

Institutional Review of the Inter- African Coffee Organisation (IACO)



Final Report
July 2018

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I. BACKGROUND

Created in December 1960 by 11 African coffee-producing countries, the Inter-African Coffee Organisation (IACO) consisted of 25 countries in 2018. Its mission was to help its member countries establish and strengthen a base to generate income for households and export earnings to Government, from a strong coffee sector. Activities have been directed towards production, processing, marketing, supply of coffee beans at better prices, as well as promotional activities to stimulate consumption. It has also played an important advocacy role for its members in international fora, especially during the quota system before its collapse in 1989.

With 58 years of experience, IACO has developed an expertise in the coffee sector and woven reference partnerships that are useful for its development. These are all levers that the Organisation will actuate to implement the key recommendations of its revitalisation plan.

However, the african coffee sector faces many challenges, including policy failures, strong competition from East Asia, inefficiencies in the value chain (production, processing, quality, marketing, domestic consumption, etc.) and a weak private sector.

Despite transformation efforts initiated in the on-going term, IACO has not been able to **reposition** itself through operational missions and move towards **taking into account the needs of Member States**, namely:

- Establishment and animation of an Information System dedicated to the coffee sector in Africa.
- Advisory support for the improvement and up-scaling of the coffee value chain in member countries of the Organisation.
- Support to fund-raising for the coffee sectors financing in the Member States.
- Updating the Organisation constituent texts and missions.

Moreover, at the level of its structure, it faces:

- A salary grid developed in 1998 during the restructuring that does not take into account international standards (social benefits).
- Lack of evaluation criteria for the Secretariat staff.
- Weakness in the operational organisation of the Secretariat: the Organisation Charter does not provide for operational teams at the two technical departments; which does not help to achieve objectives.
- Weakness in the mobilisation of financial resources: IACO faces poor contribution payment from most member countries.
- Weakness in the governance and its functioning: deficit of the payment statements of Member States contributions.

II. MAIN OBJECTIVE OF THE MISSION

The main objective is **to review** the institutional configuration of the Inter-African Coffee Organisation (IACO) to develop an appropriate structure for better functioning of the Secretariat and **to provide** a comprehensive, coherent and consistent approach to achieve IACO overall objectives and to better serve Member States.

Specifically, it is:

- Undertake the evaluation of the Organisation mission and current objectives and **propose changes** to be considered by the General Assembly;
- Conduct an **environmental analysis** of the Organisation in taking into account the influence of internal and external factors (economic policy, policy, organisational structure, operational systems etc.).

III. EXPECTED DELIVERABLES OF THE MISSION

Result 1: IACO revised texts available:

- Establishment Agreement
- Staff Rules and Regulations

Result 2: IACO revised Chart available.

Result 3: of Administrative, Financial and Accounting Procedures revised Manual available.

IV- CONSULTANTS

Doctor TOURE Dramane Mohamed

- Expert in Human Resources Management, Communication and Organisations Management.
- Marketing Specialist and HR Quality Manager.
- Teacher of Universities and Colleges.

KARIDIATA TOURE

- HR Lawyer
- Teacher-Trainer
- HR Multivalent Specialty

KOFFI Tégbé Georges Florentin

- HR Graduate

MEYAN Djoman Randa Lydie

- Graduate in Finance and Accounting.

I- ORGANISATIONAL FRAMEWORK

1.1- THE PROFESSIONALS / THE POSITION OF DIPLOMATIC DIRECTOR

Principle and Regulation

The recruitment of Professionals is done by an international announcement in the 25 Member States.

Nationals of the host country apply on the same basis as those of other member countries.

However, the enjoyment of diplomatic benefits for the position must take into account the nationality (Vienna Convention / Headquarters Agreement).

1.2- THE POSITION OF FINANCIAL AND ADMINISTRATIVE MANAGER (FAM)

Principle and Regulation

This position contributes to the definition of the organisation's financial and accounting policies and to the proper management of human resources. It's a managerial position.

Findings

Nowadays, the Administrative and Financial Service (SAF) is run by a FAM. This local executive is placed in the same category (S3) as all the Ivorian staff reporting to him.

Observations

Positioning employees in the same category as their hierarchy leads:

- The lack of respect for the hierarchy by the subordinate who does not see the difference.
- Authority and subordination issues difficult to show.
- Dissatisfaction and frustration because "equal category, equal pay".

Recommendations

Short-term

This SAF position must be changed into FAM forthwith for a better operation of the staff administration.

The benefits related should consider the new categorisation of local staff, and other bonus (accommodation and responsibility) as proposed in the careers matrix in Annex 2.

We are proposing an organisational chart (in Annex 1), it is the graphical representation of the hierarchical structure of your organisation, highlighting the title and position of each member.

1.3- THE HEAD OF THE INFORMATION SYSTEM

Principle and Regulation

The position was created in order to digitise, computerise the system and keep the statistics of the organisation.

Findings

Held by a single officer at IACO, the position cannot stand for a department. Similarly, the absence of a job description and its connection to a hierarchy in the organisation chart cause organisational concerns.

Observations

The position of IT Department and Information System does not exist in the texts.

The Holder of the position has been recruited as head of the market information system (....) and networks.

II- EXECUTION OF HR ACTIVITIES BY THE EMPLOYER

2.1- COMPENSATION

In this section, compensation mainly concerns local staff

Principle and Regulation

Section 46 of the Interprofessional Collective Agreement specifies all the conditions to follow to issue pay slips and in particular items which must be included. Recruitment is done by call for national applications to be governed by local texts.

Findings

Analyses are focused on salary information for 11 employees including the Secretary General extracted from the pay slips of 31 May 2018. Salaries differ from one individual to another in the same socio-professional category in hiring due to an absence of salary grid.

IACO has a formalised payroll procedure that is included in a Procedures Manual. Pay is done according to habits and customs of the structure. It does not exist any salary grid. This shows that salaries were set during hiring regardless of socio-professional categories or any salary scale. The lack of a grid does not give a glimpse of salary evolution, nor a career profile.

In the pay slips, the two directors' payment (Professional Staff) is made of different categorical salary and identical housing allowance. Similarly, the current compensation of IACO local staff is made of:

- A monthly basic categorical salary;
- An extra salary varying in the same category or grade. This shows no rule in the definition of the salary;
- A seniority bonus beyond 25 years as opposed to section 55 of the CCIP from 19 July 1977;
- A transport allowance of CFA F 25 000 (38,1123 €) for all the staff in all categories.

In terms of categorical salaries and extra salaries, there are several abnormalities that are not enabling for a smooth management of the evolution of the Staff salaries.

- Gap in between extra salaries of the same category are sometimes too high.
- Increases in between certain categories are not always well adapted.

Pay slips are unfinished and insufficiently informed. Some binding items are not included, namely:

- CNPS N° (National Social Security Fund) and contact of the Organisation;
- Family status;
- Balance and calculation bases of leave are not specified in the Pay slips.

Observations

It exists formal documents about compensation that are obsolete. Salary scales developed in 1998 no longer take into account international standards

(benefits) to date. The lack of a salary grid for local staff results in a human management problem (category, grade, salary, benefits, discipline, and authority).

Inadequate control of payroll items: the lack of formal payroll procedure favours the insufficiency of essential controls to the process and paves the way to the possibility of error in the management of variable pay items, worked time, conformity of treated items, different deductions, etc.

Generally, all the payroll process is subject to very clear management procedures in Organisations. The existing procedure should be clarified.

In terms of evaluation of internal equity: the analysis of gross salaries of employees of the same category level shows an internal inequity, the differences between two agents of the same categorical classification being in a ratio of 1 to 1, 5.

In terms of evaluation of external equity: external equity has been assessed based on the reference values of the compensation conditions of the Services sector, as shown by the latest Numéris compensation study in Côte d'Ivoire and international institutions

Recommendations

It is necessary to develop a new grid that will make the distinction to better classify positions and comply with the relevant provisions.

Short-term

Develop a new simplified salary grid to integrate into a system where an employee salary increase would depend on his performance (**Appendix 2**). Thus, the proposed new grid will be a solution to career management.

Develop comprehensive and sufficiently informed pay slips. It is urgent to comply pay slips with Ivorian legislation. Thus, pay slips should be amended to take into account the following statements: family status; balance and calculation bases of leaves.

Some employees, due to their non-identical extra salaries in the same category, should be reclassified respectively in S3.3.7 and S3.3.5 in the new grid.

Medium term

It is necessary to introduce certain benefits for all staff.

The implementation of the following recommendations depends on the financial situation and budget allocation for each biennium

Health coverage

- Provide partial or full support for certain cases to be identified.
- Create an internal pharmacy for first aid in the Organisation.
- Subscribe to a life insurance: each worker ensures for life, and the company contributes for a sum of CFA francs 10,000 (15,2449 €) or more, by person and by contract, etc.

Social actions

- Grant a birth allowance of CFA francs 50,000 (76,2245 €) or more, and a bouquet of flowers, for women, upon presentation of the birth certificate.
- Grant a worker's death allowance: the amount paid depends on the socio-professional category, in addition to the legal minimum (funeral expenses or 6 months' basic salary):
 - ✓ Category S4: CFA F 850 000 (1295,8166 €) or more.
 - ✓ Category S3: CFA F 1 350 000 (2058,0617 €).
 - ✓ Category S1 and S2: CFA F 1 500 000 (2286,7353 €).

In the event of death

- In the event of the death of the spouse or a child of the worker, the Organisation grants a fee of CFA F 400,000 (609,7961 €). This sum supports the cost of casket and transport. In addition, it takes into account over 50% of the bill for the funeral, if the cost of the transfer within the country exceeds CFA F 100,000 (152,4490€).
- In the event of the worker's father's or mother's death, the amount is questionable with the staff representatives.
- Administrative assistance in case of death (City hall, funeral parlour, cemetery, repatriation of the body)
- Moral support for the sick worker is the responsibility of the Organisation.
- Assistance of a psychologist is free, if the worker needs him, etc.
- Repatriation of the body of family members.

Recreational activities

- Grant an allowance for the Christmas party: a voucher of F.CFA 55,000 (83,8470 €) or more, may be granted per minor child. Employees who do not have children benefit from a package. A giant Christmas tree is erected for all.
- Create a social unit to animate the following activities: sport, recreations, games, Christmas tree, any other animations ...
- Initiate cocktails to create social environment inside the Organisation or in a cultural place.
- Grant the staff annual leave fees to visit member countries.

Assistance to Workers

- Create a special fund, for baptisms, weddings, deaths ..., with a levy of 2% on salaries.
- Organise decorations every two years.
- Provide a congratulatory system, for the best workers (gift, poster, letter, certificate, invitation to share a meal or a meeting with the top management)
- Grant a loan, on religious holidays. For example, during the Tabaski, the Muslim will have 1 month of gross salary, repayable over 4 months. For Christians, consider a compensation solution...

- *Grant loans for the acquisition of housing, help with the property, help for settlement (purchase of TV set, refrigerator, stereo, computer, land ...), as follows:*
 - ✓ *In the short term, 1 month of gross salary, repayable before the end of the year.*
 - ✓ *In the long term, 6 months of gross salary, repayable over 2 years, in 26 monthly instalments, including bonuses.*
 - ✓ *The two (2) loans are cumulative, provided that the reimbursement is less than 25% of the net salary. A legal procedure with signature to the Court, must be provided to protect the Organisation against the different departures, after the acquisition of the loan, etc.*
- *Provide a car plan contract (car plan contract, benchmarking).*
- *Provide for the opening of a binding retirement savings account for certain workers identified as social cases.*

Signing of agreements

Sign with employees, agreements which provide various benefits of a different scope:

- *Secure a salary in case of recession, coup d'État, war or force majeure to be identified.*
- *Obtain a bonus to social security benefits, in case of illness or accident.*
- *Get an additional pension and some form of insurance.*
- *Receive additional paid holidays for seniority to be identified.*
- *Provide a pay revision clause, in case of changes in the cost of living, etc.*
- *Negotiate, at the time of retirement, the continuity of medical care for two years.*
- *Negotiate the payment of gross salary each quarter.*

2.2- IACO Staff Rules and Regulations and, Working Conditions

Principle and Regulation

Under Ivorian law, Rules and Regulations are a document *"drawn up by the Organisation manager (...). Its content is exclusively limited to the rules relating to the work technical organisation, discipline and, health and safety requirements needed for the proper operation of the Organisation"* (See Section 16.1).

Section 16.2 states that *"Amendments to the Rules and Regulations and any new general and permanent instructions, whatever the form, and from management on matters that are within the Rules and Regulations are subject to the same conditions of communication, display and deposit that the Rules and Regulations already established"*.

Section 1. Decree 96-197 of 07 March 1996 on Rules and Regulations states that: *"Rules and Regulations are compulsory in industrial, commercial or agricultural Organisations usually employing more than ten workers"*.

Furthermore, Decree No. 96-197 of 7 March 1996 on Rules and Regulations also states in Section 17 that ***"when Rules and Regulations do no longer comply with standards, regulations or agreements, the employer must proceed to their revision."***

In the absence of any express amendment, clauses that do not comply with the new legal, regulatory or conventional standards are null and void".

Findings

Côte d'Ivoire hosts the permanent headquarters of IACO since 23 March 1979. We are in 2018, however, IACO current Rules and Regulations were amended in 2003 when the country has adopted a new Labour Code created by law N ° 2015-532 of July 20th, 2015.

It is therefore necessary to update existing texts.

Remarks

In the event of a dispute or litigation in personnel administration, the settlement should be made by an Organisation council according to the texts in force.

We noted that an ad hoc committee was committed to this task instead.

Recommendations

In the short term

The firm recommends:

- Updating IACO's Rules of Procedure. This exercise will provide an opportunity to remove unnecessary references and introduce the provisions relating to the new law.
- The formalisation of the Organisation council.

2.3- ANNUAL LEAVE MANAGEMENT

Principle & rules

According to the Ivorian Labour Code, "a worker shall be entitled to paid leave at the employer's expense for 2.2 working days per month of actual service" (Article 25.1 of the Labour Code), but at IACO it shall be 2.5 working days per month.

These days, accumulated monthly, are increased according to seniority or special status defined by the Labour Code.

The law also specifies that "*the right of an employee to effectively take his leave shall open after an effective period of service equal to one year*" (Article 25.4 of the Labour Code)

Findings

The annual staff leave schedule shows that not all leave has been cleared by staff due to frequent carryovers.

Remarks

Staff should be entitled to leave for all months of the year, provided that they have acquired one year's service since their recruitment or last leave.

Recommendations

In the short term

Local staff

According to the Ivorian Labour Code, "workers shall be entitled to paid leave at the employer's expense for 2.2 working days per month of actual service" (Article 25.1 of the Labour Code).

Professional staff

Professional workers shall be entitled to paid leave, at the employer's expense, at the rate of 2.5 working days per month of actual service

The mission recommends posting the 2018 annual leave table and seeking to improve the format of its presentation.

It is necessary to empty the stored leave as it will be due.

All IACO staff must go on annual leave in order to comply with current regulations and the budget allocated in this respect.

The mission recommends that the number of days of earned leave be recorded on the salary statement on a monthly basis.

The mission suggests the establishment of a general annual leave management procedure to remind everyone of the general principle of departure and the administrative acts of global and annual estimation of leave days.

The procedure would also specify the validation process for annual leave and the transfer of information to personnel administration for finalisation and posting (ICC Article 70).

2.4- INSTITUTIONAL COMMUNICATION

Principles & regulations

Institutional communication is the set of communication actions which aim to promote the image of an institution or an organisation towards its citizens, clients and various partners. It is based on the organisation's performance (technical, economic, social and financial achievements of the organisation, the medium and long-term plan, the activity report).

Usually, an organisation establishes an institutional communication plan to give the main axes to be followed in order to preserve the Organisation's values throughout its existence.

Institutional communication is both internal and external to the institution.

Internally, communication is aimed at shareholders, but also at employees. The main purpose of this communication is to inform and influence employees in order to encourage them to adhere to and share the Organisation's values and lead to better individual and overall performance.

In practice, it drives the Organisation with activities such as:

- Conducting opinion surveys
- Organising staff meetings (team building, relaxation, etc.)
- Internal signage (to identify premises and orient on a site)
- Branding (implementation of decoration and/or gadgets inspired by colours, values, logo, etc. to create a sense of belonging)
Internal magazine and/or newsletter (liaison newspaper to inform and promote the Organisation and its employees)
- Welcome booklet
- Intranet site (internet site exclusively dedicated to internal operation, only accessible for the Organisation's personnel)
- Bulletin boards (to inform and promote the Organisation and its employees)
- Trombinoscope (staff directory, with photo, email, telephone contacts, function, direction, etc.)
- Events (coordination of events requiring staff involvement), etc.

Externally, communication aims to make the organisation known, identify its activities and give a good image to the public but also to the media and the suppliers in order to share the institution's values with as many people as possible. To communicate with the public the Organisation can use:

- presentation documents such as Organisation's brochures, videos, Organisation's activity reports, Organisation's journals,
- the website,
- Inaugurations, open houses and events,
- Forums, fairs and conferences,
- Press relations (press release, press kit, press conferences),
- Advertorials, media, events, etc.

Findings

After more than 50 years of operation, IACO has failed to develop and implement an information system that collects, stores and analyses all data from the different segments of the coffee value chain in Africa.

Remarks

At the sub-regional level, the absence of an integrated, effective information system on production, prices, exporters, buyers, consumer needs, competition, market trends and new outlets is felt.

The absence of the internal communication function is indeed felt, especially when one considers certain activities such as the setting up of bulletin boards which are currently insufficiently supported.

On the basis of the above, IACO's general communication policy must be revisited to adapt it to the competitive and, above all, technological context.

Recommendations

In the medium term

- Develop a general communication policy (broken down into internal and external communication plans).
- Redefine and implement appropriate communication frameworks.
- Redefine the responsibilities of the Communications Department, as part of IACO overall reorganisation, to include effective responsibility for external communications and public relations management.
- Make the accurate diagnosis and set up the appropriate working conditions at the Communication Department level.

Thus, it is first of all a question of redefining the attributions of the entity in charge of communication, within the framework of an overall reorganisation at IACO, in order to integrate the effective management of external communication and public relations management and the image of the Organisation at the institutional but above all digital level. It will also be important to provide the entity in charge of communication with adequate means to effectively carry out its sectoral monitoring missions on important themes (climate change, best farming practices, new techniques and technologies applicable to the sector, etc.).

2.5- JOB DESCRIPTIONS

Principles & regulations

The job description is a human resources management tool describing the basic elements of a professional situation. It therefore considers the working environment and the tasks entrusted to employees.

The job description serves as a reference for evaluating an employee's qualifications and ability to hold the position concerned. As such, it represents an essential support for recruitment

In practice, the job description includes elements such as:

- The position's title;
- The position's duties;
- The position's main and secondary activities;
- The hierarchical and functional links, that define the employee's position in the Organisation, his level of responsibility and specify his hierarchical links;
- The qualification and professional experience required to enter the position;
- The position resources, describing the material resources allocated to the employee;
- Others.

The activities of a position are described through action verbs.

As part of a qualitative management of human resources, job descriptions are produced for all positions in the Organisation and are regularly updated to take into account any changes.

Findings

The Organisation's Charter does not provide for operational teams at the level of the two technical directorates, which does not help achieve the objectives.

The activities of the last five (5) years of the institution show a deficit in the implementation of the missions/attributions of the operational directorates which, despite the efforts deployed, record mixed results. All the projects launched to support and structure the value chain remained in their initial phase.

The first step in revitalising operational management is to determine the need for qualified and experienced human capital.

Remarks

The strengthening of the operational departments in qualified and experienced human capital will require the updating of the organisation chart and the elaboration of job descriptions.

Recommendations

In the medium term

IACO will need to strengthen its two directorates. Indeed, in order to successfully carry out their missions to support the economic management of the sector and to revitalise and improve research, it is important that the Directorates have operational teams capable of determining their staff requirements.

Once the needs are identified, the firm recommends that, following an update of the organisational chart, IACO initiates the establishment of new job descriptions, with a clear definition of roles and responsibilities at the various functional levels, in order to optimise the effectiveness and efficiency of the organisation's operational units.

It will be the responsibility of the human resources management structure to coordinate this process and to ensure that an electronic version is available for all job descriptions in order to facilitate their use and updating.

III- REGARDING THE TEXTS

3.1- FOUNDING AGREEMENT

Located at Riviera Palmeraie, Cabinet approved by the FDFP
25 P.O. Box 1928 Abidjan 25 Tel / Fax: (225) 22 49 17 35 cel : (225) 07 77 22 00 / (225) 40 56 00 77
E-mail: cabinetdisting2003@gmail.com R.C.C.M : CI-ABJ-03-A-2718 CC : 9505275 R CNPS : 95723
ECOBANK n° : 0260221221878301

3.2- REGULATIONS, STAFF REGULATIONS AND WORKING CONDITIONS

In Chapter 11: General Provisions, the firm recommends the following:

1. Annual salary scale

The information on occupational categories (grade and step) dates back to 1st October 1998, i.e. 20 years. With regard to living costs and benchmarking, the firm suggests an update of the existing salary scale. It therefore suggests the application of the functional career matrix for IACO staff in Annex 2.

2. Education allowance for children

For children, education allowance shall be paid until the end of the year in which the child reaches the age of 21 in accordance with rule 103.6.

In the case of schoolchildren between the ages of 21 and 25 who are still dependent on their parent, a proof of attendance must be produced for them to be entitled to this education allowance.

Education costs must consider the reality of the host country and the child's foreign host country. In Côte d'Ivoire, school fees in a local high school cost around CFA 700 000 (1067, 1431€) and for a French or American high school, the amount varies from 3 to 9 million (4573,4705 € to 13720,4116 €) per year. Thus, to take this into account, we propose:

In an institution at the host country level (Côte d'Ivoire), the contribution:

- Grade S1 and S2: amount allocated CFA 3 000 000 (4573,4705 €) (school fees + supplies).
- Grade S3.1: amount allocated CFA 1 500 000 (2286,7353 €) (school fees + supplies).
- Grade S3.2 and above: amount allocated CFA 1 000 000 (1524,4902 €) (school fees + supplies).
- Grade S4: amount allocated CFA 500 000 (762,2451 €) (school fees + supplies).

- Outside the host country, the contribution:
 - Grade S1 and S2: amount allocated CFA 4 000 000 (6097,9607 €) (school fees + supplies).
 - Grade S3.1 amount allocated CFA 3 000 000 (4573, 4705 €) (school fees + supplies).
 - Grade S3: amount allocated CFA 2 000 000 (3048,9803 €) (school fees + supplies).
 - Grade S4: amount allocated CFA 1 000 000 (1524, 4902 €) (school fees + supplies).

3. Housing allowance

The Secretary General is entitled to free housing with a maximum of CFA 2,000,000 (3048, 9803 €) per month or CFA 24,000,000 (36587, 7641 €) per year (considering the standing, image of the institution, representativeness of member countries, easy access, secure district).

The allowance allocated to the Secretary General for rental charges is distributed annually as follows:

- Electricity CFA 250 000 (381,1225 €) per month or CFA 3 000 000 (4573, 4705 €) per year.
- Water CFA 100 000 (152, 4490 €) per month or CFA 1 200 000 (1829, 3882 €) per year.
- Telephone CFA 190 000 (289,6531 €) per month or CFA 2 280 000 (3475,8376 €) per year (including international calls).

The housing allowance shall be distributed as follows:

- Professional Directors CFA 800 000 (1219, 5921 €) per month or CFA 9 600 000 (14635, 1057 €) per year.
- Local Director (S3.1) CFA 500 000 (762,2451 €) per month or CFA 6 000 000 (9146,9410 €) per year.

4. Mission allowance

This allowance (accommodation, meals, travel) is paid according to 2 zones as follows

Grades	Africa	Europe, Americas & other countries
S1	CFA 180 000 (274,4082 €) /day	CFA 280 000 (426, 8572 €) /day
S2	CFA 130 000 (198, 1837€) /day	CFA 230 000 (350, 6327 €) /day
S3.1	CFA 120 000 (182, 9388 €) /day	CFA 220 000 (335, 3878 €) /day
S3.2	+CFA 100 000 (152, 4490 €) /day	CFA 200 000 (304, 8980 €) /day
S4	CFA 80 000 (121, 9592 €) /day	CFA 150 000 (228, 6735 €) /day

5. Travel arrangements

During an official mission, the Secretary General travels first class, or business class when possible, and other staff members in economy class.

6. Retirement age

In accordance with article 150 of the Ivorian Social Security Code, every employee in the general service category who has reached the age of 60 is entitled to retirement.

For staff in the professional category (S1, S2) and local director (S3.1), the retirement age is 62.

ANNEXES

Annex 1 : Organisation Chart

Annex 2 : Career Matrix (Salary grid)