



AfricaRice

Staff Management Policy Version 2

Effective Date: 10 June 2026

Table of Contents

Staff Management Policy 1

Document Management 3

1. **Purpose** 4

2. **Scope**..... 5

3. **Definitions** 5

4. **Policy Statement** 6

5. **Roles and Responsibilities** 10

6. **Review**..... 11

7. **Related Documentation** 11

Document Management

Functional Area:	Human Resource Management
Owner/Contact:	Human Resource Manager
Directorate	Corporate Services
Approved by:	Board of Trustees
Date of approval:	10 June 2026
Date of Next Review:	10 June 2029
Title in English:	Staff Management Policy
Title in French:	
Related Policies and Procedures	Manual of Procedures for General Services Staff Internationally Recruited Staff Manual of Procedures Conflict of Interest Policy Authorization Policy and Matrix Travel Policy Workplace disability Policy Workplace Policy on HIV Occupational Health and Safety Policy Sexual harassment in the workplace Policy Gender Equality Policy
History of versions	Version 1 approved in April 2020
Key points	Draft prepared in the new format Home Country/Base well defined Duty Station definition Clarity Policy statement on Official (Public) holidays

1. Purpose

Preamble

The Africa Rice Center (AfricaRice) is an autonomous intergovernmental research association of African member countries. It is also a leading pan-African research organization with a mission to contribute to poverty alleviation and food security in Africa through research, development and partnership activities. It is one of 12 Centers and Alliance under One CGIAR supported by the CGIAR Fund. The Center was created in 1971 by 11 African countries. Today its membership comprises 28 countries, covering West, Central, East and North African regions.

The responsibilities for governance at AfricaRice are shared between the Members States represented by a Council of Ministers and the Board of Trustees. Its supreme governing body is, however, the Council of Ministers, composed of the line Ministers in charge of either Agriculture or Scientific Research and Higher Education, depending on the Member State. This governance, unique to AfricaRice among the International Agricultural Research Centers of the One CGIAR, gives it unparalleled access to the highest levels of decision-making in African governments. The Board of Trustees is responsible for oversight of the affairs of the Center including the approval of programs and budget, the appointment of senior professional staff, the approval of policies, and monitoring and evaluating management's actions while at the same time avoiding undue involvement in the day-to-day operations of the Center. The Director General, Management Executive Committee and staff are responsible for the day-to-day management of operations of the Center.

AfricaRice believe that every individual staff member, irrespective of their position, needs to feel that their service and contribution is valuable, valued and worthwhile. AfricaRice is therefore committed to ensuring that every staff member receives equal opportunities to maximise their contributions in an equitable professional environment, free of biases towards race, ethnic origin, religion, gender, age, sexual orientation or physical disability.

AfricaRice endeavors to establish terms and conditions of employment that are clearly recognized as being fair to the interests of all those concerned. AfricaRice aim to encourage all staff to take interest and pride in the Center's vision and mission, and program of work to achieve them. AfricaRice encourage all people associated with AfricaRice to continuously exert their very best talents and efforts in the discharge of their responsibilities in contributing to its success. Human Resources Policies are updated and maintained as a guide and enablement to staff and all concerned in the management of human resources matters. These policies therefore serve as a reference point when human resources management practices are being developed or when decisions are being made about AfricaRice' workforce

Purpose

- 1.1. The Staff Management Policy contains the major general terms and conditions of employment as well as the essential rights, obligations and duties of AfricaRice and its staff.
- 1.2. It sets out the general principles that guide AfricaRice in the recruitment, management and development of staff.

2. Scope

- 2.1. This is a Centre-wide Policy and is applicable to all staff located in all countries where the AfricaRice operates.

3. Definitions

- 3.1. **Council of Ministers:** Consist of representatives of all Member States of AfricaRice
- 3.2. **Board of Trustees:** AfricaRice governing board per the institutions governing documents.
- 3.3. **Director General:** The Chief Executive Officer of AfricaRice appointed by the Council of Ministers
- 3.4. **Executive Management Committee (EMC):** AfricaRice Senior Leadership team
- 3.5. **Human Resources Office (HRO):** The unit that is responsible for management of AfricaRice employees (staff) matters.
- 3.6. **Employee:** A person holding a letter of appointment for full or part time work with AfricaRice, whose employment is governed by the terms and conditions laid out by AfricaRice.
- 3.7. **Family member:** A family member may be any of the following: -
 - 3.7.1. The lawful spouse and child related to the staff member by birth, legal custody or marriage.
 - 3.7.2. A child or stepchild who lives with the staff member and for whom the staff member has assumed full parental responsibility.
 - 3.7.3. A person who is a formally declared companion effectively living with the staff member.
- 3.8. **Dependents:** The recognized dependents of a staff member are:-
 - 3.8.1. One spouse, who in any given year resides permanently with the staff member and may be supported by relevant legal document.
 - 3.8.2. In the case of non-married partner, a relationship which has been formally established and is in existence for at least two years and that the partner is permanently residing with the staff member.
 - 3.8.3. Legitimate or legally adopted children under the age of 23, attending regular school and for whom the staff member has legal custody
 - 3.8.4. A physically challenged (disabled) child whom a staff member has legal custody regardless of the age
 - 3.8.5. A stepchild of a staff member under the age of 23, attending regular school, who lives with the staff member and for whom the staff member has full custody.
- 3.9. **Nationally Recruited Staff (GSS-N):** A person recruited from within the country of the duty station.
- 3.10. **Regionally Recruited Staff (GSS-R):** Staff members recruited from member countries or mandate areas of AfricaRice.
- 3.11. **Internationally Recruited Staff (IRS):** Staff members whose post was advertised globally in the international media and recruited from any country in the world.
- 3.12. **Home Country/Base:** The location and country in which the employee is permanently resident, which he/she has national passport or legal document to reside in at the time of employment. that the Director General recognizes at the time of appointment as the permanent domicile of the staff member and shall be defined in the letter of appointment.

- 3.13. **Duty Station:** The geographic location, headquarters or outreach station, where AfricaRice has legal presence, to which a staff member is assigned. The work location is the place where a staff member is posted or assigned. If the staff member is required or requested to work at two locations, the duty station of the staff member shall be the location where the position has been established. A staff member's official duty station shall be a location listed in the letter of appointment and as subsequently amended.
- 3.14. **Host Country Agreement:** The Memorandum of Understanding (MoU), or equivalent document, with the government of the specific country where AfricaRice operates
- 3.15. **Remuneration package:** Base salary plus all other cash and non-cash benefits, allowances and prerequisites to which a staff member is entitled.
- 3.16. **Base Salary:** Earnings before tax but excludes pension contribution and benefits (both cash and non- cash) following the salary grid established by AfricaRice.
- 3.17. **Benefits:** Cash benefits, cash allowances and non-cash benefits such as medical, insurance, leave, training, etc that are provided in accordance with the rules and regulations of AfricaRice as detailed in the personnel manuals for IRS and GSS.
- 3.18. **Redundancy:** The termination of a contract by AfricaRice, before the prescribed end date, of a staff member whose services are no longer required, based on the current or projected needs of the Centre.
- 3.19. **Summary Dismissal:** Termination of employment, by AfricaRice, for disciplinary reasons. Summary dismissal carries loss of rights to separation payment and notice period

4. Policy Statement

Duties, Obligations and Privileges

- 4.1. The Board delegates full authority to the Director General for the management and effective implementation of AfricaRice' human resources policies. The Director-General may further delegate this authority to competent staff for the implementation of the provisions of this policy.
 - 4.1.1. All staff members shall be subject to the authority of the Director General, who may assign them to any of AfricaRice' tasks and/or positions. They are accountable to him in the performance of their duties. In principle, the entire working time of the staff shall be at the disposal of AfricaRice.
- 4.2. Every employee has the right to a work environment that allows him/her to achieve his/her highest level of performance, individually and as a team, as well as to feel respected and welcomed. AfricaRice will always:
 - 4.2.1. attract and retain a high-performing workforce.
 - 4.2.2. apply fair treatment comparable to that of similar international agricultural research institutions, while respecting the laws, customs and practices of the host countries in which it operates.
 - 4.2.3. encourage and offer opportunities for the professional and personal development of its employees.
 - 4.2.4. provide a safe and adequately equipped work environment for all its staff members.

- 4.2.5. encourage open communication between staff members at all levels and foster a positive work environment conducive to the achievement of excellence.
 - 4.2.6. prohibit any form of favoritism or discrimination based on race, color, religion, gender, ethnic origin, political affiliation, age, health, marital status or sexual orientation.
 - 4.2.7. ensure that management and staff act in a culturally sensitive manner with respect to cultural diversity among AfricaRice staff.
 - 4.2.8. maintain a zero-tolerance policy towards abuse or harassment of any kind in the workplace.
- 4.3. In the performance of their duties, staff members shall not seek or accept instructions from any government or from any authority external to AfricaRice without the prior approval of the Director General. No staff member may accept or exercise an occupation or profession that is incompatible with the proper fulfilment of their duties at AfricaRice.
 - 4.4. Staff members shall not engage in any advisory service or other outside employment without the prior approval of the Director General. Where an external assignment is related to AfricaRice' program and it is in AfricaRice' interest to do so, the Director General may choose to request the staff member to accept the assignment.
 - 4.5. Staff members must not be actively involved in the management of any organization/company or hold a financial interest in an organization/company or benefit from such association founded on their official position with AfricaRice.
 - 4.6. Staff members shall exercise the utmost discretion on all matters of a confidential nature or share them, in an official capacity, with the authorization of the Director-General. Unless authorized by the Director- General or his/her representative, no staff member shall, under any circumstances, communicate to any person any information which has not been published and of which he/she has become aware as a result of his/her position at AfricaRice. Separation from service does not exempt them from these obligations. This observance of confidentiality agreements continues after an AfricaRice employee's contract is terminated.
 - 4.7. No staff member shall accept, in consideration of his/her work at AfricaRice, any honor, decoration, favor, gift or fee from any government or other outside source seeking or conducting business with AfricaRice without the authorization of the Director General.
 - 4.8. Where appropriate, the immunities and privileges attached to AfricaRice under the headquarters agreements granted in the host countries shall be conferred in the interests of the Center. These privileges and immunities do not exempt staff members enjoying them, from observing the laws and regulations in force in the countries in which they work both at their place of work and in the conduct of their personal affairs.
 - 4.9. Staff members should at all times bear in mind the restraint and tact required of them by reason of their employment with an international organization and therefore should not interfere in the political or religious affairs of the country in which they work.
 - 4.10. All staff members are expected to conduct themselves in a professional, respectful and responsible manner to promote and maintain AfricaRice' standards and professional image. They must treat other staff members and all other persons with whom they come into contact at AfricaRice with courtesy, respect, equality and cultural sensitivity.
 - 4.11. Staff members have a financial obligation to AfricaRice in respect of any loss suffered as a result of their negligence or as a result of the violation of any regulations or procedures.
 - 4.12. AfricaRice shall not be used as a venue for meetings, rallies or any other demonstrations of a trade union, political or religious nature.

- 4.13. Staff members may appoint representatives from among their number. These staff representatives make up the Advisory Committee, which is a forum for dialogue and consultation.
- 4.14. Staff members may not form a trade union. Any person or group of persons who engage in activities of a trade union nature will be sanctioned.
- 4.15. To ensure coordination and complementarities with any other analysis to be undertaken at AfricaRice, staff members are authorized to continue to use the AfricaRice data they have collected during their careers at AfricaRice.
- 4.16. Any intellectual property rights arising from the work or productions of an employee in the course of his/her employment with AfricaRice, including copyright and intellectual property rights, patents or royalties, are exclusively reserved to the Institution.
- 4.17. Staff members must abide by any agreements that AfricaRice may have made to cover the work and result in a patent, copyright or title.

Recruitment and appointment

- 4.18. AfricaRice fully respects the dignity of all its staff members, their beliefs, feelings and private life without distinction, exclusion or preference, based on race, national or social origin, religion, gender or sexual orientation, and rejects any practice that could nullify or impair equality of opportunity or treatment in its workplace.
- 4.19. AfricaRice is an equal opportunity and equal access employer, committed to following internationally recognized labor standards and practices in all respects and providing a fair working environment.
- 4.20. AfricaRice plans its human resources staffing according to the internal needs of the organization. All vacancies shall be filled on a competitive basis in accordance with the rules and procedures governing the recruitment process. However, this provision shall not apply in the case of a position filled by transfer of the employee, with or without promotion, when it is in the interests of the Centre. However, the Director General may, in certain cases, appoint staff to other functions as required.
- 4.21. The Director General may approve the regular appointment of family members of staff provided that the selection is made on a competitive basis and follows the established recruitment process and procedures.

Salaries and Benefits and Development

- 4.22. AfricaRice' performance depends on the quality and commitment of its staff as well as the Institution's remuneration policy aimed at attracting and retaining staff capable of meeting the Institution's objectives. The key principle is to ensure that staff are paid fairly and treated in a consistent and transparent manner.
- 4.23. The salary level of the staff is set by AfricaRice according to their functions and responsibilities. The system of salaries and allowances will be determined by the Center in accordance with local, regional and international customs and the financial performance of the Institution. Based on a satisfactory assessment of performance and availability of funds, an employee may be promoted.
- 4.24. Under conditions determined by management, AfricaRice provides certain loans and indemnities to staff members. Furthermore, AfricaRice reserves the right to modify or consolidate such benefits as it deems appropriate in the interests of the Center and the generality of its staff.

Leaves

- 4.25. All staff members shall be entitled to annual leave or leave due to special circumstances recognized by AfricaRice as necessary for the welfare of its employees. In addition to annual leave, AfricaRice grants other specific types of leave, the conditions of which are well defined in the procedures manuals for General Service and internationally recruited staff.
- 4.26. Leave shall be taken by mutual agreement in accordance with the provisions of the rules and regulations of the manuals of procedures governing General Service and internationally recruited staff.
- 4.27. In order to enable regionally and internationally recruited staff to spend their vacations periodically in their home countries, AfricaRice shall grant the necessary time and resources for travel, subject to the conditions and arrangements established by the Center and to the availability of funds.
- 4.28. AfricaRice considers a fixed number of public holidays of 12 days per year at the various duty stations. Allocation mechanisms are set out in the Staff Procedures Manual.

Operational regulations

- 4.29. AfricaRice sets the normal working hours at the various duty stations. An exemption may be granted to take account of the need for the service. All staff members are required to work beyond normal working hours whenever necessary. However, appropriate arrangements will be made to minimize the need to work beyond the time provided for this purpose.
- 4.30. Eligible performance-level staff members who are required to work more than standard working hours will be compensated according to the rules set by AfricaRice in accordance with the laws and regulations in force in the host countries.
- 4.31. Regionally and internationally recruited staff members working outside their home country or country of residence will receive assistance in settling in at their duty station, transferring to another duty station and at the end of their contract to return to their country/location of residence.

Social Security

- 4.32. AfricaRice will facilitate a system of social security for staff, including provisions for the protection of the health of staff members and their dependents, sick and parental leave, as well as fair compensation in the event of illness, injury or disability attributable to the performance of duties on behalf of AfricaRice, and death.
- 4.33. Provision is made for the participation of General Service staff in an internal supplementary pension fund, known as the Provident Fund, the conditions and operating mechanisms of which are clearly set out in the Manual of Procedures Governing General Service Staff.

Training and staff development

- 4.34. AfricaRice recognizes the importance of providing its staff with training opportunities to improve their professional knowledge, skills and future performance. Staff development leads to increased productivity, employee motivation and empowerment and contributes to the stability of the Center.
- 4.35. AfricaRice' staff performance management aims to help employees, and the Centre improve performance by providing a clear basis for the development of individual accountabilities, the evaluation of performance, the identification of training and skills development needs, and the

promotion of excellence. An effective staff performance management system is fundamental to the Centre's success and staff fulfilment.

Disciplinary Measures and Sanctions

- 4.36. AfricaRice may apply disciplinary measures to staff whose conduct is unsatisfactory. The Director General may summarily dismiss a staff member who is found guilty of serious misconduct.
- 4.37. Where appropriate, the Director General shall establish a competent administrative committee, with the participation of designated staff members, to deal with disciplinary matters and with appeals formalized by a staff member against any administrative decision alleging non-observance of the terms of their contract.
- 4.38. The need to invoke disciplinary measures is rare and should remain so. The objective of AfricaRice' disciplinary provisions is primarily prevention or correction rather than repression.

Termination

- 4.39. The Director General may terminate the contract of a staff member in accordance with the terms of his/her contract and the provisions in force in the labor legislation of the host country, if the necessities of the service or the level of funding of the Institution require the abolition of his/her post or a redundancy, if his/her services are unsatisfactory, or if, owing to his/her state of health, the staff member is no longer able to perform his/her duties.
- 4.40. The contracts of staff members attached to a specific project shall terminate on the expiry date of the contracts if no renewal is granted. In case of "force majeure", AfricaRice reserves the right to terminate staff contracts.
- 4.41. An employee whose contract is terminated shall receive the notice period and compensation provided for in his/her contract and the laws and regulations in force in AfricaRice' host countries.
- 4.42. Any staff member may resign from AfricaRice by sending a letter to the Director-General giving the notice required by his/her contract.
- 4.43. AfricaRice ensures that separation and termination conditions are clearly specified and accessible so that the employee is aware of their rights and obligations when leaving the organization and that they are applied fairly.

Official Holidays

- 4.44. The number of days to be observed as official holidays by AfricaRice staff in any location should not exceed 12 working days per one calendar year.
- 4.45. The calendar of official holidays published by HRO following approval by the Director General.
- 4.46. When an official holiday falls on a Saturday or Sunday, AfricaRice will follow the declaration of the host countries.

5. Roles and Responsibilities

- 5.1. **Council of Ministers**
 - 5.1.1. Appointment of the Director General
- 5.2. **Board of Trustees**

- 5.2.1. Review and approve changes and revisions to this policy.
- 5.2.2. Review and recommend appointment of the Director General.
- 5.3. **Director General**
 - 5.3.1. Review, approve and implement the provisions of this Policy.
 - 5.3.2. Review and approval of all staff appointments and terminations.
 - 5.3.3. Appoint a committee to deal with disciplinary matters of staff members.
- 5.4. **Executive Management Committee**
 - 5.4.1. Review and recommend updates and revisions to this policy.
- 5.5. **Human Resources Office**
 - 5.5.1. Administration of the provisions of this policy.
 - 5.5.2. Monitoring, recording and reporting on non-compliance to this policy.
- 5.6. **Human Resources Manager**
 - 5.6.1. Ensure implementation and adherence to this policy
 - 5.6.2. Review and prepare changes, updates and revisions to this policy.
- 5.7. **Staff**
 - 5.7.1. Adhere to the provisions of this policy.

6. Review

- 6.1. This policy will be reviewed every three years or earlier if required by the Human Resources Manager.
- 6.2. Any changes made to the Policy will be presented to the Executive Management Committee (EMC) for endorsement and thereafter submitted to the Board of Trustees for approval.

7. Related Documentation

- 7.1. Manual of Procedures for General Services Staff.
- 7.2. Internationally Recruited Staff Manual of Procedures.
- 7.3. Conflict of Interest Policy.
- 7.4. Authorization Policy and Matrix.
- 7.5. Workplace disability Policy.
- 7.6. Workplace Policy on HIV.
- 7.7. Occupational Health and Safety Policy.
- 7.8. Sexual harassment in the workplace Policy.
- 7.9. Gender Equality Policy.
- 7.10. Code of Ethics and Business Conduct
- 7.11. Policy on Protection Against and Prevention of Harassment and Discrimination