

5

Implementing arrangements and personnel



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Implementing arrangements and personnel

5.1 Introduction

1. Appropriate arrangements to implement an emergency programme will be fundamental to its success. The single most important factor in determining whether or not sufficient emergency assistance reaches the refugees in time will probably be the people involved in organizing and implementing the programme, whether they work directly for UNHCR, the operational partner(s), other organizations or are from among the refugees themselves. The right people must be available where and when needed.

2. Whenever possible, UNHCR seeks to implement material assistance programmes through an operational partner, rather than directly. There are a number of reasons for this policy, the origins of which are reflected in the Statute of UNHCR. Article 1 requires the High Commissioner to seek "permanent solutions for the problem of refugees by assisting Governments and, subject to the approval of the Governments concerned, private organizations ...". In accordance with the first sentence of Article 10, "The High Commissioner shall administer any funds, public or private, which he receives for assistance to refugees, and shall distribute them among the private and, as appropriate, public agencies which he deems best qualified to administer such assistance."

3. UNHCR has an unique statutory responsibility for providing international protection to refugees, and seeking permanent solutions for their problems. No such uniqueness, of course, characterizes arrangements for the actual provision and distribution of emergency assistance to the refugees. There are obvious advantages in implementing a programme through national organizations or those already familiar with the country. Many organizations and agencies, both governmental and non-governmental, have as much or more experience and expertise as UNHCR in directly implementing assistance programmes for refugees, for this is not normally UNHCR's role.

4. Whatever the implementing arrangements, overall responsibility remains with the government, assisted by UNHCR. In a non-operational role, UNHCR is responsible for assisting governments in the assessment of needs and the development of assistance programmes to meet them, and for monitoring and controlling the implementation by others of programmes financed by UNHCR. UNHCR always retains responsibility for accounting to donors for the proper expenditure or use of their contributions, and ensuring, within the limits of available means, that basic needs are met.

5. There are circumstances in which it may be clearly in the interests of the refugees for UNHCR to assume greater operational responsibility, at least during the initial emergency phase of the programme. No general guidance can be given on the most appropriate implementing arrangements and the desired degree of UNHCR's operational involvement. These will vary for each emergency situation, and also with time as the programme evolves. UNHCR's role may therefore range from completely non-operational to a high degree of operational responsibility. Where the latter is the case, UNHCR must take swift direct action to ensure that the necessary personnel and expertise are available.

6. Co-ordinating mechanisms are discussed in chapter 6.

5.2 Implementing arrangements

Role of the government

1. The government's concurrence must, in accordance with Article 1 of the Statute, be sought on the proposed implementing arrangements. There are often a number of factors, both practical and political, to consider. At the start of an emergency, the government itself frequently has full operational responsibility. For example, a new influx is often first assisted by the local district and provincial authorities. If the government assumes the role of operational partner, UNHCR's direct operational responsibilities are likely to be limited.

Role of UN organizations

2. In addition to the involvement of UNDP, particularly where UNHCR was not previously present, the two UN organizations most likely to be directly concerned in the early stages of a refugee emergency are WHO and WFP. Their roles are described in chapters 22 (Health) and 23 (Food and Nutrition) respectively. WFP may act as UNHCR's operational partner for the food sector. Other possible formal implementing arrangements in the emergency phase might involve UNICEF.

Other operational partners

3. The scale and needs of the emergency may be such that a number of different implementing arrangements are needed in the various sectors. One organization might have operational responsibility for health care, for example the national Red Cross Society supported by the LRCS, and another for logistics. Even within a sector, operational responsibility may be "sub-contracted". For instance under the overall responsibility of the national Red Cross Society, different NGOs might have responsibility for the health care of different refugee groups or communities. Overall operational responsibility should not, however, be divided between different operational partners, either within a sector of assistance, or at a location, or for the whole emergency operation.

4. Where the government is not the operational partner, there would be obvious advantages in the selection, with the government's approval, of a national organization with the required capacity, or a NGO active in the country. Some locally-based organizations may already be delivering emergency assistance. At least for the initial relief phase, consideration should be given to using the national Red Cross or Crescent Society in a wider implementing role than just health care; any approach to them should be co-ordinated with the LRCS through UNHCR Headquarters. The LRCS may be able to help strengthen quickly the capacity of

the national society to implement the emergency programme. Similarly, non-national NGOs already working in the country may be strengthened by their headquarters.

5. Where no suitable operational partner is immediately available within the country, UNHCR may initially have to assume a considerable degree of direct operational responsibility. At the same time, steps should be taken to identify and organize others to assume operational responsibilities as soon as possible. Direct UNHCR operational involvement will require the rapid deployment of more UNHCR staff than would otherwise be necessary, and unless outside expertise can be equally quickly deployed, it will also require UNHCR to employ the specialists, such as doctors, nurses and public health engineers, who would otherwise be employed by the operational partner(s).

6. While some UNHCR staff may have first-hand experience of UNHCR emergency operations, few have direct operational experience of the management of an emergency programme, that is of the immediate delivery of assistance at the site level which is the responsibility of the operational partner. Where UNHCR has operational responsibilities, early consideration should be given to engaging as a consultant someone, or even a team, with experience of the organization and management of emergency relief programmes at the site level, to advise the Representative in the first weeks.

7. Headquarters should be consulted on the proposed implementing arrangements. If suitable operational partners are not available from within the country, detailed information on requirements, with possible suggestions for meeting them and other relevant factors (for example, political constraints), should be conveyed to Headquarters as soon as possible. Outside organizations could include governmental disaster units or teams as well as NGOs with the appropriate capacity and experience, either generally or in a particular sector. In certain circumstances, contractual arrangements may be made commercially with organizations, agencies or industry.

8. Special implementing arrangements may be needed in a protection emergency where as a last resort refugees have to be moved from one country of asylum to another, often by air. UNHCR's traditional operational partner in many such situations has been the Inter-governmental Committee for Migration (ICM), while the ICRC may be closely involved and issue travel documents. Transportation arrangements should, of course, not be delayed, but Headquarters' advice must be sought at once, both on implementing arrangements and on financial aspects, including reductions in commercial air fares and procedures for chartering aircraft if necessary.

Contractual arrangements

9. A formal signed agreement is required between UNHCR and any party disbursing UNHCR funds. Certain standard clauses must figure in any such agreement. Details are given in the annex to chapter 7 (the Emergency Letter of Instruction). Conclusion and signature of the agreement may take time. Where a suitable operational partner is available locally, it may be necessary to exchange letters of intent to conclude the agreement, in order not to delay disbursement of funds and the start of the programme. Guidance on the text of such an exchange is given in the same annex.

10. The form of the agreement will depend on the circumstances, and on the identity of the operational partner. The Financial Rules for Voluntary Funds Administered by the High Commissioner provide that sub-agreements may be concluded under the authority of a letter of instruction "when a representative has to cope with an urgent situation and must conclude a sub-contract with a local agency without delay". This is reflected in the Emergency Letter of Instruction. Subsequent agreements with operational partners would normally be drawn up by Headquarters for signature in the field.

11. Where the government is not an operational partner, a tripartite agreement is sometimes concluded between the government, UNHCR and the

operational partner, setting out the responsibilities of each party, for example the government's undertaking in respect of such matters as the facilitation of import and transport of relief supplies (traffic and landing rights, tax and customs exemptions, etc.), communications, and its own contributions to the programme (land, services, etc.). Alternatively, separate agreements may be concluded between UNHCR and the government, and UNHCR and the operational partner(s).

12. The agreement with the government covering the provision of assistance is quite separate from the administrative agreement that governs the status of the High Commissioner's representation in the country. Where such an agreement, often referred to as the "Branch Office Agreement", needs to be concluded, special instructions will be given by Headquarters. (See chapter 8.1.3.)

13. For implementing arrangements with partners not already in the country, agreements will generally be concluded by Headquarters in close consultation with the Representative, particularly where the transfer of funds takes place at Headquarters and not at the field level. Operational arrangements with other UN organizations are generally made at Headquarters level.

Administrative expenditure by operational partners

14. The actual cost of direct programme support expenditure incurred by the operational partner may be met, if necessary, by UNHCR under the terms of the agreement, whose text and budget should make clear exactly what administrative expenditures are to be covered. However, where the government is the operational partner, the necessary personnel are generally regarded as a "matching" contribution. As a principle, UNHCR does not meet unspecified general administrative overhead costs or percentage service charges. Headquarters' advice should be sought on levels of administrative expenditure by operational partners.

Direct UNHCR expenditure

15. Even when UNHCR has no direct operational responsibility, there is likely to be a need for direct UNHCR project as well as programme support expenditure. This might include, for example, international procurement by UNHCR, clearing, storage and internal transport expenses for contributions in kind, and a limited direct operational expenditure, particularly initially, by UNHCR field officers at the site of the refugees. Contractual arrangements with operational partners should take account of this as necessary, clearly identifying any funds foreseen for such direct expenditure by UNHCR if there would otherwise be risk of misunderstanding. A three-column budget or schedule may be helpful, showing direct expenditure by the operational partner, by UNHCR and the total.

5.3 Personnel

General

1. Many chapters in this handbook, including this one, stress the importance of experts and appropriate expertise and experience for the effective management of refugee emergencies. This is indeed essential, and an unprofessional approach can have disastrous consequences for the refugees. However, experience suggests that the other qualities of those who manage refugee emergencies, at whatever level and whoever they work for, are even more important. No amount of expertise and experience can substitute for organizing skills, flexibility, a readiness to improvise, the ability to get on with others and work under pressure no matter how difficult the conditions, tact, sensitivity to other cultures and particularly to the plight of refugees, a readiness to listen, and, not least, a sense of humour.

2. Responsibility for meeting agreed personnel needs rests with Headquarters, except where specific authority for local recruitment has been given to the Representative. Where staff are made available to UNHCR by organizations, the financial arrangements will depend on the circumstances.

UNHCR field staff requirements

3. As soon as possible a staffing table will be drawn up by Headquarters on the advice of the Representative. Much will depend on implementing arrangements, but, depending on the scale of the emergency, the need for at least the following international staff should be considered:

Representative
Deputy Representative
Field Officers deployed at the site of the refugees
Protection Officer
Programme Officers
Public Information Officer
NGO Liaison Officer
Finance Officer
Personnel Officer
Administrative Assistant
International Secretary

4. Particular attention must be paid to the administrative staff. An experienced administrative assistant will be an essential member of the team if a new office is being opened, and in large emergencies experienced finance and personnel officers are likely to be necessary. Without persons with these skills, the effectiveness of the whole operation will be prejudiced, and the senior staff will have to devote a disproportionate amount of time to UNHCR internal administration at the expense of the refugees. Local administrative staff must, of course, be identified and trained, but this in itself requires experienced supervision.

5. Specialist staff who might be required, at least initially, by UNHCR or the operational partner in addition to those directly implementing the programme such as doctors and nurses, could include:

UNHCR/WHO health co-ordinator
Feeding programme co-ordinator
Epidemiologist, or even a team
Public health engineer
Logistics expert
Disaster management expert with refugee experience

6. The overriding staffing priority is to fill the key managerial posts, at the very least those of the Representative and Deputy and the Heads of field or sub-offices outside the capital, with experienced UNHCR staff of the right calibre. Prior experience of an emergency operation is, of course, a great advantage. This requirement may mean changing, at least for the duration of the emergency, the Representative in a country where a major emergency is added to a previous small-scale programme. For emergencies in countries where UNHCR was not previously present, it will inevitably mean very short notice re-deployment of senior and middle-level staff. Filling the key field posts quickly and correctly is difficult, but it is generally simply a question of determining relative priorities, and in a refugee emergency there is no doubt where the priority lies.

7. To the extent possible, the less senior field posts should also be filled by suitably experienced UNHCR staff, recruiting replacements for them in their previous posts if necessary. The mission availability roster maintained by the Emergency Unit on behalf of the Personnel Section is a useful source. All staff who are interested in short-notice missions are encouraged to add their names to the roster, together with details of any constraints, and are requested to keep Personnel Section informed of any changes. Naturally, presence on the roster cannot be a guarantee of a mission, just as those not on the roster may nevertheless be required to leave at short notice in an emergency.

8. If the need for professional field staff cannot be fully met from within UNHCR, the choice is broadly between turning to individuals known to UNHCR, or to organizations. The former may be the better option where UNHCR is less operational and the latter where UNHCR is more operational when it may be better to meet the needs with a team rather than piecemeal. There is, however, one special case of the former: where some suitable professional staff can be recruited locally. The annex to this chapter sets out the procedures to be followed in such circumstances.

9. A card index of individuals known to UNHCR who might be available for short-notice missions is maintained by Personnel Section. These are persons who have already worked for UNHCR or who are known to UNHCR through direct application or as a result of their work for operational partners or other organizations in the field. This card index relies on the co-operation of UNHCR staff, particularly in the field, in order to identify such persons.

Details of those who might be suitable and could perhaps be available at short notice should be sent to Personnel Section whenever such persons are identified. The minimum information needed is full name, age, nationality, contact address, languages, special skills and experience, and brief details of how they came to be known to UNHCR. If possible, a personal history form (P.11) should be completed. If the person is known for special skills, for example as a doctor, nutritionist, logistics expert or public health engineer, this should be made clear. Presence on the card index does not, of course, guarantee employment. In a specific emergency UNHCR would approach those persons considered suitable to see if they were available.

Experts

10. A given refugee emergency will require a certain number of specialist skills. Whether these persons work for UNHCR or the operational partner will depend on the implementing arrangements. Expertise may also be required directly by the government and UNHCR for the needs assessment and initial phases of the emergency. An indication of the types of expertise which may be needed in each sector is given in the second section of chapters in Part 2.

11. The use of specialists already in the country and familiar with it has obvious advantages. Experience in refugee emergency situations will also be very valuable. Sources include the government, universities and other teaching centres, the UN system and the NGO community. Where suitable persons are not available within the country, how they are obtained will again depend

on the implementing arrangements. For UNHCR staff, the possibilities are to approach individuals with the required qualifications in the card index or otherwise known to UNHCR, or to request assistance from other organizations.

12. Whether for experts or generalist field staff, other organizations can be a major source of the personnel needed in a refugee emergency. Arrangements may range from an organization seconding an individual to UNHCR through to the assumption of full implementing responsibility as an operational partner. Other UN organizations may be able to assist, either directly or in the identification of persons, as for example WHO with the UNHCR/WHO health co-ordinator and in the health sector generally, and WFP in the food sector. The UN Volunteers Programme is a potential source of more junior-level personnel.

13. A number of government organizations have relevant expertise. These include national disaster corps, able to intervene quickly for a limited duration, organizations concentrating on a specific sector, such as health, and certain governmental overseas aid organizations. Government sources may supply a variety of skills, either through individuals, for example an operator for a communications network, or as a team.

14. The ICRC, LRCS and the national Red Cross and Crescent societies are frequently active from the start of a refugee emergency and may be able to make available individuals and teams, especially in the health sector. Many NGOs have great experience of refugee emergencies and some can deploy teams at short notice, both for specific sectors and for general management. In addition to their own staff, they will also know of a wide circle of individuals with the appropriate skills and experience.

15. In summary, provided both UNHCR Headquarters and the field have a clear indication of who is required and why, and of what resources are already available within the country, it should be possible to meet the immediate personnel needs in a refugee emergency quickly. This task must be recognized as the prerequisite to the success of the operation.

AnnexGuidelines for Emergency Local RecruitmentGeneral Service staffSelection of candidates

1. Identify candidates through contacts at the offices of international organizations (e.g. UNDP, other UN agencies, Economic Commissions, etc.) and/or through advertisements in the local press and at local social organizations (e.g. national clubs).

2. Administrative Assistants should be selected with the greatest care and should preferably have some previous experience within the UN system.

3. Contact the UNDP Administrative Officer or Administrative Officers in other UN agencies/commissions to obtain a general idea on local recruitment possibilities and an indication of grades to be given to various categories of staff in accordance with the existing salary scale of the country. (If there are no UNDP or other UN Offices, contact the larger embassies or private commercial companies and obtain their range of salaries for Administrative/Accounts Assistants, Senior Secretaries, Secretaries, Clerk/Receptionists, Drivers, Messengers.) Also enquire at UNDP about their working hours, official holidays observed, UN-accredited physicians, and any obligations to participate in local social security schemes.

4. Request applicants to submit their curricula vitae and, if a candidate is of interest, to complete a Personal History Form (P.11).

5. Send applicants likely to be recruited to the local UN-accredited physician or, in the absence of such a physician to the nearest established local hospital (equipped with X-ray and laboratory facilities) for an entry medical examination. A driver should undergo a thorough eye test, as the Medical Service applies strict

criteria. The medical report (form JMS.1) should be sent to the Director, UNOG Medical Service, Palais des Nations, Geneva, with the doctor's bill, for approval^{1/}.

6. The local examining physician should be requested to inform the UNHCR officer in charge immediately of any counter-indication to the employment of the candidate. Barring such a counter-indication, the candidate may immediately be appointed on a short-term basis (maximum two months), as the preamble to the short-term appointment form includes the phrase: "subject to a satisfactory medical examination."

Short-term appointment procedure

7. Pages 40 and 41 of the BAFI gives the short-term appointment and oath or declaration forms. These should be duplicated locally.

8. Complete the short-term appointment form with four copies. On the right-hand side indicate the grade and step (normally within the first three steps of grade) and allotment account number to which salary should be debited.

9. The salaries and allowances of locally recruited staff in an emergency situation will be initially debited to temporary assistance under the applicable Emergency Amendment to Administrative Allotment Advice (see annex to chapter 8), or under the new Emergency Allotment Advice issued by Headquarters (in cases where a new UNHCR office is being established).

10. The following guidelines refer to the short-term appointment form mentioned in paragraph 7 above:-

^{1/} These forms are normally available with UN-accredited physicians; in the absence of such physicians the forms will be sent by Headquarters by the fastest possible means.

- (1) In the preamble, ensure that the title given corresponds to the one indicated for that level in the local General Service salary scale. Staff titles must be uniform within the UN system for the type of work done (the salary scale forms part of Appendix B to the Staff Rules). Salary scales are available at local UNHCR and other UN offices; in some cases where such offices do not exist, Headquarters will take necessary action regarding levels of remuneration to be paid.
 - (2) In paragraph 1, remuneration is the daily remuneration (BAFI paragraph 2.33, net salary per annum divided by 365).
 - (3) In paragraph 2, the first and last days of the contract should be working days. The incumbent will be paid for all days falling within the period of the contract, including weekends.
 - (4) In paragraph 3, the official number of hours should be the same as those set by UNDP. If there is no UNDP office, then they should be the same as the government's, but also check with the larger embassies. If the required official number of hours corresponds neither to UNDP's nor to the government's, approval should be requested from Headquarters, with an explanation. The short-term appointment may, however, be issued without delay if the working hours specified in the third paragraph are clearly identified as "provisional" or "subject to confirmation".
 - (5) In paragraph 4, remember during the first 60 days the staff member does not accumulate annual leave as he is considered temporarily employed on a daily rate basis.
 - (6) In paragraph 6, bring to the attention of the appointee the fact that he is not covered by UN sickness insurance, but that if social security coverage is compulsory in accordance with the laws of the country, UNHCR will pay the employer's contribution. In such circumstances the employee's contribution must be deducted when paying the salary, and both contributions sent officially to the local security office.
11. Ensure that all copies of the short-term appointment are signed by the officer in charge and by the new employee. The Oath or Declaration Form need be signed on the first appointment only.
 12. Forward three copies of the short-term appointment to Headquarters with a copy of the Personal History Form, and confirmation that the staff member underwent a medical examination.
 13. If the staff member performs satisfactorily and you have confirmation that the post is approved for a longer period (normally one year), start taking up references (BAFI paragraph 2.24). Send forms P.58 A/HCR to former employers during the last 10 years where possible, according to standing UN procedures (box 27 of Personal History Form) and to the three personal referees (box 30); when appropriate, make a recommendation for an extension on fixed-term, subject to medical clearance.
 14. Salaries of short-term staff should be paid by the UNHCR field office on the last working day of the month. For overtime, please refer to BAFI paragraphs 1.21-1.24. Overtime is defined as the difference between the total number of hours worked during a

16. Sample job descriptions for Administrative Assistants, Secretaries, Drivers and Messengers/Guards/Receptionists will be found at the end of this annex.

Professional staff

17. Emergency local recruitment of persons at the professional level may only be undertaken on the basis of cabled or written Headquarters authorization.

18. Temporary recruitment, for one month only, under a Service Contract can be envisaged for Programme Consultants or Field Officer/Consultants to assist UNHCR staff. They should have the following qualifications: university degree at the Master's level and/or relevant professional experience/qualification (e.g. in public health, nutrition, engineering). Very good knowledge of relevant language(s).

19. To identify candidates, proceed as in the case of local General Service staff, considering also universities and persons who may be known to NGOs and embassies. Once selected, send the candidate for a medical examination and address to him/her the following offer:

On behalf of the United Nations High Commissioner for Refugees, I am pleased to offer you, subject to medical clearance, a one-month consultancy as Programme (or Field) Consultant effective Your duties will consist of Your remuneration for this period will amount to US\$ If you are not a national of the country and have resided in the country for less than six months, you will also receive the applicable UN daily subsistence allowance presently equivalent to US\$ payable in local currency, through the UNHCR Office. Although under the terms of this appointment you are not an official staff member of UNHCR, you are requested to observe the utmost discretion in the discharge of your duties. In the event of death, injury or illness attributable to the performance of duty, the Consultant or his dependants shall be entitled to compensation under Appendix D of the Staff Rules.

I should be grateful to receive your acceptance in writing by signing both copies of this offer.

Yours sincerely

.....
Date and Place	UNHCR Chargé de Mission/Representative

To: High Commissioner for Refugees

I hereby accept the appointment described in this letter

.....

Date and Place	Signature and Name
----------------	--------------------

Please specify:		
Name of Bank	Account No.	Place and Country

20. Upon acceptance of the offer, Headquarters should be informed by cable, stating:

- (a) Name of person;
- (b) Age, sex, nationality and basic elements of curriculum vitae;
- (c) Proposed duration of first service contract (up to one month) and likelihood of continuing need;
- (d) Proposed remuneration and applicability of DSA payment;
- (e) Proposed title and functions.

One copy of the signed offer and acceptance, the completed Personal History Form (signed and dated), and confirmation that the medical examination took place and the date on which the report was sent, should be forwarded to Headquarters by the fastest available means.

21. Upon receipt of this information, the desk officer concerned at Headquarters will prepare the "Request for Outside Expertise" (Admin. 1-A) forms and submit these to the Personnel Section.

22. The lump sum proposed as a monthly remuneration will range from US\$1,100 to US\$1,600 depending on age, qualifications and experience. It will be payable in one single convertible currency of the Consultant's choice. Payment instructions (name of bank, account no., city and country) must be clearly specified. If the Consultant is not a national of the country of assignment and has not established residence in the country of hire, i.e. resided there for more than six months, he or she would be eligible, in addition to the aforementioned remuneration, to receive a Daily Subsistence Allowance (DSA), payable in local currency according to the prevailing rates as set by the United Nations for the area in question. Those consultants not entitled to DSA owing to the residence factor would become eligible for such payments if required to undertake official travel outside the duty station in connection with their assignment.

23. Please ensure that no commitment is made to pay any travel upon recruitment from overseas for this type of temporary

consultancy. Consultants must be recruited locally.

24. During the period of employment under a Service Contract, payment of the Consultant's remuneration will be authorized by Headquarters cable. Costs will be debited at Headquarters to an appropriate project to be established in consultation between the Regional Section and the Administration and Management Division.

25. The contract will be drawn up at Headquarters. If feasible, a recommendation should already be made as to the possible extension of the contract. A decision will be made at Headquarters as to whether to extend the Service Contract or to offer a short-term or fixed-term appointment, in accordance with UN Rules and Regulations, and the level of remuneration may, therefore, be at variance with the amounts payable under a Service Contract.

26. Holders of a Service Contract may be issued with a UN Certificate but not a UN Laissez-Passer, which may only be issued to holders of short- or fixed-term appointments. As UN Certificates are issued from Geneva or New York, are not renewable and only valid for the duration of the Service Contract, you should rather make local arrangements for appropriate identification during the initial Service Contract. However, any recommendation for an extension of contract should be accompanied by an application for a Laissez-Passer (with two passport-size photographs). This would enable a UN Certificate or Laissez-Passer as appropriate to be issued quickly from Geneva should the Service Contract be extended or a short- or fixed-term appointment offered and accepted.

27. As soon as possible the UNHCR officer in charge in the field should communicate to Headquarters his projected staff requirements at both General Service and Professional levels with the necessary detail to enable Headquarters to review these in accordance with established personnel procedures and to approve the staffing table for the emergency.

Sample job description for: Administrative Assistant

Accounting. Verification and payment of all invoices; all payments to refugees following instructions from professional staff members; control of petty cash and bank balance; preparation and submission of monthly accounts to Headquarters'; reconciliation of External and Resident's Accounts; allotment control; allotment estimates for forthcoming year; supplying necessary data to programme officers for financial control of projects; payment of salaries, overtime charges and mission per diem.

Personnel. Interviewing secretarial candidates; establishing temporary contracts for short-term personnel and appointments for medical examinations; follow-up on references, etc.; completion of Notification of Arrival forms for all new professional staff and forwarding to the Ministry of Foreign Affairs; establishment of leave and absence reports; any other personnel matter.

Administration. Purchasing of all office material and supplies and contracts therefor; negotiations in connection with sale of field office cars; arranging for purchase of new cars and preparation of necessary documents (duty-free forms, etc.) and insurance for vehicles; purchasing and despatch of supplies for other field offices, including trans-shipment of consignments; establishment of PTS's; arranging and submission of travel claims; preparing petrol duty refund claim every quarter; submission of stationery requisition every six months.

Travel arrangements. Flights, hotel bookings, etc.

Registry. Arranging collection/recording/distribution of incoming mail and parcels (including arrangement for duty-free goods).

Special administration work requested by the Representative.

Sample job description for: Secretary

- ☐ Chiefly responsible for secretarial work for the Representative, but also for other officers when available, and for visitors.
- ☐ Drafting routine letters for signature.
- ☐ Attending at meetings when any special note-taking (verbatim or précis) required.
- ☐ Recording and appropriately distributing all incoming cables and telexes.
- ☐ Arranging distribution of all incoming items to ensure all staff kept appropriately informed.
- ☐ Maintaining up to date mailing list and ensuring appropriate distribution of UNHCR tabloid.
- ☐ Keeping UNHCR Directory, Diplomatic Directory, and similar records up to date.
- ☐ Overall supervision of maintenance of records, and bringing back records up to date (as far as possible within limits of time and clerical assistance available).
- ☐ Assisting with preparation of appeals/re-interviews in cases where refugee status refused by authorities.
- ☐ Dealing with individual cases on simple queries.

- ☐ Covering colleagues' responsibilities during annual leave.
- ☐ Continuing work on improvement of filing and records system to improve retrieval of information.

Sample job description for Driver

- ☐ Acting in capacity of driver for field office.
- ☐ Messenger duties when required.
- ☐ Assisting in clerical and filing work of office whenever available to do this.
- ☐ Clearing and forwarding of goods at airport.

Sample job description for Messenger/Guard/Receptionist

- ☐ Receive visitors and direct them to responsible officers.
- ☐ Sort out incoming mail.
- ☐ Assist in filing.
- ☐ Any other clerical/messenger duties required, such as cashing of cheques, delivery of important documents, operating the duplicating machine, etc.