorised by the Executive Board of the Special Committee on Budget and Administration.

(i) This suspension shall be effectuated with remuneration.

(ii) The suspension shall not jeopardise the rights of the staff member and does not constitute a disciplinary measure.

(iii) By virtue of sub-paragraph (a) above, the suspended International Staff member shall be notified in writing, of the reasons for the suspension and its possible duration.

b) **Procedure:** The Executive Board of the Special Committee on Budget and Administration shall be notified in writing by the Secretary General of the disciplinary measure proposed. The International Staff member in question may also dispatch to the Executive Board of the Special Committee a letter in his/her defence.

In the event that the Secretary General proposes the termination of contract, the Executive Board of the Special Committee shall indicate via a letter dispatched by its Chairman to the Secretary General, with a copy to the staff member in question, within at least 30 working days from the date of the communication received from the Secretary General. The termination of contract shall be effective from the date of the letter dispatched by the Chairman of the Committee. If there is no statement from the Executive Board within (30) days, the Secretary General may effectuate the termination of contract. If the Executive Board of the Committee does not agree with the Secretary General's proposal the Secretary General shall request the Chairman of the Special Committee to present the case for the consideration of the Ministerial Council during its next meeting. The Chairman of the Special Committee shall comply with the request.

5.3 Benefits for the Premature Termination of Contract of an International Staff Member for reasons non-attributable to the Staff Member:

When a contract is terminated prior to the date stipulated therein, for reasons non-attributable to the staff member, regardless of his/her period of service, and except for the provisions of sub-paragraph c), he/she shall be entitled to the following benefits:

- a) Payment of a return flight for the staff member and his/her dependants to their point of origin.
- b) Payment for the shipping of the staff member's personal effects to his/her point of origin, according to what is stipulated in number 11.5, sub-paragraph c), of Chapter 11. The benefits referred to in this article shall only be paid when the staff member leaves the country and when the cost is not paid by a government or another organisation.

c) A repatriation or readjustment grant in accordance with number 11.2 of Chapter 11.

In the event the contract is terminated for reasons of Serious Misconduct, the International Staff member shall not be entitled to the advance payment on the effective date of the termination of the contract addressed in number 5.5 of this Chapter.

5.4 Benefits for the Normal Termination of Contract of an International Staff Member:

Upon completion of the term of service specified in the respective contract of the International Staff member, the Secretariat shall be responsible for the following:

- a) A return flight for the staff member and his/her dependants to their point of origin;
- b) Payment for the shipping of the staff member's personal effects to his/her point of origin, according to what is stipulated in number 11.5 of Chapter 11;
- c) A repatriation or readjustment grant in accordance with number 11.2 of Chapter 11.

5.5 Partial Advance Payment of Social Benefits:

The Secretary General may authorise the partial advance payment due to an member of staff who has completed two (2) or more years of uninterrupted service, on the effective date of the termination of the contract, in accordance with budgetary resources.

5.6 Right to a Hearing:

Any member of the International Staff, directly appointed by the Secretary General, shall have the right to be heard with respect to the application of disciplinary or administrative measures that are prejudicial to his/her interests.

5.7 Right to Review:

All members of staff shall have the right to request in writing from the Secretary General, a review of any disciplinary or administrative measure adopted, which they consider inimical to their interests.

5.8 Evaluation Review Committee:

The Secretary General shall establish an Evaluation Review Committee to examine all facts and explanations submitted by the staff member.

The Evaluation Review Committee shall comprise one (1) Director who is not in his/her area, the individual responsible for Budget and Administration, the Legal Advisor and a representative of the staff member appointed directly by the Secretary General.

5.9 Procedure for the commencement and termination of duties

International staff members shall commence their duties, and, upon the completion of their contract, they shall hand over their post, following the procedure established by the Secretariat for the assumption and handing over of positions.

CHAPTER 6 SELECTION AND APPOINTMENT OF LOCAL STAFF

6.1 Selection Process for Local Staff posts :

The selection process shall comprise the notice, the pre-selection process and the probationary period.

Temporary Local Staff shall be contracted according to what has been established in the "Guidelines for Contracting Temporary Local Staff", approved by the 7th Meeting of the Special Committee on Budget and Administration. (**ANNEX I**)

6.1.1 Notice:

The decision to issue an announcement/notice for a vacancy shall be made jointly by the Secretary General and the Directors.

The announcement/notice shall be submitted to the Ministry of Foreign Affairs of the headquarters country of the Association, at least thirty-five (35) calendar days prior to the date selected for the probationary period and an application form shall be drafted with the following information:

- a) Title of the post;
- b) Basic monthly salary, social benefits and other benefits;
- c) Duties and responsibilities;
- d) Professional qualifications and requirements;
- e) Documents that must accompany the application form;
- f) Selection procedure;
- g) Duration of the probationary period to which the selected candidate shall be subjected;
- h) Place and deadline for the submission of applications.
- i) Duration of the contract

6.1.2 New notice:

If no applications are received, another notice shall be issued within twenty (20) days after the date of the initial announcement/notice.

6.1.3 Pre-selection:

A shortlist of candidates shall be drawn up from among the applications received. Omission from said list shall be based on candidates' failure to satisfy the requirements outlined in the vacancy notice.

6.1.4 Probationary Period:

The candidate selected shall be assigned a probationary period, during which his/her immediate supervisor shall evaluate his/her performance so as to make an assessment in terms of efficiency, adaptation and personal conditions in carrying out the functions inherent to the post.

The probationary period shall last for three (3) months and its duration shall be specified in the notice, according to the nature and category of the post.

6.1.5 Completion of the probationary period:

The staff member on probation is entitled to remain in his/her post for the stipulated period, provided that he/she displays proper conduct, and carries out his/her functions

and responsibilities with loyalty, efficiency and honesty.

During the probationary period, the staff member shall be entitled to all benefits except those related to the Pension Fund.

6.1.6 Non-payment of indemnity or social benefits:

This occurs when the services of a staff member are terminated during the probationary period, as a result of an unfavourable evaluation.

6.1.7 Confirmation of appointment:

A staff member is confirmed in a post when he/she obtains a satisfactory performance evaluation.

6.2 Termination of the contract of the Local Staff Member:

A Local Staff member shall be relieved of his duties for the following reasons:

- a) **Resignation:** A Local Staff member may present his/her resignation, giving notice of at least thirty (30) working days prior to the scheduled date of resignation.
- b) **Serious Misconduct:** The Secretary General may terminate a Local staff member's service without prior notice in cases of serious misconduct that jeopardise the functioning of the Secretariat, or if the Local Staff member constitutes an obstacle to the achievement of the aims and objectives of the Association.
- c) **Unsatisfactory Service:** Service may be terminated on the initiative of the Secretariat if the Local staff member does not perform his/her duties satisfactorily, according to the outcome of the evaluation referred to in Chapter 7 of this Manual.
- d) **Downsizing:** When the Ministerial Council considers it necessary to reduce the number of posts approved within the Association, the necessary measures shall be taken, where possible, to reassign the affected Local staff members to vacant posts within the respective Staff Group, according to their professional training and expertise.
- e) **Prolonged Illness:** Service may be terminated on the initiative of the Secretariat for reasons of physical or mental illness that have rendered or may render the Local staff member incapable of performing his/her duties satisfactorily, according to the medical evaluation requested for such purpose.

6.3 Benefits in the case of resignation of a Local Staff member

When a Local staff member tenders his/her resignation, he/she shall receive payments based on his/her basic salary, social benefits and grants not paid in advance, as specified in this Manual and any other regulations in force at the time of his/her resignation. Similarly, he/she shall receive any other remuneration as stipulated in the labour laws of Trinidad and Tobago, and compatible with the benefits granted when the Letter of Appointment was signed.

6.4 Partial Advance Payment of Social Benefits

The Secretary General may authorise the partial advance payment due to a Local Staff member who has completed two (2) or more years of uninterrupted service, on the effective date of the termination of the contract, in accordance with budgetary resources.

6.5 Benefits for the termination of contract of the Local Staff member for reasons non-attributable to the staff member

When a Local staff member's contract is terminated for reasons non-attributable to him/her, he/she shall receive the full amount of contributions paid to the Fund, provided that advance payments have not been made. Similarly, he/she shall be entitled to the payment of all indemnities specified in the labour laws of Trinidad and Tobago, for similar cases, which are in effect at the time of termination, and are compatible with the benefits granted when the Letter of Appointment was signed.

6.6 Right to a Hearing

Any member of the Local Staff shall have the right to be heard with respect to the application of disciplinary or administrative measures that he/she considers prejudicial to his/her interests.

The procedure shall be implemented as established in numbers 5.6, 5.7 and 5.8 of Chapter 5 of this Manual.

6.7 Procedure for the commencement and termination of duties

Local staff members shall commence their duties, and, upon their completion, they shall hand over their duties of the post, following the procedure established by the Secretariat for the assumption and handing over of positions.

CHAPTER 7

PERFORMANCE EVALUATION

The Secretariat shall maintain a Performance Evaluation programme based on the performance, quality of work, team participation and conduct of the staff members who have been directly appointed by the Secretary General, according to the provisions of Article XIV, number 5 of the Convention. The Evaluation System approved by the 4th Ordinary Meeting of the Ministerial Council and recommended by the 7th Meeting of the Special Committee on Budget and Administration shall serve as a basis for carrying out such evaluations (**Annex III**).

CHAPTER 8

SELECTION AND CONTRACTING OF CONSULTANTS AND EXPERTS

8.1 Consultants:

In accordance with the provisions of Article 23 of Annex I of Agreement No. 10/95, the Secretariat may contract consultants for periods of one year or less.

Consultants carrying out their functions outside their place of residence or away from the Headquarters of the Association shall be entitled to airfare, per diem and other travel expenses required for the mission assigned to them.

8.1.1 Terms of reference for the selection of consultants:

When selecting a consultant, at least three potential candidates shall be considered, if the fees exceed US\$3,000. The following are the criteria that shall be used:

- a) Profession.
- b) Academic qualifications.
- c) Professional experience.
- d) Areas of specialisation.
- e) Knowledge of at least two of the three official languages of the Association.

8.1.2 Employment Contract for Consultants:

The employment contract shall include at least the following elements:

- a) Objectives.
- b) Duration.
- c) Value of the contract and form of payment.
- d) Place contracted to work and location where the contract will be fulfilled.
- e) Types of Reports that must be submitted and their frequency.
- f) Supervision of work.
- g) Residential address for all legal purposes.
- h) Intellectual property rights.
- i) Withholding of information.

8.2 Co-operation Experts :

The Secretariat may enter into agreements with the Governments of the Member States and Associate Members and the Heads of International Organisations, to assign personnel on secondment to provide specific services to the Secretariat. Said personnel shall be paid by their respective Governments or Organisations.

CHAPTER 9 SOCIAL BENEFITS

9.1 **Social Benefits:**

The term social benefits shall be understood as the rights and privileges granted to the Staff of the Secretariat during their period of employment with the Association.

9.2 **Annual Vacation:**

9.2.1 **Local Staff**

a) Accumulation of Annual Leave

Regular full-time staff members have the right to accumulate annual leave.

Temporary staff members contracted for six months or more shall have the right to accumulate leave in proportion to their length of service.

Annual leave is accumulated at 2.08 working days for each month of service. All staff members shall take their vacation during the year of service. If work circumstances require as such, a maximum of 25 days shall be transferred to the following calendar year.

b) Payment of vacation upon cessation of duties

When a permanent staff member resigns, said employee shall receive payment for the days of vacation not taken, but it shall not exceed the accumulated leave for one year (25 working days).

9.2.2. **International Staff**

a) Accumulation of Annual Leave:

Staff members are entitled to twenty-five (25) working days for each year of service.

Temporary staff members contracted for six months or more shall have the right to accumulate leave in proportion to their length of service.

Annual leave is accumulated at 2.08 working days for each month of service. International Staff members shall take their vacation during the year of service. If work circumstances require as such, a maximum of 25 working days shall be transferred to the following calendar year.

b) Payment of vacation upon cessation of duties

When the contract of an International Staff member is terminated or if he/she resigns prior to the completion of said contract, the staff member shall receive payment for the days of vacation not taken, but it shall not exceed the accumulated leave for one year (25 working days).

c) Replacement:

When a staff member receives payment for accumulated leave, the Secretariat shall not hire a new official to replace the outgoing until the paid period of vacation is completed.

9.2.3 Planning of Vacation

The Staff of the ACS Secretariat shall make their proposals for vacation at the beginning of the calendar year so that the Secretariat could prepare a roster. With this roster, the Secretariat will be able to conveniently distribute vacation for the entire staff throughout the year.

9.2.4 Authorisation for Leave

The Staff of the ACS Secretariat may take their vacation on the condition that the proposal for said leave has been duly authorised.

9.3 Maternity Leave:

The female Staff of the Secretariat belonging to both the permanent International Staff and the permanent Local Staff are entitled to twelve (12) weeks paid maternity leave. This is subject to the following provision:

Maternity leave shall be granted from the date indicated by the employee's doctor, who shall issue the relevant medical certificate to be submitted to the Secretariat by said member of staff.

The employee who suffers a miscarriage after twenty eight (28) weeks shall be entitled to paid leave for a period not exceeding half (50%) of the maternity leave stipulated, after a medical certificate is presented.

If the miscarriage occurs before twenty eight (28) weeks, the Secretariat may grant sick leave according to what is stipulated in number 9.4.

9.3.1 Effects of Maternity Leave:

Maternity leave does not interrupt a staff member's service or affect the calculation of social benefits referred to in this Chapter.

9.4 Sick Leave:

The Secretariat shall grant paid leave to staff members in the event of disability due to illness or accident.

Such leave shall be granted for reasonable periods, which, without jeopardising the interests of the Secretariat, would allow the staff members to recover.

When a staff member is unable to attend work due to illness or physical disability, he/she shall notify the Secretariat and may benefit from paid sick leave, subject to the following restrictions:

- a) Sick leave should not last more than two (2) consecutive days, provided that the staff member presents a medical certificate verifying the illness or disability.

Such sick leave shall not exceed a total of fifteen 15 days per calendar year.

- b) Temporary disability over an extended period of time: If a period of illness or disability exceeds that stipulated in the previous sub-paragraph, the staff member shall be entitled to sick leave for a maximum of sixty (60) days.

c) In the event that the abovementioned period is exceeded, the Secretariat is empowered to terminate the services of the staff member concerned. In special cases, this period may be extended, provided that approval is given by the Secretary General.

Temporary disabilities requiring more than 15 days in one calendar year, and according to sub-paragraphs (b) and (c), must be substantiated by a medical certificate.

9.5 Special Leave:

- a) Special paid leave may be granted for a maximum period of five (5) working days per calendar year for the following reasons:
 - i) Birth of a child to the staff member.
 - ii) Death and funeral of an immediate relative of the staff member
- b) Arrangements shall be made for staff members enrolled in courses to attend classes, provided that these are in no way incompatible with the type of work in which they are engaged, or with the development of the Secretariat's activities.
- c) Similarly, the Secretariat may grant a maximum of three (3) months special leave without pay, or the accrual of benefits, provided that this does not disrupt the smooth functioning of the Secretariat.

CHAPTER 10 PENSION FUND

10.1 Pension Fund:

The objective of the Pension Funds for the International and Local Staff members, respectively, is to provide savings for the benefit of everyone, and shall be managed by an Executive Board established for each Pension Fund and elected by the staff members themselves, in accordance with the regulations provided.

The savings shall be given to each staff member upon the termination of his/her services, or in part to the staff member and his/her family for loans, according to the terms and conditions established in the Pension Fund regulations.

All staff members of the Secretariat occupying a permanent position must belong to the Pension Fund and shall be obligated to comply with its regulations.

a) Resources of the Pension Fund:

The Fund is established on the following resources:

- i) A contribution of seven (7) percent of the basic salary of each staff member that is deducted from each monthly salary;
 - ii) A contribution paid by the Secretariat that is equivalent to fourteen (14) percent of the basic salary of each staff member for every month of service completed;
 - iii) Returns from investments and the revenue of the Fund.
- b) The Secretariat shall deposit on a monthly basis, the contributions referred to in subparagraph a), according to the bank account numbers advised by the Chairmen of the Executive Boards.

CHAPTER 11 LOANS AND SUBSIDIES

11.1 **The Right to Subsidies:**

The subsidies referred to in this Chapter, shall be granted to staff members on the condition that they correspond with the provisions of Chapter 3, number 3.5 of this Manual.

11.2 **Subsidy for Repatriation or Reincorporation:**

Upon completion of their contract, the Staff of the Secretariat shall be granted a subsidy for repatriation or reincorporation into their professional activities, based on the value of the basic monthly salary of each staff member. The subsidy shall be granted according to the following equivalencies:

Years of service	Months
1	1
2	2
3	3
4	4
5	5

In the case of a part of a year, the staff member shall be awarded the value corresponding to the proportional part in days, according to the number of months worked.

11.3 **Subsidy for termination of contract for the Local Staff**

The Local Staff of the Secretariat shall be granted a subsidy for termination of contract, of three (3) weeks for each year of service, up to a maximum of fifteen (15) years of service based on the value of the basic monthly salary of each staff member.

11.4 **Group Medical Plan:**

According to what is stipulated in number 11.6 of this Chapter, the Secretariat shall issue for the benefit of staff members and recognised dependants, a group medical insurance policy arranged with an insurance company, in accordance with the limits specified in the plan.

Likewise, the Secretariat shall issue a group medical insurance policy with international coverage for the benefit of the staff members who must travel on official missions.

Both insurance plans shall be negotiated collectively by the Secretariat, seeking to obtain the greatest coverage possible for staff members. Said insurance is mandatory for the staff members of the Secretariat.

11.5 **International Staff Subsidy for Relocation, Airfares, and Shipping of Personal Effects**

- a) **Relocation:** The equivalent of the basic monthly salary specified in the employment contract, provided that the staff member has been appointed for one (1) year or more.
- b) **Airfares:** The Secretariat shall pay the fares for the staff member and up to four (4) dependants, from the point of origin where he/she was contracted, and the return thereto upon termination of his/her contract.

When travelling, staff members shall give preference to the regional airlines in so far as is

possible. Fares shall be understood as economy class.

c) **Shipping of Personal Effects:** The Secretariat shall pay the packing, transportation and insurance costs for the door to door shipping of personal effects, from the staff member's residence at his/her point of origin to Port of Spain, Trinidad and Tobago, and for his/her return to the point of origin upon completion of the contract, in accordance with the following guidelines:

- Personal effects shall be limited to one 20-foot container or a maximum of 30 cubic metres. .
- Staff members shall obtain at least three quotations from different international shipping companies, which would include insurance for personal effects and shall present them to the Secretariat.
- When the three quotations have been received, the Secretariat shall select the company to be contracted to ship the personal effects, taking into consideration price, reliability, security, etc.
- The Secretariat shall pay the corresponding fees directly to the shipping company selected.
- For insurance purposes, the Secretariat shall recognise a declared value to a maximum of US\$32,000.00, which is the equivalent of US\$960.00 (3%).
- Under no circumstances shall the ACS be responsible for any loss or damage.
- Prior to shipping, the staff member shall submit to the Secretariat in duplicate, an inventory of all articles, including containers such as suitcases, and the replacement value in United States dollars of each article shipped.
- Personal effects must be shipped by the most economical means possible.

In accordance with the provisions of the Headquarters Agreement signed between the Government of Trinidad and Tobago and the Association of Caribbean States, the Secretariat shall co-operate with the Customs authorities regarding the entry of personal effects.

11.6 Recognised dependants:

For the purpose of granting the subsidies referred to in this Manual and other regulations, the Secretariat shall recognise a maximum of four (4) dependants, taking into consideration the following criteria:

- a) The staff member's father or mother, if he/she resides with said member of staff and is not engaged in any work activity;
- b) Spouse or life partner who is not engaged in any work activity;
- c) Unmarried children under the age of twenty-three (23) who are not engaged in any work activity;
- d) Children over the age of twenty-three (23) who are either physically or mentally handicapped and thus unable to support themselves financially.

11.7 Beneficiaries in the event of the death of a staff member:

- a) In the event of the death of a staff member, the beneficiaries whose names have been submitted to the Secretariat by the staff member shall receive the relevant benefits due to the staff member upon his/her death.
- b) To ensure compliance with the provisions of this point, each staff member must submit the relevant information on his/her beneficiaries to the Secretariat.

CHAPTER 12 OFFICIAL TRIPS

The official trips made by the Secretariat staff for the purpose of official visits or assignments, must follow the guidelines established in the "Official Travel Policy of the Secretariat" approved by the 4th Ordinary Meeting of the Ministerial Council and recommended by the 7th Meeting of the Special Committee on Budget and Administration, which is attached as Annex IV.

The Secretariat shall provide travel insurance coverage for staff members who must travel abroad on official missions.

Staff members who must travel on official mission on public holidays or on weekends shall be entitled to the timely receipt of compensation in time as established by the Secretariat.

CHAPTER 13 FINAL PROVISIONS

13.1 Nature of this Manual:

In accordance with the Convention Establishing the Association of Caribbean States, the Agreements of the Ministerial Council and the Headquarters Agreement, this Staff Manual defines the fundamental conditions of service and the basic rights and duties of the staff of the Secretariat of the ACS.

13.2 Complementary Rules:

The Secretary General or any Member Country may propose to the Committee on Budget and Administration, rules aimed at enhancing this Manual.

13.3 Interpretation and regulations:

The practical application and regulations of this Manual shall be the responsibility of the Secretary General, who shall determine the administrative arrangements required for such purposes.

13.4 Definitions:

For the terms and conditions of this Manual, the definitions of Article I of the Convention Establishing the Association of Caribbean States, referred to as the Convention, shall be applied.

1st of April 2006

GUIDELINES FOR CONTRACTING TEMPORARY LOCAL STAFF

I. GENERAL PROVISIONS

1. **Definitions:** For the purpose of these guidelines, the definitions of Article I of the Convention Establishing the Association of Caribbean States, hereinafter referred to as the Convention, are applied.
2. **Nature:** These guidelines are established by the Secretary General, in carrying out the provisions of Articles 10, 12, 22 and 33 of Annex I of Agreement 10/95, which approves the Regulations of the Secretariat, which were approved by the Ministerial Council as stipulated in Article IX (g) of the Convention.
3. **Authority:** In the case of conflict among any provisions included in these guidelines, the Convention and the Regulations approved by the Ministerial Council shall prevail.

II. NATURE AND DURATION OF THE TEMPORARY CONTRACTS OF LOCAL STAFF

4. **Nature:** In seeking to satisfy the temporary needs of the Secretariat, temporary contracts may be entered into in the following circumstances:
 - a) Undertaking a specific service, with defined duration and specific results.
 - b) Providing a temporary replacement for a position occupied by a contracted member of the local staff, for the period during which the staff member is temporarily absent due to maternity leave or prolonged illness.
 - c) Providing a temporary employee for a vacant local staff position, for the duration of the process of selecting a permanent local staff member.
5. **Duration:** The duration of the temporary contract shall coincide with the period during which the respective contract is required, with the minimum period being one month and the maximum being 6 months. This period may be extended according to the terms established in the labour legislation in force in Trinidad and Tobago, as the Host country of the Secretariat of the Association of Caribbean States.

III. PROCEDURE AND STANDARD CONTRACT FOR TEMPORARY LOCAL STAFF

6. **Procedure:** All temporary contracts shall be written instruments, signed by the Secretary General in his capacity as the legal representative of the Association. The Temporary Staff shall be contracted only when funds are available for this purpose.
7. **Standard Contract:** The standard contract attached shall be used for temporary members of staff.

LEGAL
FOUNDATION _____

ELEMENT OF THE PROGRAMME BUDGET OR OTHER SOURCE OF FINANCING:

EXPLAIN THE DURATION OF THE AGREEMENT AND THE MAXIMUM AMOUNT BUDGETED FOR THIS PURPOSE. IF A SPECIFIC FEE IS PROPOSED, EXPLAIN ITS BASES.

TIME REQUIRED •

SERVICE TO BE PROVIDED •

PROPOSED FEE •

LIST THE CANDIDATES CONSIDERED IN ORDER OF PREFERENCE AND INDICATE THEIR NATIONALITY, LEVEL OF EDUCATION AND IF PREVIOUSLY EMPLOYED BY THE ACS IN ANY CAPACITY, SPECIFY THE DATES OF THEIR LAST CONTRACT.

NAME

NATIONALITY

LEVEL OF EDUCATION

DATES OF LAST CONTRACT

1

2

3

4

STATE BRIEFLY THE REASONS FOR YOUR ORDER OF PREFERENCE.

HAS THE CANDIDATE BEEN PREVIOUSLY EMPLOYED BY THE ACS?

YES • NO •

IF YES, INDICATE THE HIGHEST LEVEL AND LENGTH OF SERVICE.

WILL THE CANDIDATE WORK AT THE ACS HEADQUARTERS?

YES • NO •

I HEREBY CERTIFY TO THE BEST OF MY KNOWLEDGE THAT THIS TASK IS REQUIRED AND CANNOT BE PERFORMED BY THE PERMANENT STAFF

SIGNATURE OF THE HEAD OF
THE PETITIONING OFFICE
POSITION

DIRECTOR
DATE

AUTHORISED ON BEHALF OF THE SECRETARY GENERAL

DATE DIRECTOR BUDGET AND ADMINISTRATION

ACCOUNT CHARGED IN THE ORDINARY BUDGET
OR EXTRA-BUDGETARY FUNDS

FUNDS AVAILABLE:
ACCOUNT NO.:
BALANCE AT:
US\$

DATE DIRECTOR BUDGET AND ADMINISTRATION

SALARY SCALE OF THE LOCAL STAFF OF THE ACS SECRETARIAT

The Salary Scale of the Local Staff of the ACS Secretariat constitutes the basis for the classification of staff positions and for annual salary increments.

Salary Scales in Trinidad and Tobago

The Salary Scale of the Local Staff of the ACS Secretariat takes into account the practice within the bodies of the Government of Trinidad and Tobago, and within regional and other organisations headquartered in Trinidad and Tobago. All organisations of the headquarters country have salary scales that establish positions within a specific rank (level), and which also provide a series of steps based on increments granted annually. However, the staff of these organisations receive said annual increments on the basis of satisfactory performance. In the case of Trinidad and Tobago, there is also an extension of each rank to permit a limited movement of staff members who have reached the maximum in their scales without promotion to a new rank.

Regional organisations based in Trinidad and Tobago also observe the same principle of classifying positions within salary scales, and use a principle similar to that of the Government of Trinidad and Tobago to provide the Local Staff with annual increments. However, the number of levels tends to be fewer, with ranks between 5 and 12 levels in some cases. The annual increments are 2.8% of the basic salary on average.

The salary scale for the Local Staff of the ACS Secretariat provides for 5 levels, which cover the Local Staff positions. Local staff members are classified into these levels according to the degree of responsibility and expertise required for each position, the entry requirements and the functions for each post. The scale also establishes 3 steps, which grant annual increments for each year of service.

As decided by the 7th Meeting of the ACS Special Committee on Budget and Administration, held in Port of Spain on October 14-15, 1998, this Salary Scale shall be applied from January 1, 1999 to December 31, 2001. This scale shall be reviewed and considered anew, together with the budget for 2002.

Financial Impact

In accordance with Agreement 2/95 of the Ministerial Council, the salary scale is calculated in Trinidad and Tobago dollars, the current value of which is \$6.29 to the US dollar.

The total financial impact of the introduction of the salary scale is calculated as follows:

YEAR	TOTAL		FINANCIAL IMPACT	
	TT\$	US\$	TT\$	US\$
PRESENT	376,200.00	59,809.22	0.00	0.00
1999	494,700.00	78,648.65	118,500.00	18,839.43
2000	507,840.00	80,737.68	131,640.00	20,928.46
2001	520,980.00	82,826.71	144,780.00	23,017.49
TOTAL	1,523,520.00	242,213.04	394,920.00	62,785.37

Source of funding for implementing the Salary Scale

As proposed by the Secretariat and approved by the 7th Meeting of the Special Committee on Budget and Administration, the US\$62,785.35 required to implement the salary scale shall be drawn from the ordinary budget of the ACS.

STAFF CLASSIFICATION AND SALARY SCALES

This section outlines the classification of the Local Staff of the Secretariat, effective January 1, 1999.

LEVELS

LEVEL	TYPE OF POSITION
Level I	Administrative support
Level II	Administrative support / Driver /Messenger
Level III	Secretarial
Level IV	Secretarial
Level V	Technical / Supervisory

The Local Staff comprises those members of staff, both Administrative and Technical, who perform and/or supervise one or more general services, as well as specialised clerical and administrative support services that are essential to the operations of the ACS Secretariat. They also perform other duties necessary for the functioning of the Association, as required.

These staff members maintain records of expenditures, make payments; update records; organise conferences, prepare reports and maintain the corresponding files and other required records and provide services such as computer systems support, information and communications services, purchasing, inventory and storage.

The positions in this category do not normally have final authority for operations. They have operational responsibilities for support services and are responsible for providing assistance to the International Staff in carrying out the functions of the Association. Duties are performed under the guidance of an International Staff member.

The entire category consists of five levels that recognise successive degrees of work difficulty and responsibility, ranging from the carrying out of routine or standard administrative support tasks at the lower levels of assignments, to administrative and technical assignments involving the expertise required for performing the functions of the Association.

Positions are allocated to levels based on factors such as nature and extent of authority delegated; variety and complexity of functions performed or supervised; application of knowledge and policies, procedures; techniques, nature and level of public contacts; and the type of relationship established among the different positions.

Each level is characterised by an increasing margin of responsibility and expertise in undertaking duties.

LEVEL 1

This level is characterised by the systematic nature of the tasks assigned, the detail of instructions or guidelines that should be provided, or the restriction to the accepted methods and procedures indicated in the tasks assigned. Once repetitive, routine or standardised tasks are learnt, they are performed without supervision.

The following factors have been considered at this level:

1. Assignments entail specific tasks, unrelated but each complete in itself; or a series of steps that are normally repetitive or in a prescribed sequence;
2. Specific instructions are provided regarding tasks to be performed, sources to be used and the results desired. In the case of non-routine tasks, the work and its results are reviewed;
3. The guidelines provided are oral, or written instructions or established procedures; and they are few in number or sources, detailed, specific, directly applicable and readily available. Originality is not usually required;
4. Staff members undertake assigned tasks in accordance with guidelines and/or instructions, and on occasion, a review is required.

LEVEL II

This level is characterised by a greater degree of unsupervised work, and originality is sometimes required for solving problems that arise while tasks are being undertaken.

1. Assignments entail specific tasks, unrelated but each complete in itself; or a series of steps that are normally repetitive and in a prescribed sequence. Staff members at this level work on their own, to a greater extent than Level I;
2. Specific instructions are provided regarding tasks to be performed, resources to be used and the results desired. Non-routine work is reviewed as necessary;
3. The instructions provided are oral or written or established procedures, and require limited resources, they are detailed, specific, directly applicable and readily available;
4. Staff members are responsible for completion of assigned tasks, in accordance with the guidelines and/or instructions

LEVEL III

This level is characterised by the complexity of tasks and by the independent application of knowledge and standard office methods and procedures. Assignments entail the performance of a variety of detailed operations.

The following factors apply at this level:

1. Work is performed under the supervision of an International Staff member. Duties involving standard methods are performed independently and with guidance provided as necessary. Those involving non-standard methods or materials are performed with specific instructions or guidelines.
2. Guidelines include a variety of systematic rules and regulations that are detailed, directly applicable and readily available; but some judgement is required to select from among standard office methods or to devise work procedures. This requires knowledge of a variety of procedures related to the functions of the Secretariat and the Association.
3. Staff members are responsible for carrying out tasks in their entirety and with accuracy, and may assign and verify the work of others.

LEVEL IV

This level is characterised by one or a combination of the following:

1. Staff members may have supervisory responsibilities for some lower level positions entailing such duties as setting priorities; training and establishing work methods and procedures.
2. The final results of the work undertaken require expertise/knowledge.
3. Staff members are responsible for a small unit or for more extensive tasks requiring the integration and coordination of a variety of information or administrative services.

LEVEL V

The following factors apply at this level:

1. Within limited subject areas, assignments may entail steps or actions that vary in nature and sequence on the basis of each individual case, or they may be of a coordinating nature, consisting of many phases/functions/subjects that must be incorporated.
2. Work is performed under supervision and/or guidance of an International Staff member. Work is subject to review and guidance is provided when problems warrant the evaluation of the application of an established policy.
3. The guidelines provided include systematic directives and standard rules, regulations and precedents applicable to specific problems. In limited subject areas, some judgement is necessary to determine the possibility of applying guidelines to specific cases/problems. In coordinating assignments, some originality is required to organise work and to obtain and correlate information from different sources. This calls for sound knowledge of standard administrative rules and interpretations in the respective field and a working knowledge of established methods and procedures used within the Association.
4. Staff members are responsible for determining work methods, coordinating phases of work with others, or within limited areas, and are also responsible for determining the possibility of applying numerous standard rules, regulations and interpretations to individual problems.

SALARY SCALE OF THE LOCAL STAFF OF THE ACS SECRETARIAT

As approved by the 7th Meeting of the Special Committee on Budget and Administration, the salary scale of the Local Staff of the ACS Secretariat comprises five levels and three annual steps applicable from January 1, 1999 to December 31, 2001.

The following classification reflects the current situation regarding the various responsibilities of the Local Staff.

LEVEL	Types of current positions	Positions
I	Administrative/Support	Receptionist
II	Administrative/Support	Messenger/Driver
III	Secretarial	Secretary
IV	Secretarial	Senior Secretary
V	Technical/Supervisory	Conference and Protocol Officer Research Assistant Office Supervisor

The current status (1998) of salaries is as follows¹:

LEVEL	Types of positions	Positions	Salary + Pension (Monthly) TT\$
I	Administrative/Support	Receptionist	1,710
II	Administrative/Support	Messenger/Driver	3,192
III	Secretarial	Secretary	4,332
IV	Secretarial	Senior Secretary	4,788
V	Technical /Supervisory	Conference and Protocol Officer	5,130
		Research Assistant	3,420
		Office Supervisor	3,990

SALARY SCALE
MONTHLY SALARIES IN TRINIDAD AND TOBAGO DOLLARS

LEVEL		Present	1999	2000	2001	INCREMENT
I	Basic Salary	1,500.00	2,078.95	2,175.44	2,271.93	
	Basic + Pension	1,710.00	2,370.00	2,480.00	2,590.00	110.00
II	Basic Salary	2,800.00	2,896.49	2,992.98	3,089.47	
	Basic + Pension	3,192.00	3,302.00	3,412.00	3,522.00	110.00
III	Basic Salary	3,800.00	4,128.95	4,238.60	4,348.25	
	Basic + Pension	4,332.00	4,707.00	4,832.00	4,957.00	125.00
IV	Basic Salary	4,200.00	4,309.65	4,419.30	4,528.95	
	Basic + Pension	4,788.00	4,913.00	5,038.00	5,163.00	125.00
V	Basic Salary	4,500.00	4,609.65	4,719.30	4,828.95	
	Basic + Pension	5,130.00	5,255.00	5,380.00	5,505.00	125.00

Local Staff with the application of the salary scale (monthly and annually in \$TT)²

	Local Staff	Current Gross Salary (Basic Salary + Pension Fund)	1999	2000	2001
1	Receptionist	1,710.00	2,370.00	2,480.00	2,590.00
1	Driver	3,192.00	3,302.00	3,412.00	3,522.00
1	Secretary	4,332.00	4,707.00	4,832.00	4,957.00
1	Executive Secretary	4,788.00	4,913.00	5,038.00	5,163.00
1	Executive Secretary	4,788.00	4,913.00	5,038.00	5,163.00

¹ When the current salary scale was approved at the 7th Meeting of the Committee on Budget and Administration, the Network Administrator was part of the Temporary Staff, with a salary of TT\$4,500. The Committee's 7th Meeting approved a recommendation to the Ministerial Council for a Network Administrator to be contracted on a permanent basis from January 1, 1999, in Level 5 of the Salary Scale.

1	Conference Officer	5,130.00	5,255.00	5,380.00	5,505.00
1	Office Supervisor	3,990.00	5,255.00	5,380.00	5,505.00
1	Research Assistant	3,420.00	5,255.00	5,380.00	5,505.00
1	Network Administrator (1)	0.00	5,255.00	5,380.00	5,505.00
9	Total	31,350.00	41,225.00	42,320.00	43,415.00

Local staff with the application of the salary scale (monthly and annually in US\$)

	Local Staff	Current Gross Salary	1999	2000	2001
1	Receptionist	271.86	376.79	394.28	411.76
1	Chauffeur	507.47	524.96	542.45	559.94
1	Secretary	688.71	748.33	768.20	788.08
1	Executive Secretary	761.21	781.08	800.95	820.83
1	Executive Secretary	761.21	781.08	800.95	820.83
1	Conference Officer	815.58	835.45	855.33	875.20
1	Office Supervisor	634.34	835.45	855.33	875.20
1	Research Assistant	543.72	835.45	855.33	875.20
1	Network Administrator (1)	0.00	835.45	855.33	875.20
9	Total	4,984.10	6,554.05	6,728.14	6,902.23

⁴Exchange rate used: US\$1 = TT\$6.29

EVALUATION SCHEME (ANNUAL)

OBJECTIVE

Performance evaluation is a means of:

Documenting efficiency in job performance

Increasing efficiency through improved communication between supervisors and employees.

PROCEDURE

Staff Evaluation

Evaluate the classified staff at least once during the calendar year, by means of an evaluation performed by the supervisor throughout the course of the year.

Evaluate employees on probation, upon completion of the six months served in the position.

NOTE: The evaluation may be postponed for staff members who have been recently appointed, until they have completed six months of service

Except under unusual circumstances, such as a significant and permanent increase in job responsibilities, any recommendation for an increase in salary shall be considered only at the time of the annual review.

STAFF EVALUATION

Responsibility

The immediate supervisor is responsible for performing the staff evaluation.

The evaluation shall be reviewed by the highest-ranking supervisor, if any.

Standard Form

The standard form (draft attached) shall be used for all staff members. Other forms and/or information may be used to support the evaluation.

Evaluation Factors

Each employee shall be evaluated on the basis of the following factors:

- Quality of work produced
- Quantity of work produced
- Knowledge of the job
- Self management (ability to plan and manage his/her own work)
- Work relationships with other employees

Where relevant, employees responsible for supervising the work of others shall be evaluated on their supervisory skills.

Some of the other factors that may be taken into account are: initiative, imagination, enthusiasm, ingenuity, persistence, integrity, punctuality etc.

Evaluation ratings

Employees shall be evaluated on the basis of factors of efficiency and according to the scale indicated on the standard form. See specimen attached.

Expectations/Criteria

The standard form will include the criteria to be used as the basis for the evaluations. The criteria define the Association's expectations regarding performance in each specific position. Once established, said criteria shall remain in effect as a standard for future evaluations.

Preparatory activities

Prior to the Evaluation Period

The supervisor must provide the employee with a copy of the standard form.

The supervisor must provide the employee with a copy of the established expectations and criteria.

During the Evaluation Period

The supervisor observes the employee's performance.

The supervisor monitors the employee's progress in relation to the established expectations and criteria.

The supervisor shall record acceptable or unacceptable performance.

The supervisor shall on a regular basis, provide the employee with informal feedback regarding his/her performance, and when deemed necessary, shall document these comments and forward them to the staff member.

The supervisor shall notify the employee of the date of the evaluation session one month in advance.

Immediately Before the Evaluation Session

The supervisor shall remind the employee of the evaluation session one week in advance.

If deemed necessary, the supervisor shall review the previously established expectations and criteria.

The supervisor shall review notes relating to the employee's performance.

The supervisor shall evaluate the employee according to the applicable criteria.

The supervisor shall prepare a specific development plan for the employee for the following year.

The supervisor shall discuss the employee's evaluation with his/her second hierarchical

superior.

During the Evaluation Session

The supervisor shall provide for uninterrupted time.

The supervisor shall select a private setting.

The supervisor shall involve the employee and solicit his/her comments. The supervisor shall express opinions regarding the employee's performance during the period.

The supervisor shall modify the evaluation - if appropriate - and give a copy to the employee for comments and signature.

Immediately After the Evaluation Session

The supervisor shall send the completed evaluation form to the Director responsible for Budget and Administration for signature.

Routing and Signature

The Director responsible for Budget and Administration shall send to the employee, the signed original of his/her evaluation, as well as the expectations and criteria for the next evaluation period. Copies of the evaluation, the expectations and criteria should also be sent to:

The employee's Director/Supervisor

The employee's personal file

NOTE: When internal mail is used to route staff evaluations, the envelope must be sealed and labelled "Strictly Confidential".

Evaluation Retention and Review

Evaluations may be reviewed by the employee or the individual designated by him/her, his/her current supervisor and higher ranking supervisors and any supervisor who may be considering the staff member for possible promotion, transfer, lateral movement or reassignment.

Evaluations should be considered when changes are being made to the staff, such as transfers, promotions or disciplinary measures.

Appeals

Staff appeals shall be limited to allegations of irregularities in the use of the approved form and/or the procedure for conducting the evaluation.

Standard evaluation form

GUIDELINES FOR COMPLETING THE EVALUATION FORM

- Completed forms are to be typed or written clearly in black ink.

- If a specific criterion does not apply to the individual being evaluated, the supervisor should enter "N/A" (not applicable) in the appropriate box.
- Employees should be evaluated on their contribution to the achievement of the ACS objectives.
- Specific comments are required for the following ratings: **(N)** "does not meet job requirements" or **(E)** "exceptional performance".
- For the rating for each factor (main category) and the overall rating, each supervisor must decide which aspects of the employee's performance are the most important and determine the rating that best reflects his/her overall performance.
- Comments are not required to document or further explain ratings of "full performance" (**A-**, **A**, **A+**) but are encouraged in an effort to provide the employee with clearer guidance.
- The evaluation scheme recognises that the Association has extremely high standards and that supervisors shall uphold such high standards when performing the evaluation.
- When beginning the evaluation, it is taken for granted that each employee is a full performer (**A**). It is the supervisor's job to determine any deviations from the rating of full performance (**A**).

THE RATING CATEGORIES ARE:

N The employee does not meet job requirements - work performance is inadequate and significantly below the standards of efficiency required for a specific criterion or for the position. A rating of "**N**" for a specific criterion must be supported by clearly written comments in the space provided for the rating explanation. An overall rating of "**N**" would indicate that the overall performance, or performance according to key criteria, is inadequate and inferior to the standards of efficiency required for the position and that plans for improvement have not been successful. An overall rating of "**N**" is appropriate if the employee fails to meet job standards for one or more essential functions of his/her post. Written justification is required to substantiate this evaluation.

A- The employee is performing at a level below a full performer. The employee is not performing up to his/her potential or meeting the expectations of the supervisor as it relates to a specific criterion. This is an opportunity for the supervisor to clearly indicate where and how the employee can improve his/her performance.

A The employee is meeting the expectations of the department and the supervisor and is performing at a level that clearly meets the standards established in the criteria. A rating of "**A**" would indicate that the employee's typical work is on par with the objective indicated in an individual criterion and constitutes that which is expected of a trained and qualified employee.

A+ The employee is performing at a level that exceeds the standards established in the criteria.

E The employee consistently performs at a level that is substantially above that described in a specific criterion. An overall rating of "**E**" would be given for overall performance that is definitely superior and well above the standards of performance required for the position. An overall rating of "**E**" would require written justification.

STEPS FOR COMPLETING THE FORM

- Assign the rating for each criterion by placing the appropriate letter in the corresponding box.
- Using the ratings for each factor, assign an overall rating.
- On the "Summary" page, the supervisor has the opportunity to identify other contributions and the potential of the employee and make additional suggestions for his/her development.
- Under "Employee's Comments" the staff member has the opportunity to make any comments relative to the evaluation, as well as any suggestions for improving his/her efficiency or specific comments regarding his/her job.

**ASSOCIATION OF CARIBBEAN STATES
EVALUATION FORM**

Employee

Date of Appointment

Position

Ratings

Factors			
Quantity of work produced Criterion			
Speed			
Accuracy			
Quality of work produced Criterion			
Linguistic capacity			
Ability to draft correspondence			
Knowledge of the job <i>Knowledge of the ACS</i> <i>Knowledge of procedures</i>			
Work relationships			
Self management Indicate where relevant Initiative Imagination Enthusiasm Ingenuity Persistence Integrity Punctuality			

ASSOCIATION OF CARIBBEAN STATES
OFFICIAL TRAVEL POLICY

1. In accordance with sub-paragraphs a) and e) of article XV of the Convention Establishing the ACS, the functions of the Secretariat of the Association of Caribbean States include assisting the Ministerial Council and the Special Committees in formulating and implementing their policies and programmes, and providing support for the meetings held, by following up the decisions taken. The Association must therefore define a Travel Policy.
2. Official travel by ACS staff members is divided into two categories:
Official Visits and Work Assignments.
 - **Official Visits:** are those made by the Secretary General of the ACS to Member States, Associate Members, Potential Members of the ACS and International Organisations, in his capacity as legal representative of the Association, at the invitation of governments and/or the administrative entities of Organisations and with a previously planned Thematic Agenda. On these trips, the Secretary General must make efforts to meet with Heads of State or Government, officials at the ministerial level or Directors of International Organisations (counterparts). During Official Visits, the opportunity must be taken, as far as possible, to seek resources for the Special Fund.
 - **Work Assignments are:**
 - a) The Secretary General travelling outside the headquarters country to obtain resources for the Special Fund.
 - b) The International Staff, including the Secretary General, as representatives of the ACS, attending the meetings of the organs of the Association, Special Committees and Technical Work Groups held outside the headquarters country.
 - c) International Staff, including the Secretary General, attending other events to which they have been invited with a specific purpose, by institutions of Member States, Associate Members, International Organisations, Non-Governmental Organisations, other States, Academic Institutions and Business Associations.
 - d) The Protocol and Conference Officer of the Secretariat.
3. The Secretariat must prepare a Preliminary Annual Travel Calendar to be submitted for the consideration of the last meeting of the Special Committee on Budget and Administration, which must take place in the month of October in accordance with its Work Programme. This Travel Calendar must establish dates, venues, number of staff members attending, objectives, desired outcome and approximate cost, and shall be updated in accordance with the work priorities established. The Committee shall submit this proposal for consideration by the Committee on Budget and Administration and the Ministerial Council.
4. When establishing and executing its annual travel programme, the Secretariat must ensure that travel-related expenses do not exceed the available resources under the official travel heading in the annual budget.
5. In the absence of the Secretary General, there must always be at least two Directors at the headquarters of the Association, including the Director in Charge of the Secretariat, except when there are meetings of the Ministerial Council, the Executive Board,

Intersessional Meetings, Meetings of Heads of State, or when the meetings of the Special Committees or Work Groups coincide.

6. In order to promote a travel policy that is compatible with the established ACS Budget, through the various organs of the ACS, Member and Associate Member States shall agree to hold at least half of the meetings of the Special Committee in Port of Spain.
7. Prior to the convening of the meetings of the Ministerial Council, the Special Committees and Technical Groups, the Secretariat shall notify the Chairman of the organ in question, of the impact of such a decision on the Association's finances, so that the necessary adjustments could be made for keeping within the approved budget.
8. This estimate shall include the appropriation in the "Official Trips" heading, together with the funds provided by the Member States and Associate Members that propose to host the meetings of the Association. In analysing the financial impact of the proposal, it must also be considered that those meetings held at the headquarters do not require expenses for "Official Trips", but substantially increase the expenditure under the "Meetings and Consultants" heading.
9. To ensure that attendance at such events contributes to the improvement of the Association's work programmes, the invitation and the outcome of the trip must be made known in a timely manner to the Chairman of the Special Committee, whose field is related to the event in question.
10. Written authorisation must be given by the Secretary General or Director in Charge prior to all trips. All authorisation must be based on an analysis of the link between the ACS Work Programme and the budgetary resources for each trip. A specimen of the Travel Authorisation Form has been attached (Annex IV A).
11. To determine the number of persons who will participate in each meeting, the support needs of the host country and the opinion of the Chairman of the Special Committee or Work Group shall be taken into consideration. As a general rule, the meetings of the Special Committees and subordinate Work Groups may be attended by a maximum of two Secretariat staff members.
12. Staff members of the Secretariat who are obliged to embark on official missions shall receive a per diem calculated in accordance with the per diem rates and regulations applied by the United Nations, except when they receive airfare or per diem from another organisation, government or institution.
13. The most direct and economical air route shall be used for all official travel. An alternative route may be approved when, in the opinion of the Secretary General, using that route is in the best interest of the Association. Staff members on official trips shall use economy class tickets. The Secretary General may upgrade his ticket for flights of more than nine (9) hours duration.
14. The Secretariat shall also cover the following expenses:
 - a) The difference in airfares due to a necessary change of route.
 - b) Official telephone and telegraph expenses and other communication costs of the Secretariat.
 - c) Excess luggage charges due to the transport of documents.
 - d) Transport to and from the airport.
 - e) Airport duties and taxes.

15. At the end of an official mission, each Secretariat staff member shall submit a statement including per diem, airfares and travel allowances within a period not exceeding fifteen (15) days of his/her return.
16. Upon returning from an official visit or work assignment, the Secretariat staff member including the Secretary General, must prepare a report outlining the following:
- a) The objectives of the trip or assignment;
 - b) Dates of travel
 - c) Activities undertaken
 - d) Results achieved
 - e) Follow-up programmes
 - f) Contacts made and documents or publications received

This report must be submitted to the Secretary General within two weeks of completing the trip. He in turn shall forward it to the Chairman (Chairmen) of the Committee(s) concerned with the purpose of the visit. A specimen of the Technical Travel Report is attached (Annex IV B).

17. At meetings of the Special Committee on Budget and Administration, the Secretariat shall present executive reports on official trips made.
18. These regulations are valid even when travel costs are totally or partially defrayed by another institution, organisation or Government, with the exception of the conditions established in paragraph 13.

**ASSOCIATION OF CARIBBEAN STATES
ASOCIACION DE ESTADOS DEL CARIBE
ASSOCIATION DES ETATS DE LA CARAÏBE**

OFFICIAL TRAVEL AUTHORISATION FORM

Number:	Date:																							
1. Name of Official:																								
2. Department:																								
3. Purpose of Travel - Objectives:																								
Results anticipated:																								
4. Budget Heading:	5. Budget Status:																							
6. Other members of the Mission:																								
7. Date of Travel:	10. Total Travel Allowance in US\$: <table style="margin-left: 20px; border: none;"> <tr> <td>Nights:</td> <td style="text-align: right;">x</td> <td style="text-align: right;">=</td> </tr> <tr> <td>Nights:</td> <td style="text-align: right;">x</td> <td style="text-align: right;">=</td> </tr> <tr> <td>Percent: (15%)</td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td></td> <td></td> </tr> <tr> <td>Terminal Exp.</td> <td style="text-align: right;">x</td> <td style="text-align: right;">=</td> </tr> <tr> <td>Terminal Exp.</td> <td style="text-align: right;">x</td> <td style="text-align: right;">=</td> </tr> <tr> <td>TOTAL</td> <td></td> <td></td> </tr> <tr> <td colspan="2" style="text-align: right; padding-top: 10px;">(to the nearest \$) \$</td> </tr> </table>	Nights:	x	=	Nights:	x	=	Percent: (15%)			Total			Terminal Exp.	x	=	Terminal Exp.	x	=	TOTAL			(to the nearest \$) \$	
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Nights:		x	=																					
Percent: (15%)																								
Total																								
Terminal Exp.	x	=																						
Terminal Exp.	x	=																						
TOTAL																								
(to the nearest \$) \$																								
8. Start Mission:																								
9. End Mission:																								
11. Air Ticket Itinerary:																								
12. Return Date:																								
Special Instructions:																								
Date:	Signature of Official																							
.....																								

RECEIPT

1. TRAVEL ALLOWANCE GIVEN TO OFFICIAL		US \$	
FORM OF PAYMENT:	Cheque <input type="checkbox"/>	Cash <input type="checkbox"/>	Travellers Cheques <input type="checkbox"/>
Cheque No. Tobago Ltd.	Bank: The Royal Bank of Trinidad and		
Travellers Cheques:	Nos.		
Signature:	Date:		
2. ISSUE OF AIR TICKETS:			
Total Cost	US		
Details of ticket issued			
Travel Agency:			
Airline:			
Class:	Executive <input type="checkbox"/>	Economy <input type="checkbox"/>	
Signature.....	Date:		

ACS TRAVEL REPORT

Name: _____ ACS Programme: _____

Itinerary: _____

Date(s): _____ Countries: _____

Distribution:

Secretary General: Director: Professional:

Other: Specify: _____

Accompanied by:

Purpose of Travel:

Activities undertaken:

Results achieved:

Follow-up programmes:

Contacts made:

Documents or publications received:

Signature: _____ Date: _____

**ASSOCIATION OF CARIBBEAN STATES
FIFTH ORDINARY MEETING OF THE MINISTERIAL COUNCIL
Panama City, Panama, December 13, 1999**

Agreement No. 2/99

**BUDGET OF THE ASSOCIATION FOR THE PERIOD 2000– 2001 AND WORK
PROGRAMME OF THE SPECIAL COMMITTEE ON BUDGET AND ADMINISTRATION**

The Ministerial Council,

Pursuant to:

**Articles IX, sub-paragraph b and XII of the Convention Establishing the
Association of Caribbean States;**

Agreements 2/95, 2/96, 2/97 and 2/98 of the Ministerial Council;

Considering:

**The recommendations presented by the Committee on Budget and Administration,
adopted at the Ninth Meeting of the Special Committee, held on September 7-9,
1999 in Port of Spain, Trinidad and Tobago;**

Agrees:

1. To approve the proposed Budget for the biennial 2000-2001 adopted at the Ninth Meeting of the Special Committee on Budget and Administration (Annex I);
2. To establish the following characteristics in the Budget:
 - a. The distribution of quotas and contributions of Members remains as stated in Annex II.
 - b. The breakdown into headings will be as follows:

	2000 Budget			2001 Budget		
	Budget	% based on 1,447,771	% based on 1.5 million	Budget	% based on 1,447,771	% based on 1.5 million
Ministerial Council	63,136.86	4.36%	4.21%	63,136.86	4.36%	4.21%
International Staff	770,254.04	53.20%	51.35%	771,561.00	53.29%	51.44%
Local Staff	91,709.95	6.33%	6.11%	93,904.71	6.49%	6.26%
Official Travel	90,083.73	6.22%	6.01%	90,083.73	6.22%	6.01%
General Administrative Expenditure	202,218.15	13.97%	13.48%	206,164.43	14.24%	13.74%

Consultants and Meetings	217,368.27	15.01%	14.49%	209,920.27	14.50%	13.99%
Temporary Staff	13,000.00	0.90%	0.87%	13,000.00	0.90%	0.87%
Total	1,447,771.00	100.00%	96.52%	1,447,771.00	100.00%	96.52%

c. The Budget for expenditure of the Association for the years 2000 and 2001 will be calculated based on the total collection of US\$1,447,771.00 in contributions, for each year.

3. To authorize the Special Committee on Budget and Administration to analyse and decide on the review and modification of the breakdown by headings, if any of the States, Countries and Territories to whom Associate Membership is open, signs and ratifies the Convention Establishing the Association, and pays the relevant contribution, in accordance with Article IV, paragraph 2 of the Convention;

4. To maintain the structure and composition of the International Staff of the Secretariat, approved through Agreement No. 2/95, in addition to the salary scale approved at the Ninth Meeting of the Special Committee on Budget and Administration, and which establishes the following levels of annual salaries for the International Staff:

Annual salary scale in US\$

	I	II	III	IV	V
Secretary General	89,862.00	89,862.00	89,862.00	89,862.00	89,862.00
Directors (D-1)	66,615.00	67,793.00	68,970.00	70,146.00	71,324.00
Senior Professionals (P-3)	42,730.00	43,752.00	44,776.00	45,798.00	46,821.00
Junior Professionals (P-2)	35,598.00	36,501.00	37,401.00	38,302.00	39,202.00

5. To take note of the revised Budget for 1999 (Table I, Annex I), approved by the Special Committee on Budget and Administration at its Ninth Meeting, in fulfillment of Agreement 2/98 of this Council, and which presents the following breakdown into headings:

		Revised 1999 Budget		
		Budget	% based on 1,358,916	% based on 1,5 Million
MC	Ministerial Council	66,136.86	4.87%	4.41%
S1	International Staff	742,371.02	54.92%	49.76%
S.2	Local Staff	98,905.98	7.28%	6.59%
S3	Official Travel	90,083.73	6.63%	6.01%
S4	General Administrative Expenditure	196,968.27	14.35%	13.00%

S5	Consultants and Meetings	149,450.15	11.00%	9.96%
S6	Temporary Staff	15,000.00	0.96%	0.87%
	Total	1,358,916.00	100.00%	90.59%

6. To take note of the Report presented by the External Auditor on the Financial Statements and Balance Sheet of the Secretariat for the year 1998, and to instruct the implementation of the recommendations of the External Auditor;
7. To continue to use the auditing services of Ernst and Young for the 1999 accounting year and to instruct the Special Committee on Budget and Administration to decide, at its first meeting in the year 2000, on the firm that will conduct the audit for the period 2000 – 2003;
8. To approve the Staff, Accounting and Financial Manuals of the ACS Secretariat, reviewed by the Ninth Meeting of the Special Committee on Budget and Administration and which shall enter into effect on January 1, 2000;
9. To approve the Work Programme of the Special Committee on Budget and Administration for the years 2000-2001, agreed on during the Ninth Meeting of the Committee.

**ASSOCIATION OF CARIBBEAN STATES (ACS)
NINTH ORDINARY MEETING OF THE MINISTERIAL COUNCIL
Panama City, Panama, November 27, 2003**

Agreement No. 2/03

BUDGET OF THE ASSOCIATION OF CARIBBEAN STATES (ACS)

The Ministerial Council,

Pursuant to:

- 1. Article IX, sub-paragraph b and Article XII of the Convention Establishing the Association;**
- 2. Ministerial Council Agreements 2/95, 2/96, 2/97, 2/98, 2/99, 2/00, 2/01 and 2/02;**

Considering:

The recommendations presented by the Special Committee on Budget and Administration, adopted during the Committee's 3rd Extraordinary Meeting on April 2-3, 2003, and the 14th Meeting of the Special Committee on Budget and Administration convened on October 20-21 in Port of Spain, Trinidad and Tobago;

Agrees to:

1. Take note of the Report on the Financial Statements and the Balance of the Secretariat's Budget for 2002 presented by the international firm of external auditors Ernst & Young and approved by the Special Committee on Budget and Administration during its 14th Meeting, and authorise the implementation of the recommendations expressed by the External Auditor.
2. Take note of the Revised Budget for 2003, approved by the Special Committee on Budget and Administration during its 14th Meeting, whose breakdown by headings is presented in Annex 1.
3. Maintain the distribution of quotas and contributions of Member States and Associate Members as presented in Annex 2.
4. Instruct the Special Committee on Budget and Administration to guide the Secretariat regarding the procedures to be followed to resolve the problem concerning delays in the payment of contributions, and appeal to Member States and Associate Members to make their payments during the first quarter of the year.
5. Instruct the Special Committee on Budget and Administration to analyse and issue recommendations on the Programme Budget for the 2004-2005 biennium, in the framework of its 4th Extraordinary Meeting that will take place in April 2004, based on the Draft Programme Budget for 2004-2005 presented by the Secretariat during the 14th Meeting convened on October 20-21, 2003, whose breakdown by headings is presented in Annex 3.

6. Instruct the Special Committee on Budget and Administration to ensure that the Revised Programme Budget for the 2004-2005 biennium take into consideration the Work Programme for the 2004-2005 biennium approved by the 9th Ordinary Meeting of the Ministerial Council, as well as the decisions emanating from said Meeting, in addition to the Plan of Action and decisions of the 5th Summit that will be held in Panama in February 2004.
7. Note that the ACS, as an instrument of functional co-operation in the Caribbean region, has evolved as a result of a gradual process of consolidation and maturity, stemming from the groundwork carried out by the Member States, Associate Members and the Secretariat since its inception. In addition, note that this successful growth has influenced the size of the Secretariat and its volume of work, thus causing the Ordinary Budget of the ACS to be used in its entirety.
8. Instruct the Special Committee on Budget and Administration to take charge within its competence, of the transition of the new Secretary General, allowing a smooth handover to the new head.
9. **Take note of the expansion of the Salary Scale for the Local Staff of the Secretariat, which is presented in Annex 4, requested by the Secretariat and approved by the Special Committee on Budget and Administration during its 14th Meeting, and which must take effect in January 2004.**
10. Take note of the last revision of the Staff Manual of the Secretariat approved by the Special Committee on Budget and Administration during its 14th Meeting on October 20, 2003.
11. Take note of the implementation of the recommendations expressed by the international firm Ernst & Young regarding the Budget and Administration Unit of the Secretariat.

ANNEX I...

ANNEX II...

ANNEX III

**SALARY SCALE OF THE LOCAL STAFF OF THE SECRETARIAT
VALID ON JANUARY 2004**

**MONTHLY REMUNERATION
IN TRINIDAD AND TOBAGO DOLLARS**

LEVEL	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8
I	2,078.95	2,175.44	2,271.93	2,612.72	3,004.63	3,245.00	3,504.60	3,784.97
II	2,896.49	2,992.98	3,089.47	3,552.89	4,085.82	4,412.69	4,765.70	5,146.96
III	4,128.95	4,238.60	4,348.25	5,000.49	5,750.56	6,210.60	6,707.45	7,244.05
IV	4,309.65	4,419.30	4,528.95	5,208.29	5,989.54	6,468.70	6,986.20	7,545.10
V	4,609.65	4,719.30	4,828.95	5,553.29	6,386.29	6,897.19	7,448.97	8,044.89