

## Information Paper 4.1

### Approach to Capacity Building in and Reform of the Transport Ministries

#### Executive Summary

This Paper sets out the background to the Capacity Building and Reform Strategy outlined in the Policy Statement for the Transport Sector. The overall approach is based on the following assumptions: Reform and restructuring should be accomplished in the following steps (over, say a period of 10 years):

1. Initially, build up the capacity building capacity of the existing ministries
2. Then restructure these ministries, by refocusing their attention on core operations.
3. Thereafter, identify those parts of the ministries which are operational in nature, and prepare for transferring these operations to either agencies or companies.
4. When preparation is ready, launch the agencies and companies.
5. Finally, combine remaining functions in the three ministries within a new ministry of transport focusing on policy making, legislation, overall budgeting and monitoring of the transport sector and companies and agencies under its auspices.

The process, hence, starts with capacity building and reform within the ministry. The following steps are envisaged by Government as part of capacity building and reform:

- Each ministry will set up a new department to be charged with capacity building. This Reform and Restructuring Office<sup>1</sup> (RRO) is envisaged to be given priority reform and restructuring (PRR) status in terms of the decree on Priority Reform and Restructuring within Ministries. The head of the RRO will report to the deputy minister or the minister.
- Each RRO will be provided with a technical assistance (TA) team comprising three types of experts: (i) development of the management and administration of a ministry; (ii) experts in the specific functions of the ministry concerned; (iii) experts in training in the skills to be possessed by the ministry concerned. The TA team leader will report to the head of the RRO, and on an interim basis to the minister/deputy minister.
- The RRO will design new departments corresponding to the future needs of the Ministry. Once such a department has been designed, and key staff members identified, an application for PRR status will be made, and the department will then be launched.
- New structures, including the envisaged future airports corporations, ANS corporation, and agencies in aviation, roads and road traffic, will initially also be established as a new unit, which will be given PRR status. Once this unit has been set up, and basic recruitment completed, the next step will be prepared by the RRO, leading up to the launching of the agency or corporation, and subsequent closure of the unit in question.
- The RRO will serve as the gender focal point to the Gender Advisory Group, and will be expected to implement a gender operational policy.

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<sup>1</sup> The RRO is referred to as the Capacity Building Department in the Policy Statement (CBD). It is the same thing.

It is expected that the capacity building units can be established in the form of a department within the three transport ministries by early 2004 (1383).

This approach will now be developed further here in this Paper, which is for information only.

## Introduction

This Information Paper sets out the background to the Capacity Building and Reform Strategy outlined in the Policy Statement for the Transport Sector. The overall approach is based on the following assumptions: Reform and restructuring should be accomplished in the following steps (over, say a period of about 10 years):

1. Initially, build up the capacity building capacity of the existing ministries
2. Then restructure these ministries, by refocusing their attention on core operations.
3. Thereafter, identify those parts of the ministries which are operational in nature, and prepare for transferring these operations to either agencies or companies.
4. When preparation is ready, launch the agencies and companies.
5. Finally, combine remaining functions in the three ministries within a new ministry of transport focusing on policy making, legislation, overall budgeting and monitoring of the transport sector and companies and agencies under its auspices.

The process, hence, starts with capacity building and reform within the ministry. The following steps are envisaged by Government as part of capacity building and reform:

- Each ministry will set up a new department to be charged with capacity building. This Reform and Restructuring Office (RRO)<sup>2</sup> is envisaged to be given priority reform and restructuring (PRR) status in terms of the decree on Priority Reform and Restructuring within Ministries. The head of the RRO will report to the deputy minister or the minister.
- Each RRO will be provided with a technical assistance (TA) team comprising three types of experts: (i) development of the management and administration of a ministry; (ii) experts in the specific functions of the ministry concerned; (iii) experts in training in the skills to be possessed by the ministry concerned. The TA team leader will report to the head of the RRO, and on an interim basis to the minister/deputy minister.
- The RRO will design new departments corresponding to the future needs of the Ministry. Once such a department has been designed, and key staff members identified, an application for PRR status will be made, and the department will then be launched.
- New structures, including the envisaged future airports corporations, ANS corporation, and agencies in aviation, roads and road traffic, will initially also be established as a new unit, which will be given PRR status. Once this unit has been set up, and basic recruitment completed, the next step will be prepared by the RRO, leading up to the launching of the agency or corporation, and subsequent closure of the unit in question.
- The RRO will serve as the gender focal point to the Gender Advisory Group, and will be expected to implement a gender operational policy.

It is expected that the Reform and Restructuring Offices can be established in the form of a department within the three transport ministries by the end of 2003 (1382).

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<sup>2</sup> The RRO is referred to as the Capacity Building Department in the Policy Statement (CBD). It is the same thing.

This approach will now be developed further here in this paper, which is for information only. The adaptation of this approach to each one of the ministries are to be found in Consultation Papers 1.7 (MOT), 2.3 (MPW) and 3.7 (MCAT).

### **Decree on Priority Reform and Restructuring of Ministries and Government Agencies**

This decree was passed by the TISA during 2003, and has already been used by some of the (non-transport) ministries as an instrument for reform and restructuring, as well as capacity building. It provides for the following<sup>3</sup>:

1. Ministries may develop proposals to reform and restructure departments which are carrying out critical functions within the Ministry, and may seek approval for these departments to be granted priority reform and restructuring (PRR) status.
2. With the exception of 'beyond' grade posts, Ministries may propose that specified posts within Departments granted PRR status should be placed on an interim additional allowance (IAA) scale (see the Annex) pending the introduction of comprehensive pay and grading reforms; and may nominate individuals to for appointment to such posts on a time-limited basis and subject to performance.
3. Granting of PRR status and transfer of posts and staff to the interim additional allowance scale will be subject to the approval of the Inter-Ministerial Administrative Reform Group of the Administrative Reform & Civil Service Commission.
4. The Inter-Ministerial Administrative Reform Group will be assisted by the Administrative Reform Secretariat under the auspices of the Administrative reform & Civil Service Commission, which will provide technical analysis of the proposals.
5. Approval for PRR status will be granted only if specified criteria are met, which demonstrate:
  - a. the strategic importance of the department/s concerned; and
  - b. that the proposed reforms and restructuring will significantly improve operational efficiency and effectiveness.
6. Approval for transfer of specified posts and staff to the interim additional allowance scale will be granted only on the basis that:
  - a. the specified posts are essential to the operational effectiveness of the PRR Department; and
  - b. staff nominated to fill the specified posts are demonstrably capable of carrying out the required duties.

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<sup>3</sup> Annex 1 provides further information about the process for how to apply for PRR-status.

## **Program of Reform and Restructuring**

The first step of the approach is preparing a program of reform and restructuring of the ministry concerned. It will cover a period of some 5 years (i.e. the timeframe of the Action Plan). The program will identify the following:

- The basic premises with regard to the reform programme, e.g. that certain changes as concerns the ministries responsibilities should be effected during the early part of the implementation of the reform programme.
- A specification of the final output of the program and the timing of when this is to be achieved
- An Identification the functions that the ministry will be able to perform adequately once the program has been implemented
- An Identification the types of agencies and companies that will be established under the ministry and their main functions
- Where relevant, an identification of what the ministry when the program has been completed will do in-house and what it will contract for.
- A presentation of the expected organisational structure of the ministry, including its regional organisation at the end of the reform period; for an example see Figure 1.
- The next step of the reform and restructuring process, after the end of final year of the reform and restructuring process (i.e. beyond the present vision for the ministry:

The main features of the new organization would be expected to include:

- A limited number of persons reporting to the Minister
- The main division in the organization is between key functions as seen from an output point of the Ministry.
- The *Secretariat*, in addition to normal staff functions, includes those functions which are not performed by the ministry, and should be later transferred to a different ministry.
- The regional offices of the ministry would report to the departments of the headquarters in Kabul of the ministry.

It is to be noted that the main reason for that each regional office should not have a head, who reports directly to the minister in Kabul, is in order not to give too much power to these regional offices. There is a need to later implement genuine decentralization to the provincial level (see below) in terms of the policies of TISA, and a 'weaker' regional organization in the interim will facilitate such a change at a later stage.

## **Approach to and Mechanism for Implementing a Reform and Restructuring Program**

The first dimension of the approach to implementing reform program is to do it in phases. Each phase shall have fixed and time bound outputs, and once (most of) those outputs have been

achieved, then the reform and restructuring process may move onto the next phase<sup>4</sup>. An output will comprise:

- a ‘new restructured’ department (in terms of the anticipated new organization; the Secretariat is also an output), which, following PRR status having been achieved, is able to essentially stand on its own feet.
- The launching of one or several state-owned companies.
- The launching of agencies for regulation or operations.
- A regionally based structure reporting to one of the new departments in the new organization, which, following PRR status having been achieved, is able to essentially stand on its own feet.

A second dimension of the approach is to establish clear priorities with regard to outputs in each phase. Assuming the entire reform and restructuring program to comprise 4 phases during five years, then the following tentative priorities can be made for the outputs of these phases:

Phase 1 outputs: New departments of e.g. planning and contracting (at HQ)

Phase 2 outputs: New department of administration (at HQ).

Phase 3 outputs: Secretariat and new companies

Phase 4 outputs: Regional organizations under each department and new agencies.

A third dimension is to not undertake the reform and restructuring within an existing organization. A new planning department should thus not be established by reforming the existing department. The approach is rather to set up an embryonic new planning organization first within the Reform and Restructuring Office, which will serve as the incubator (see Figure 2). This embryo (referred to as a unit) will only have the skeleton staff of a full department. Once the preparation for the new full department has been concluded, a PRR application will be made to have it established as a full department with its own PRR status. When this has been achieved, staff from the old department will be transferred to the new one, and the old will cease to exist. This will facilitate reform and support the need for ‘culture change’ in the ministry.

The mechanism to be used to implement reform and restructuring is the establishment of a new department at the beginning of the first phase, to be given PRR status and to be responsible for preparing for and implementing all major reform and restructuring activities. This department may be called the Reform and Restructuring Office (RRO); it will be phased out at the end of Phase 4, and its closure is thus a further output of the last phase. It is for this new Office that PRR status is to be sought in terms of the first application.

The proposed new RRO will have a varying number of units corresponding to the outputs of each phase<sup>5</sup>; see Fig 2 and 3. Thus during the first phase, it could comprise the following units (given the above list of priorities):

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<sup>4</sup> Work on an output may, of course, overlap phases. That is the preparation of the output for phase 3 may be commenced already during phase 2, although most of the work will be done in phase 3.

<sup>5</sup> For that reason, it is assumed that a new application for PRR status will have to be submitted for the RRO in order to commence each phase.

1. Planning
2. Contracting
3. Capacity Building (CBU)

The functions of the CBU are to

1. Prepare preliminary designs for all the outputs.
2. Design Technical Assistance (TA) to assist with the final design and implementation of the outputs.
3. Manage all TA contracts.
4. Coordinate TA activities and donor support to the RRO.
5. Serve as main advisor to the minister on all reform and restructuring activities.
6. Overall responsibility for the planning and execution of training programs

It is envisaged that the unit will be supported by TA.

The generic functions of the other units are to:

1. Prepare the final design of the output
2. Prepare for the implementation of the output
3. Prepare, where relevant, the application for PRR status to be given to the new unit.

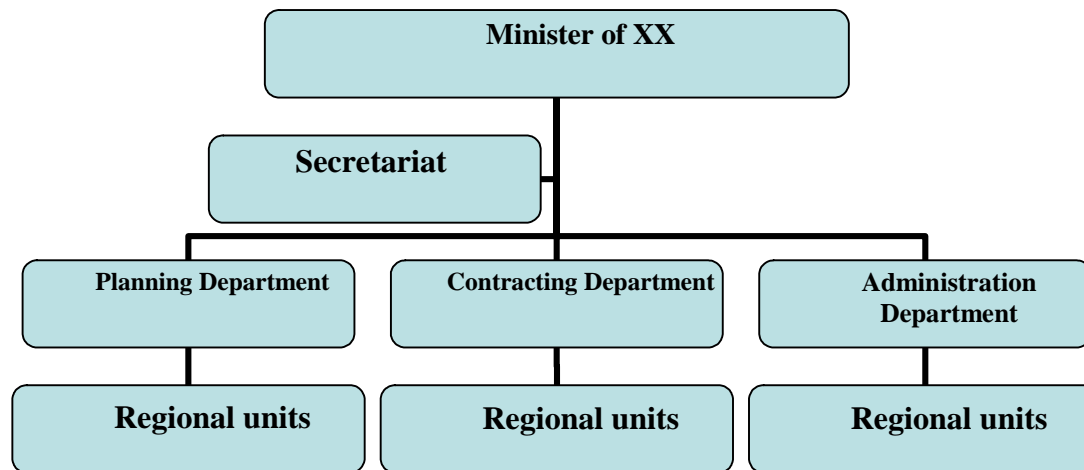
It is envisaged that each unit will be supported by one TA team, to be managed by the unit itself. The overall control of the TA should, however, rest with the CBU.

The mechanism proposed for effecting reform and restructuring can thus be illustrated by way of Fig 4. The key aspect of the mechanism is the RRO, the phasing approach and the building of new departments from scratch. The fuel used is the PRR mechanism and donor support.

Figure 4 : Reform Mechanism

1. Identify the outputs of a phase
2. Apply for PRR status to be given to the RRO with an organizational structure corresponding to the planned outputs. Since the RRO will change from phase to phase, with the exception of the CBU, a new application for the RRO will have to be submitted for each phase. (The CBU will however remain as part of the RRO during all phases.)
3. Recruit the key staff in the units (corresponding to the planned outputs), who will be filling PRR positions
4. Mobilize TA to assist with designing and implementing (preparing) the outputs.
5. Once preparation of an output is ready, then establish the new department by applying for PRR-status (separate from that given to the RRO) being awarded to it.
6. Alternatively, if the output is not a department (or government agency) but a company, establish and launch the company.
7. When PRR status has been approved (or company launched), then transfer required staff from the existing (old) organization.
8. Continue capacity building within the new (PRR) department or company.

*Fig 1: Possible Organisation in the Future (say beginning 2009)*



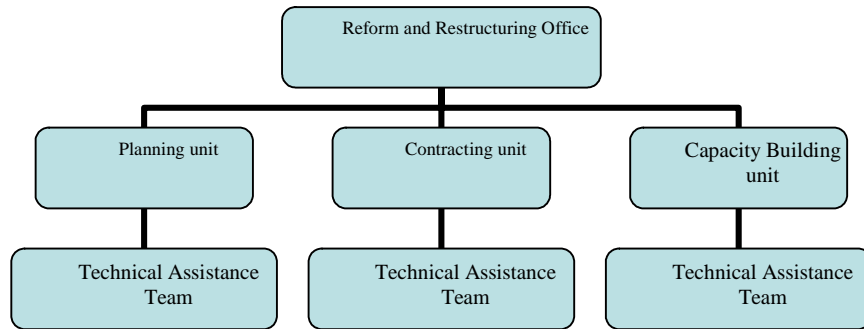
**Functions:**

Secretariat: Policy, Legislation, Legal, Information, Railways, Internal audit

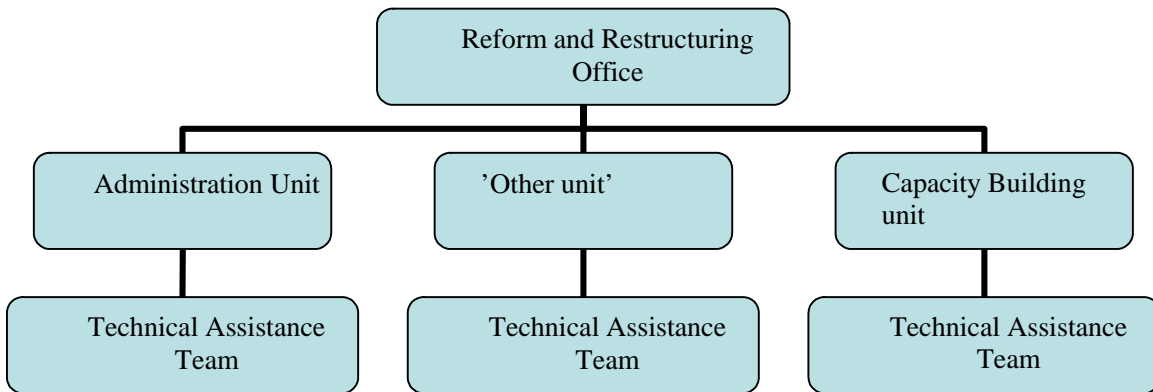
Planning: Long term planning, Medium term planning, Budgeting, Feasibility studies, Donor coordination, Monitoring

Contracting: Procurement, including documents, Contract administration and Supervision

Administration: Personnel, Payments, Accounts, Archives, Training.



**Figure 2: Possible Structure of Reform and Restructuring Office during Phase 1**



**Figure 3: Possible Structure of Reform and Restructuring Office during Phase 2**

Note: 'Other unit' reflects that one of the two units in phase 1 may not be ready for PRR status after phase 1, and will therefore require another phase for completion. Alternatively, work on a phase 3 output may already commence during phase 2.

## Annex

### **PROCEDURE FOR PRIORITY REFORM AND RESTRUCTURING WITHIN MINISTRIES AND GOVERNMENT AGENCIES**

#### Eligibility to apply for Priority Reform & Restructuring (PRR) status

1. a. Ministries/government agencies may apply for PRR status for:
    - i. the entire Ministry/agency;
    - ii. A department or group of departments within the Ministry whose functions are closely related, including functions which span central (Kabul-based) and province-based activities.
  - b. The Independent Administrative Reform & Civil Service Commission, in consultation with the on Ministerial Advisory Committee on Public Administration Reform, may also require Ministries/government agencies carrying out critical functions to apply for PRR status.
  - c. The Independent Administrative Reform & Civil Service Commission, on the advice of the Ministerial Advisory Committee on Public Administration Reform, may, in collaboration with relevant Ministries as appropriate, initiate Priority Reform & Restructuring of certain common functions across all Ministries/agencies.
2. Ministries' proposals for PRR status will undergo a robust but straightforward 2-stage process.

#### Stage 1

3. Proposals to be considered for PRR status must be made in writing to the Chairman of the Independent Administrative Reform and Civil Service Commission with documented evidence to demonstrate that:
  - a. The relevant Minister/Head of Agency has confirmed, in extensive discussions at senior level within the Ministry that urgent reform of the function is required, and has established a suitably skilled task force to lead and manage the reform and restructuring process;
  - b. Relevant government priorities as expressed in the National Development Programme have been fully considered and taken into account;
  - c. The candidate Ministry/Agency department has been reviewed to determine the nature of its activities, e.g.:
    - Policy formulation
    - Regulatory
    - Coordination, supervision and performance monitoring
    - Service delivery
    - Support;
  - d. Full consideration has been given to:
    - shedding activities and responsibilities that can reasonably be abolished
    - rationalising activities
    - reducing the volume or complexity of activities;
  - e. Retained functions are those essential to:

1. Ensure public safety
  2. Comply with national or international law, or with the Bonn agreement
  3. Support essential government priority tasks undertaken by another department
  4. Implement priority policies or deliver priority services in line with the National Development Programme;
  - f. the Government's priorities cannot be achieved by alternative means.
4. Applications will also identify the risks and penalties to the Government's national priorities if restructuring is not undertaken.
5. (i) The Ministerial Advisory Committee on Administrative Reform will consider all applications in order of receipt, and may call on Ministries/Agencies to provide additional information, in writing or in discussion.
- (ii) If the MAC recommends decides that the application has successfully met the criteria in Article 3 above, the Chairman may invite the Ministry/Agency concerned to submit detailed Stage 2 proposals.
6. If the MAC recommends that the application does not satisfy the criteria set out in Article 3 above, the Chairman may either:
- a. Return the application to the Ministry/Agency concerned explaining why the application has not been approved; or
  - b. Invite the Ministry/Agency to submit a revised application.

### Stage 2

7. Within one month of receiving Stage I approval Ministries/Agencies will submit detailed Stage 2 proposals in writing to the Administrative Reform Secretariat.
8. Stage 2 proposals will set out clearly the purpose, objectives, organization structure, staffing levels and lines of accountability of the restructured function. Applications will include the following information:
- a. The expected improvements in efficiency and cost-effectiveness; and the penalties of not restructuring.
  - b. Documented evidence that the relevant function has been comprehensively reviewed to ensure that:
    - i. Similar functions will be grouped together to produce economies of scale and to maximize synergies and common skills
    - ii. Differing functional responsibilities are clearly identified and managed
    - iii. Reporting lines are clear and short
    - iv. Authority is matched with accountability at every level
    - v. Managerial spans of control are reasonable and broadly equivalent across the function
    - vi. There is equivalence between the workloads and responsibilities of senior staff at the same levels
    - vii. Staffing levels match workloads
    - viii. The proposed structure is lawful or, in the case of doubt or discrepancy, how legal incompatibilities will be resolved.
  - c. Identification of the posts recommended for transfer to the Interim Additional Allowance scale, accompanied by a full job description for each post, including:

- i. Purpose of the post and specific, objectively verifiable outputs to be achieved over the next 12 months
  - ii. Main duties
  - iii. Human and financial resources managed
  - iv. Measures by which the post occupant's performance will be assessed.
- d. Evidence that the procedures set out in Schedule 1 of the IARCSC Regulation have or will be used to select staff for transfer to the Interim Additional Allowance scale. Where a specific candidate is being proposed, details should be included of his/her qualifications and experience, together with the names, qualifications and experience of other candidates who were considered and rejected.
- e. The likely number and grades of staff within the existing function that will not be required within the reformed and restructured function, and the units within the Ministry/Agency to which they will be re-deployed.
- f. Likely resource requirements to implement reform and restructuring, including:
- i. IT and other equipment;
  - ii. Office accommodation or refurbishment;
  - iii. External expertise.
- g. Legislative changes required to implement the reform and restructuring.
- h. An assessment of any consequential impact on other functions within the Ministry or within other parts of government.
- i. Intentions for further reform and restructuring of the Ministry's/Agency's functions (including consideration of rationalization with the functions of other Ministries/Agencies), and the timescale for these.
- j. A full costing of the proposed changes, with evidence that these have been discussed and agreed with the Ministry of Finance.
- k. A time-bound implementation plan setting out the steps that will be undertaken to achieve the reform and restructuring, and who will be responsible for them.

#### Approval of Priority Reform and Restructuring status

9. (i) The Ministerial Advisory Committee will consider Stage 2 proposals in order of receipt.  
  
(ii) Proposals will be reviewed in the first instance by the Administrative Reform Secretariat, which will provide the MAC with objective technical analysis.
10. The MAC will seek the guidance of the Independent Appointments Board on the appointment of candidates for IAA-scale posts.
11. The MAC may invite the relevant Ministry/Agency to provide additional information in writing or in discussion.

12. The MAC will assess the merits of Ministries’/Agencies’ proposals against the criteria set out in Article 8 above and will recommend to the Chairman whether the proposals should be:
  - a. approved in full;
  - b. approved subject to specific amendments which the Board deems appropriate;
  - c. returned to the Ministry for reformulation;
  - d. rejected.
13. If approval is recommended in accordance with sections a) or b) of Article 12 above, the MAC will also recommend to the Chairman:
  - a. The date on which PRR status should take effect;
  - b. The date/s on which specified staff may be transferred to the interim additional allowance salary scale; and
  - c. The frequency and format of reports to be submitted to the IMARG by the Ministry on progress in completing the restructuring, and achieving improved operational efficiency and effectiveness.
14. The Chairman’s decision will be made in the light of the MAC’s recommendations.
15. (i) The decision will be conveyed to the relevant Ministry/Agency in writing by the Administrative Reform Secretariat within one week of the MAC’s recommendations being submitted to the Chairman.  
  
(ii) The Chairman’s decision will be final, and will not be subject to appeal.  
  
(iii) In the case of rejection under Article 12d. above, alternative proposals may be submitted at a later date if the Ministry’s/Agency’s circumstances change significantly.

#### Conflicts of Interest

16. (i) In order to avoid conflicts of interest, members of the Ministerial Advisory Committee will not participate when Stage 1 applications or Stage 2 proposals are being considered from their own Ministries/Agencies.  
  
(ii) If the Chairman of the Group is unable to participate for the reason specified in section (i) of this Article, another member will temporarily act as Chair on that occasion.

#### Administrative Reform Secretariat

17. (i) In accordance with the IARCSC Regulation, the Administrative Reform Secretariat of the Administrative Reform & Civil Service Commission will, as required, provide technical advice to the MAC on priority reform and restructuring proposals.  
  
(ii) At the discretion of the Head of the Administrative Reform & Civil Service Commission, additional independent experts may be invited to provide specialist advice to the secretariat from on a case-by-case basis.

Interim Additional Allowance

18. Pending the outcome of a comprehensive pay and grading review, an Interim Additional Allowance scale will be adopted for approved posts within PRR programmes, as set out in Schedule 1. The IAA scale will be replaced by the new pay and grading structure when the latter is introduced.
19. The Interim Additional Allowance scale will be composed of two elements:
  - a. The basic salary payable under the existing government salary scheme; and
  - b. An additional allowance to bring the monthly payment up to the level prescribed in Schedule 1 to this procedure.
20. Payments under the interim salary scale will be wholly funded from the relevant Ministry's budget and paid through the government payroll.
21. Employees appointed to posts on the Interim Additional Allowance scale may not receive payment from any other source, including international agencies and non-government organizations.

Appointments to Interim Additional Allowance posts

22. (i) Employees appointed to posts within the Interim Additional Allowance scale will be placed on a fixed-term 1-year contract with an initial 3-month probationary period. At the end of the probationary period, and subject to satisfactory performance the appointment will be confirmed for the remaining 9 months. At the end of the 12 months, subject to satisfactory performance, the contract may be renewed for further 6-month periods.  
  
(ii) Employees who do not successfully complete the probationary period, or whose performance is judged to be unsatisfactory at the end of 12 months or subsequent 6-month periods will be redeployed to another post within the Ministry, and revert to a salary equal to their previous gross salary under the standard salary scale. If redeployed they will not retain the additional Interim Additional Allowance in whole or in part.
23. Existing pension rights of employees appointed to Interim Additional Allowance posts will be preserved at their present levels.
24. Interim Additional Allowance scale posts which are vacated by redeployment, resignation or for any other reason will be filled through a competitive process specified in Schedule 2 to this procedure.

Transition to new pay and grading structure

25. (i) When a new pay and grading structure is introduced, posts on the Interim Additional Allowance scale will transferred to the new structure.

- (ii) The posts will then be filled through an open, competitive process in accordance with Schedule 1 of the IARCSC Regulation.
  - (iii) Employees already serving in the posts concerned will be eligible to apply for these posts, alongside others from within and outside the public service.
  - (iv) Employees in Interim Additional Allowance scale posts who are successful in competing for posts within the new pay and grading structure, when introduced, will transfer from IAA fixed-term contracts to the new structure.
26. Employees in Interim Additional Allowance scale posts who are unsuccessful in competing for posts within the new pay and grading structure will be redeployed to another post.

**Schedule 1: Interim Additional Allowance**

IAA scale

1. The Interim Additional Allowance scale consists of 7 levels, which will encompass all grades 1-10 and 'above' and 'beyond' grades within the current salary structure.
2. The Interim Additional Allowance scale is given below:

Interim Additional Allowance Scale		
Post level	Minimum AF per month	Maximum AF per month
A	11,045	11,750
B	9,635	10,240
C	8,225	8,930
D	6,815	7,520
E	5,405	6,110
F	3,995	4,700
U	Unchanged (Existing salary and allowances)	

Calculation of payments

3. Employees appointed to IAA posts A - F will retain their existing basic pay, and will also be paid an additional allowance to bring the total payment up to the relevant point in the IAA scale. Existing allowances will be subsumed within the Interim Additional Allowance, as follows:

$$\text{Existing basic pay} + \text{IAA allowance} = \text{total payment under IAA scale}$$

Two examples are given below to illustrate the formula:

	Current basic pay	Interim Additional Allowance (includes AF1,814 existing allowances)	Actual pay to IAA post-holder
IAA SCALE	AF per month	AF per month	AF per month
<b>B (maximum)</b>	103	10,137	<b>10,240</b>
<b>F (minimum)</b>	90	3,905	<b>3,995</b>

4. Employees appointed to IAA posts at level U will receive their current basic pay and allowances as at present and will not be eligible for an Interim Additional Allowance. This means that their pay will remain unchanged.
5. Employees appointed to IAA posts at levels A – F will not receive any annual increments or be eligible for promotion during the period of their interim salary contracts.

6. Employees appointed to the IAA scale will receive a single monthly payment through the government payroll.
7. Interim salaries relate to the post, not to the post-holder. Employees who transfer to a post which has not been transferred to the interim salary scale will revert to the salary and allowances payable under the existing salary structure.

**Schedule 2: Procedure for filling vacant IAA posts**

1. When an IAA post within a reformed and restructured function becomes vacant, the relevant Ministry will inform in writing:
  - a. The MoF payroll unit; and
  - b. The Chairman of the Independent Civil Service Commission, together with:
    - i. the reasons for the vacancy
    - ii. a copy of the job description
    - iii. a proposed vacancy announcement.
2. (i) Responsibility for appointments to posts at levels A & B as defined in Schedule 1 of this procedure will be in accordance with Article 17 of the IARCSC Regulation.  
  
(ii) All remaining appointments to IAA scale posts as defined in Schedule 1 of this procedure will be the responsibility of the relevant Minister or Head of Agency.
3. The procedure for filling vacant posts will conform with the principles set out in Schedule 1 of the IARCSC Regulation.
4. Following the appointment process Ministries and government agencies will forward to the IARCSC copies of all documents relating to the appointment of staff to IAA posts under their authority.

**Schedule 3: Interim Additional Allowance Contract**

1. Employees will be appointed to posts on the Interim Additional Allowance scale on a 12-month renewable contract, which will include a 3-month probationary period. The contract will specify:
  - a. Title and IAA grade of the post and the dates on which the contract will start and finish;
  - b. Duties to be performed (including a job description which will form part of the contract);
  - c. Monthly salary;
  - d. Date the probationary period finishes;
  - e. Terms on which the contract may be extended or terminated;
  - f. Other terms and conditions, including preserved rights and responsibilities
  
2. The Independent Administrative Reform & Civil Service Commission will prepare a standard contract document for all IAA contracts. The contract will be signed by the appointee, and by a senior official in the relevant Ministry on behalf of the appointing authority. Copies of the contract will be held by:
  - a. The appointee
  - b. The Independent Administrative Reform & Civil Service Commission
  - c. The relevant Ministry
  
3. A new contract will be drawn up and signed in accordance with paragraphs 1 and 2 above for each period of contract extension