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### PROGRAMME FOR THE BIENNIUM 1982-1983

#### Review of the financing of the administrative costs of the Office of the United Nations High Commissioner for Refugees

#### Report of the Secretary-General

#### INTRODUCTION

1. In its resolution 36/235, section XIII, the General Assembly

"Requests the Secretary-General, in co-operation with the United Nations High Commissioner for Refugees, to complete the current joint review of the financing of the administrative costs of the Office of the United Nations High Commissioner for Refugees with a view to establishing a proper basis for the financing of those costs, and to report thereon to the General Assembly at its thirty-seventh session."

2. The basis for the conclusions of the joint review by the Secretary-General and the High Commissioner of the financing of the administrative costs of the Office of the High Commissioner for Refugees (UNHCR) is contained in the present report.

3. The question of the apportionment of the UNHCR administrative expenditure between the regular programme budget and extrabudgetary resources available to UNHCR has been raised in the Executive Committee of the High Commissioner's Programme on several occasions in the past few years. At its thirtieth session, in October 1979, the Executive Committee adopted a decision 1/ which:

"Called upon the High Commissioner to review with the Secretary-General, prior to the biennium 1982-1983, the question of the apportionment of the

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\* A/37/150.

administrative costs relating to his activities between the United Nations regular budget and UNHCR voluntary funds."

4. The issue was further outlined in detail in a note presented to the Executive Committee at its thirty-first session. The Executive Committee took note of the information contained in that document and endorsed the proposal for a joint study to be undertaken by the High Commissioner and the Secretary-General. 2/

5. At its thirty-second session, the Executive Committee was presented with a joint report on the question by the Secretary-General and the High Commissioner, in which its historical background was examined and a framework for further discussion was proposed. In taking note of the joint report, the Executive Committee adopted a decision 3/ which:

(a) Recalled its recommendation to the General Assembly at its thirty-fourth and thirty-fifth sessions that the High Commissioner and the Secretary-General review the question of the apportionment of the administrative costs of UNHCR between the regular budget of the United Nations and UNHCR voluntary funds;

(b) Observed that the report of the Board of Auditors to the General Assembly at its thirty-sixth session on the accounts of the voluntary funds administered by UNHCR for the year ended 31 December 1980 4/

(i) Had noted that, over the years, voluntary funds had assumed an ever increasing share of the administrative costs of UNHCR;

(ii) Had recommended that appropriate steps be taken to ensure compliance with article 20 of the High Commissioner's statute;

(c) Noted with appreciation the information contained in document A/AC.96/598 and the efforts of the High Commissioner and the Secretary-General to establish a proper basis for the financing of UNHCR administrative costs;

(d) Urged the High Commissioner and the Secretary-General to continue their efforts to arrive at an equitable apportionment of the administrative costs of UNHCR and report to the thirty-sixth session of the General Assembly through the Advisory Committee on Administrative and Budgetary Questions at the earliest opportunity.

#### I. HISTORICAL BACKGROUND

6. Article 20 of the statute of UNHCR states:

"The Office of the High Commissioner shall be financed under the budget of the United Nations. Unless the General Assembly subsequently decides otherwise, no expenditure other than administrative expenditure relating to the functioning of the Office of the High Commissioner shall be borne on the budget of the United Nations and all other expenditure relating to the activities of the High Commissioner shall be financed by voluntary contributions."

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7. It is evident from that article of the statute and from discussion in the General Assembly in 1949 when the decision to establish the Office of the High Commissioner for Refugees was taken, that Member States were concerned to limit the financial obligations on the United Nations, particularly with regard to direct assistance to refugees. Hence, only the "administrative expenditure" relating to the functioning of the High Commissioner's Office was to be charged on the United Nations regular budget.

8. In 1951, the first full year of activity of the Office, total expenditure was less than \$US 1 million. Until 1955 the total expenditure of the Office did not exceed \$3 million per year. The refugee population with whom the High Commissioner had to deal was largely concentrated in Western Europe and, although the High Commissioner was entrusted with the task of providing them legal protection and seeking permanent solutions, the number of refugees was not steadily increasing through new arrivals in need of immediate emergency assistance. As a result, the United Nations regular budget did not appear to be affected by an increasing burden of administrative expenditure related to the provision of legal protection, material assistance and the seeking of permanent solutions for enormous refugee numbers in diverse situations.

9. As early as 1951, the Advisory Committee on Administrative and Budgetary Questions (ACABQ) suggested that there was need for a clear definition of the term "administrative expenses" as used in article 20 of the statute. 5/ On the same occasion, the Committee also considered it necessary to point out that, in its judgement, articles 18, 20 and 21 of the statute established beyond doubt that the budgetary and financial control of the regular budget contribution to UNHCR was vested in the Secretary-General. 6/

10. In reporting to the General Assembly at its sixth session on the budget estimates for 1952, the Fifth Committee requested ACABQ to submit to the General Assembly at a subsequent session a report on a possible definition of the terms "administrative expenses" and "operational expenses", with particular reference to article 20 of the statute of UNHCR. 7/ ACABQ offered a definition for the specific purpose of defining UNHCR expenditures which could be included in the regular budget of the United Nations under article 20 of the statute, stating that it should serve as a provisional criterion and be kept constantly under review. 8/ The draft definition was:

"(a) Operational expenses include all of the costs of providing assistance to refugees such as the cost of shelter, subsistence, welfare and transportation, as well as analogous services to individual refugees; outlays in the form of grants or loans whether to refugees or to Governments and/or organizations, for such purposes; expenses connected with the activities of the Refugee Emergency Fund of the High Commissioner for Refugees;

"(b) Costs related to the management of the activities referred to in (a) above are also operational expenses;

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"(c) Costs not related to activities such as those referred to in (a) above or to their management fall within the category of administrative expenses." 8/

ACABQ went on to say that

"at such time as the management of activities of the nature set out in (a) above begins to occupy any appreciable part of the time of the staff of the Office of the High Commissioner, an appropriate portion of the costs incurred should be charged to extrabudgetary funds. The proportion itself would need to be determined on its merits and the Committee would expect to be provided with information on those merits at the appropriate time".

11. The Fifth Committee accepted this definition while noting the reservations expressed by the High Commissioner that costs related to the management of certain activities had been included as operational costs rather than administrative ones. 9/

12. By 1958 the regular budget was meeting the costs of 112 posts compared to 101 posts financed from voluntary funds. In 1959, a new procedure was adopted whereby all UNHCR posts were brought together in a single staffing table and charged to the regular budget with, however, a subvention or "grant-in-aid" paid to the regular budget from voluntary funds. The grant-in-aid was calculated on the basis of the estimated cost of the posts which previously could not have been considered a proper charge on the regular budget under article 20 of the statute.

13. Starting in 1960, however, the situation began to change again as special refugee situations erupted. In order to respond promptly to these situations, and to fulfil the responsibilities with which he had been entrusted by the General Assembly, the High Commissioner established additional posts, once again outside the regular budget and financed from voluntary funds. The payment of the "grant-in-aid" continued to be made, while, at the same time, the number of extrabudgetary posts grew from 11 in 1967 to 91 in 1973.

14. With the advent of biennial programme budgeting in 1974, the 1959 arrangement was discontinued, and the High Commissioner and the Secretary-General agreed to "freeze" the regular programme budget establishment for a four-year period. It was also agreed that any additional posts established by the High Commissioner during that four-year period would be financed totally from voluntary contributions, pending review at the end of 1977. During that four-year period, 43 new posts were established under voluntary funds.

15. As had been agreed, a review of the situation was conducted in 1977, and consensus was reached between the High Commissioner and the Secretary-General that 23 of the 43 new posts established from voluntary funds in the preceding four years were a proper charge to the regular programme budget. However, because of budgetary constraints, the Secretary-General proposed that only 12 of the 23 eligible posts be transferred to the regular programme budget in the biennium 1978-1979 and that the remaining 11 posts be proposed for transfer to the regular budget in the 1980-1981 biennium. In its report on the 1978-1979 programme budget, ACABQ concurred with those proposals and agreed to consider the remaining 11 posts for transfer to the regular programme budget in the biennium 1980-1981.

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16. However, in his programme budget proposals for the biennium 1980-1981, the Secretary-General felt compelled, for reasons of over-all financial constraint, to propose only five additional posts rather than the 11 he had originally intended to propose for transfer at that time. He did, however, request an amount of \$306,400 for overtime, travel, general operating expenses and other costs directly related to the 12 posts transferred in the previous biennium. Because of the continuing policy of fiscal restraint, the six remaining posts were not included in the proposed programme budget for the 1982-1983 biennium. Furthermore, additional posts established since 1977 were not reviewed for the purpose of determining whether a case existed for consideration under the regular programme budget. Finally, no review had ever been made of the 80 voluntary fund posts established between 1967 and 1973 (see para. 13 above).

17. It is thus clear that a fairly fundamental review of the matter was long overdue, inasmuch as developments since 1967 had not been taken into account or had been dealt with on a piece-meal basis. In the meantime, the needs of refugee situations and the statutory activities of the Office had resulted in a substantial increase in the total expenditure of UNHCR, although the level of regular programme budget resources of the Office had not grown at the same rate. For example, a 16-fold increase in the total expenditure of UNHCR from \$29 million in 1973 to more than \$480 million in 1982 was accompanied by only a three-fold increase in the regular programme budget from \$4.4 million to \$13.6 million. In 1973, the regular programme budget was financing 88 per cent of the total administrative expenditure of the High Commissioner's Office. By 1982, that percentage had dropped to 30 per cent.

## II. METHOD FOR THE JOINT REVIEW OF THE FINANCING OF THE UNHCR'S ADMINISTRATIVE EXPENDITURE

18. In the light of the above, representatives of the Secretary-General and of the High Commissioner have had extensive discussions on the apportionment of the UNHCR administrative expenditure between the regular programme budget and voluntary funds. It was agreed that, as a starting point, a functional survey of the entire existing establishment of the High Commissioner's Office would be jointly conducted, analysing the content of the jobs with a view to determining which posts entail duties constituting "administrative expenditure relating to the functioning of the Office of the High Commissioner" under article 20 of the statute.

19. In the course of the survey, three categories of posts were identified and agreed upon as performing statutory functions or as being essential for UNHCR to perform its statutory functions. The definition offered by ACABQ in 1952 (see paras. 10-11 above) was used as the basis for the identification of "administrative expenditure" as opposed to "operational activities". The three categories of posts so identified were defined as follows:

(a) Category I: International protection - all posts exclusively performing one or more protection functions as defined in article 8 of the UNHCR statute as follows:

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"The High Commissioner shall provide for the protection of refugees falling under the competence of his Office by:

"a. Promoting the conclusion and ratification of international conventions for the protection of refugees, supervising their application and proposing amendments thereto;

"b. Promoting, through special agreements with Governments, the execution of any measures calculated to improve the situation of refugees and to reduce the number requiring protection;

"c. Assisting governmental and private efforts to promote voluntary repatriation or assimilation within new national communities;

"d. Promoting the admission of refugees, not excluding those in the most destitute categories, to the territories of States;

"e. Endeavouring to obtain permission for refugees to transfer their assets and especially those necessary for their resettlement;

"f. Obtaining from Governments information concerning the number and conditions of refugees in their territories and the laws and regulations concerning them;

"g. Keeping in close touch with the Governments and inter-governmental organizations concerned;

"h. Establishing contact in such manner as he may think best with private organizations dealing with refugees questions;

"i. Facilitating the co-ordination of the efforts of private organizations concerned with the welfare of refugees."

(b) Category II: Promotion of permanent solutions - post whose exclusive or primary function, in accordance with articles 1 and 2 of UNHCR's statute is to seek "permanent solutions for the problems of refugees by assisting Governments and, subject to the approval of the Governments concerned, private organizations to facilitate the voluntary repatriation of such refugees, or their assimilation within new national communities".

(c) Category III: Administrative management and external relations - posts providing support services essential for the Office to perform the statutory functions outlined in (a) and (b) above.

20. The 1982 (initial) staffing table of UNHCR, as approved by the Executive Committee of the High Commissioner's Programme at its thirty-second session, was jointly examined to determine which posts fell within the three categories and, therefore, could be considered as a proper charge to the regular budget. It was agreed that temporary posts and junior Professional posts were, by definition, excluded from the review. The post-by-post review of the UNHCR 1,053 established posts was conducted with the assistance of job descriptions and interviews with selected UNHCR staff members.

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### III. RESULTS OF THE JOINT REVIEW

21. The results of that review are contained in paragraphs 22 to 47 below. They represent the agreed conclusions on the appropriate source of financing of UNHCR administrative expenditure. They are presented by programme, in the same order as that shown in section 21 of the proposed programmed budget for the biennium 1982-1983 (A/36/6).

#### Policy-making organs

22. Requirements under this programme relate to overtime and general operating expenses for provision of secretariat services to the Executive Committee of the High Commissioner's Programme. As hitherto, these requirements should be met from regular funds.

#### Executive direction and management

23. The functions of this programme, as identified in the proposed programme budget for the biennium 1982-1983 (para. 21.12), include over-all policy direction for all activities of UNHCR as well as representation of the Office at the executive level vis-à-vis Governments, United Nations bodies and other organizations. The Executive Office of the High Commissioner, the Policy, Planning and Research Unit and the Emergency Unit are included in this programme.

24. The functions of the Executive Office and the Policy, Planning and Research Unit relate to policy formulation for the Office as a whole and are clearly essential for the High Commissioner to perform his over-all statutory responsibilities. All these posts, consequently, should be a charge to regular funds. The Emergency Unit is responsible for improving UNHCR emergency preparedness and emergency relief action. Since its activities are essentially operational in nature, all its posts should be financed from extrabudgetary resources.

#### Direction and Co-ordination of protection

25. This programme, as identified in the medium-term plan for the period 1980-1983 (paras. 11.10-11.18) and the proposed programme budget for the biennium 1982-1983 (paras. 21.17-21.19), is aimed directly towards:

(a) Ensuring that refugees receive at least temporary and, whenever possible, durable asylum;

(b) Ensuring that the personal safety of refugees and asylum-seekers is fully respected;

(c) Ensuring that treatment in the country of residence conforms as far as possible to internationally accepted standards, and with the over-all objective of promoting the progressive assimilation of refugees within new communities;

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(d) Facilitating, wherever feasible, the voluntary repatriation of refugees, which represents the most desirable solution to refugee problems.

26. In addition to direct intervention on behalf of individual refugees in need of protection, activities focus on the following objectives:

- (a) Promotion of international refugee law, by such means as:
  - (i) Promotion of further accessions to the 1951 Convention and the 1967 Protocol relating to the Status of Refugees and to the 1969 OAU Convention on the Specific Aspects of Refugees' Problems in Africa;
  - (ii) Withdrawal of reservations and geographic limitations made by States upon accession to the 1951 Convention and/or the 1967 Protocol, with special reference to those reservations relating to the enjoyment of social rights and those limitations excluding groups of refugees from the application of those instruments;
  - (iii) Ensuring the implementation of the provisions of all other international legal instruments applicable to the protection of refugees;
  - (iv) Promotion of the adoption by States of appropriate legislative and/or administrative implementing measures to ensure that the standards defined in the Convention and the Protocol are effectively applied;
  - (v) Providing advice to Governments on the interpretation and application of the international instruments and on the adoption of implementation of national measures, including the functioning of national bodies responsible for the determination of refugee status;
  - (vi) Inclusion in existing universal and regional instruments of provisions ensuring that refugees benefit to the greatest possible extent from developments in international law;
  - (vii) Encouraging an interest in international refugee law, particularly among government officials and jurists;
  - (viii) Deepening, by means of research and discussion, the knowledge and understanding of international refugee law in relation to the problems existing in the various regions of the world and their most appropriate and satisfactory solution, whether at the universal or regional level;
  - (ix) Taking appropriate action in all relevant contexts and forums to further at the universal or regional level the progressive development of international refugee law;
- (b) The dissemination of international refugee law by such means as:
  - (i) Compiling, publishing and distributing the texts of relevant instruments on protection, such as treaties, resolutions, decisions and conclusions,

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of international bodies and of national legislative or administrative acts;

- (ii) Providing important repository libraries and academic instruments with basic documents on international refugee law;
- (iii) Furnishing materials on international refugee law to organizations and individuals requesting assistance;
- (iv) Promoting the teaching of international refugee law, in co-operation with other international agencies, by organizing or participating in lecture courses or other programmes designed to teach international refugee law and by encouraging and assisting the introduction of courses in international refugee law in universities and other teaching institutions.

27. These international protection activities clearly fall within category I and are carried out by the Protection Division at headquarters and under the regular field programme of the High Commissioner's Office. All posts in the Protection Division, comprising the Office of the Director, the Conference and Treaties Section, the General Legal Section and the Legal Research Unit, should thus be a proper charge on the regular budget. All posts exclusively performing these functions in the field offices, including protection officers, legal officers or legal advisors and eligibility officers, should also be a charge to the regular programme budget.

#### Direction and co-ordination of assistance

28. This programme, as described in the medium-term plan for the period 1980-1983 (paras. 11.19-11.28) and in the proposed programme budget for the biennium 1982-1983 (paras. 21.24-21.27), is aimed at assisting Governments of countries of asylum to devise and implement solutions to the economic and social problem of refugees. It seeks to fulfil this aim by providing the necessary financial and technical assistance or, where appropriate, acting as a catalyst towards achieving viable solutions to these problems. Measures to promote self-sufficiency of refugees include assistance pending permanent solutions, local settlement in countries of asylum, counselling, education, vocational training and rehabilitation. Refugees wishing to repatriate are assisted to return to and reintegrate in their countries of origin. The main objectives of the programme are:

- (a) To assist in the voluntary repatriation and subsequent reintegration of refugees;
- (b) To promote the integration of refugees in countries of asylum through organized settlements and assistance to refugees permitted to settle spontaneously;
- (c) To promote and facilitate resettlement in third countries for those for whom neither voluntary repatriation nor local integration in countries of asylum is feasible;

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(d) To provide rapid emergency relief wherever necessary and to plan and implement assistance schemes to meet the needs of new refugee situations;

(e) To provide counselling, education and employment opportunities, with temporary relief assistance as necessary, to individual refugees, particularly students and others in the urban areas of countries of asylum;

(f) To phase out assistance as soon as an adequate living standard has been reached.

29. Activities in this programme are carried out by the Assistance Division at headquarters, comprising the Office of the Director, the Programme Management Bureau, the Resettlement Section and the Social Services Section, and by the regular field programme.

30. The Office of the Director is responsible for providing policy guidance to field offices in all matters relating to the provision of material assistance. These include provision of relief and assistance aimed at the voluntary repatriation of refugees, their integration into countries of asylum and, when necessary, their resettlement into third countries. The Programme Management Bureau, the Resettlement Section and the Social Services Section are responsible for providing technical advice on matters relating to programme implementation and control, resettlement, and counselling and educational activities.

31. While the functions performed by the Assistance Division relate, in part, to the UNHCR statutory functions (category II), they are essentially closer to the management of operational activities. In keeping with the ACABQ definition of administrative expenditure (see paras. 10-11), its posts should thus be a charge to extrabudgetary resources, as they have been in the past.

32. It should, however, be recalled in this regard that the High Commissioner had, in 1953, expressed reservations to the opinion of ACABQ that costs related to the management of operational activities were operational rather than administrative expenditures. ACABQ had noted at that time (see para. 10 above) that when the management of operational activities began to occupy any appreciable part of the time of the staff of UNHCR, an "appropriate portion" (and, therefore, not all the costs) should be charged to extrabudgetary resources. The High Commissioner continues to believe that, since the management of operational activities now constitutes a substantial part of the activities of UNHCR, a proportion of these costs should be charged to the regular programme budget.

#### Regional co-ordination at Headquarters

33. Within the programmes of "international protection" and "material assistance", four regional bureaux at headquarters are responsible for the co-ordination of the UNHCR field programme. This programme, as described in the proposed programme budget for the biennium 1982-1983 (para. 21.30), includes the following functions:

(a) Serving as a focal point at headquarters for all UNHCR activities within their respective regions and assuring liaison with the field representatives on all aspects of UNHCR programme;

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(b) Ensuring that the policies of the High Commissioner are fully implemented within their respective regions;

(c) Compiling and analysing information on refugee situations and on legal, social and economic developments having a bearing on refugee affairs;

(d) Formulating, managing, monitoring and evaluating projects for protection and material assistance measures.

34. These activities are carried out by four regional bureaux, each having a specific geographic responsibility. The regional bureaux as a whole comprise 10 regional sections. Posts established within these bureaux include heads of bureaux, chiefs of sections, programme management officers, programme officers and protection officers with supporting General Service staff.

35. Since the regional bureaux are responsible for co-ordinating all UNHCR activities within their respective regions, their functions relate to both the exercise of UNHCR statutory responsibilities and to other operational activities. Because these functions include the co-ordination of UNHCR statutory activities, a core of regular programme budget posts is called for. This core would comprise the heads of regional bureaux and the chiefs of regional sections. In addition, the functions of the protection officers in the regional bureaux are within category I and should also be a charge to the regular programme budget. The present level of General Service staff resources under the regular programme budget should be maintained. Other posts of programme management officers, programme officers and supporting General Service staff would be a charge to extrabudgetary resources.

#### Regular field operations

36. The High Commissioner is represented by 57 representatives and chargés de mission in the field, covering 120 countries. These representatives are responsible for all action required to attain the objectives of the Office at the regional and country level. Their functions, as described in the proposed programme budget for the biennium 1982-1983 (para. 21.34), are (a) to promote liberal asylum policies and an adequate legal status for refugees; (b) to advise, as necessary, on local procedures relating to the recognition of refugees and to extend to them international protection; (c) to follow legislative and administrative developments in the social, economic and educational fields which may affect refugees as well as other organizations' programmes of potential benefit to refugees; (d) to examine and advise headquarters on requests for UNHCR assistance and monitor the implementation of and proper accounting for UNHCR-assisted projects and, where necessary, to co-ordinate emergency aid or other assistance projects. They maintain close contact with governments, diplomatic missions, intergovernmental and non-governmental organizations and the information media. They disseminate information about the aims and work of UNHCR, promote governmental and private contributions to the High Commissioner's Programme as well as supporting contributions to specific projects.

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37. The presence of a representative of the High Commissioner is essential for the Office to perform its statutory functions in a country or region. Indeed, the statute of the Office specifically recognizes such a need. Article 16 of the statute provides that:

"The High Commissioner shall consult the Governments of the countries of residence of refugees as to the need for appointing representatives therein. In any country recognizing such need, there may be appointed a representative approved by the Government of that country. Subject to the foregoing, the same representative may serve in more than one country."

38. In the light of the above, in countries where a representative has been appointed, posts of representative or chargé de mission are considered a proper charge on the regular programme budget. Posts of head of sub-office serving an entire country which are thus de facto representatives are also a proper charge on the regular programme budget. For each representative post, the regular programme budget would also finance one supporting General Service post. As regards other field posts, those which perform protection functions in the field have already been proposed as a proper charge to the regular programme budget under category I (see para. 27 above); all other posts involved in the execution of the High Commissioner's field programme, including posts of deputy representatives, assistant representatives, programme officers, resettlement officers, counselling, education and social welfare officers and supporting staff, are considered to be operational in nature and would, therefore, be a charge to extrabudgetary resources.

#### Administration, management and General Services

39. The Division of Administration and Management is responsible to the High Commissioner for the administration of his staff and the management of the budgetary resources at his disposal. The activities of the division include full responsibility for the recruitment, training and administration of UNHCR personnel, for financial management and for the development and application of appropriate management methods.

40. The Division of Administration and Management comprises the Office of the Director, Personnel Services, Financial Services, Communication, Archives and Reproduction Services and the Electronic Data Processing Unit. A core of staff in each of these organizational units (with the exception of the Electronic Data Processing Unit) is essential for the proper functioning of UNHCR and is contained within category III. The extent of this core has been determined by identifying the management positions in each service and a selected number of support posts. These posts should be a proper charge to the regular programme budget; all other posts should be a charge to extrabudgetary resources.

#### External relations, information and fund-raising

41. The External Affairs Division is responsible for promoting close relations with Governments, intergovernmental organizations and non-governmental organizations concerned with refugees and for keeping them and the general public informed of the activities of UNHCR. The Division organizes and stimulates the

raising of voluntary funds to finance UNHCR programmes and participates, as appropriate, in the co-ordination of international efforts, to mobilize aid for refugees and displaced persons. It further provides the secretariat for the sessions of the Executive Committee, the Nansen Medal Award Committee and other meetings.

42. The External Affairs Division comprises the Office of the Director, the Inter-Agency Co-ordination Unit, the Fund-Raising Section, the Public Information Section, the Secretariat Services Section, the Liaison Unit with Non-Governmental Organizations and the Liaison Unit for European Institutions.

43. The task of liaison with Governments, intergovernmental organizations and non-governmental bodies is clearly essential to the exercise of the High Commissioner's statutory responsibilities and is encompassed within category III. Therefore, all posts in the Inter-Agency Co-ordination Unit, which is primarily responsible for co-ordination within the United Nations system, in the Liaison Unit with Non-Governmental Organizations and in the Liaison Unit for European Institutions should be a proper charge to the regular programme budget.

44. The Secretariat Services Section is responsible for preparing reports on the activities of the Office for the General Assembly, the Economic and Social Council and the Executive Committee. It assists in the organization of sessions of the Executive Committee and follows upon the decisions and proposals of that body. It also prepares all communications to Governments and intergovernmental organizations and, in this task, is closely associated with the Inter-agency Co-ordination Unit. The activities of this section are thus essential to the proper functioning of the High Commissioner's Office and fall within category III. All posts in this section have always been charged to the regular programme budget, and this arrangement should be maintained.

45. Provision has, in the past, been made for a limited number of posts in the Public Information Section to be financed under the regular programme budget. No change in this arrangement is proposed, as a core of these posts is considered to fall within category III.

46. To provide policy direction in the external relations activities of UNHCR, as identified above, it is considered that the regular programme budget should continue to finance a limited number of posts in the Office of the Director of External Affairs.

47. The remaining posts, including all posts in the Fund-Raising Section are considered to be a proper charge to extrabudgetary resources.

#### IV. IMPLEMENTATION OF THE RESULTS OF THE JOINT REVIEW

48. It is abundantly clear from the above that there is a need to rationalize the present apportionment of UNHCR's administrative expenditure between regular funds and extrabudgetary resources. A number of posts hitherto charged to the regular programme budget should be financed under voluntary funds; conversely, the regular

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programme budget should meet the costs of other posts presently financed by extrabudgetary resources. Under the regular field programme of UNHCR, for example, 28 posts of representative are presently funded by the regular programme budget, and 29 such posts are charged to voluntary funds. Thirteen posts of deputy and assistant representative are paid by the regular budget and 28 by voluntary funds. The related proposals, outlined in paragraphs 36-38 above, would clarify the situation by placing all representative posts under the regular programme budget and all deputy and assistant representative posts under extrabudgetary funds. The funding of General Service staff in the field offices would also be rationalized.

49. The implementation of the outcome of the joint survey will involve a net transfer of 20 additional posts to the regular programme budget. This net total derives from the transfer of 65 Professional posts to the regular programme budget, offset by the transfer of 45 General Service posts to extrabudgetary funds.

50. Annex I provides an analysis, by programme, of the existing and proposed distribution of administrative costs between regular and extrabudgetary resources. The revised regular programme budget staffing table is contained in annex II, and the revised extrabudgetary funds staffing table is given in annex III.

51. The proposed redistribution of posts between regular and voluntary funds would entail significant financial implications for the regular programme budget because of the higher cost of Professional posts as compared to General Service posts. These implications are estimated at \$4.1 million per year at 1982 rates, or \$8.4 million for a full biennium.

52. Should the General Assembly endorse the conclusion of the joint survey, the Secretary-General would intend to include the resulting proposals in the programme budget over three biennia, i.e., from 1984 to 1989. These proposals would be prepared in close consultation with the High Commissioner, but it would be the Secretary-General's final responsibility to decide on their extent and precise formulation in the light of his over-all programme budget policy.

53. On the assumption that the necessary changes would be distributed in three roughly equivalent proposals in each of the three biennia, the resulting financial implications for the regular budget, at 1982-1983 rates, would be on the order of \$2.8 million for each biennium.

#### V. POLICY IN REGARD TO FUTURE DEVELOPMENTS

54. It is recognized that the joint review has been made more complex by its ex post facto nature, since it entailed a review of posts that the High Commissioner felt it necessary to establish, with the approval of the Executive Committee, under extrabudgetary resources over a considerable period of time, without the benefit of prior consultations between the Secretary-General and the High Commissioner with regard to new posts which might be considered a proper charge on the regular budget.

55. It is agreed that much closer periodic consultation is required in this regard between the Secretary-General and the High Commissioner, as well as the provision of systematic information to the governing bodies concerned. This consultation and information must take place bearing in mind, on the one hand, the responsibilities of the Secretary-General in preparing and submitting to the General Assembly the proposed programme budget for the Organization as a whole and, on the other, the responsibilities of the High Commissioner in meeting humanitarian needs, some of which may entail the establishment of posts performing statutory functions of his office. Bearing in mind these considerations, the General Assembly may wish to endorse the following suggested procedure:

(a) When establishing posts under extrabudgetary resources which, prima facie, perform statutory functions, the High Commissioner would immediately inform the Secretary-General.

(b) Those posts would be jointly reviewed each year by the Secretary-General and the High Commissioner, and would be reported to ACABQ in the context of its annual review of the High Commissioner's Voluntary Funds Programme and Budget, together with any prima facie offset in respect of posts under regular funds which could be either discontinued or transferred to extrabudgetary funds.

(c) In the light of this review and of the examination by ACABQ, the Secretary-General would report to the General Assembly, in his proposed programme budget, indicating the posts which he recommends should be a charge to regular funds.

(d) The review would be conducted on an annual basis, starting in 1983. However, bearing in mind the proposals made in paragraphs 48 to 53 above regarding the policy for the subsequent three programme-budget biennia - corresponding also to the six-year medium-term plan for 1984-1989 - the Secretary-General and the High Commissioner agree that unless unforeseen situations arise no proposals for the transfer of additional posts over and above those identified in this joint survey would be made before the 1990-1991 biennium.

#### Notes

1/ Official Records of the General Assembly, Thirty-fourth Session, Supplement No. 12A (A/34/12/Add.1).

2/ Ibid., Thirty-fifth Session, Supplement No. 12A (A/35/12/Add.1).

3/ Ibid., Thirty-sixth Session, Supplement No. 12A (A/36/12/Add.1).

4/ Ibid., Supplement No. 5E (A/36/5/Add.5).

5/ Ibid., Sixth Session, Supplement No. 7 (A/1853), para. 295.

6/ Ibid., para. 290.

7/ Official Records of the General Assembly, Sixth Session, document A/2022  
and Add.1.

8/ Ibid., Seventh Session, Supplement No. 7 (A/2157), paras. 361-367.

9/ Ibid., Sixth Session, Fifth Committee, 365th meeting.



### ANALYSIS OF THE APPORTIONMENT OF THE ADMINISTRATIVE COSTS OF UNHCR BETWEEN THE REGULAR BUDGET AND EXTRABUDGETARY RESOURCES

3/ Initial 1982 Staffing Table of UNHCR as approved by the Executive Committee of the High Commissioner's Programme, excluding temporary posts, project personnel and junior professional officer posts (N/MC.96/594/Add.2/Corr. 2).

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Annex II

LIST OF POSTS IDENTIFIED AS A PROPER CHARGE TO THE UNITED NATIONS  
REGULAR BUDGET

| <u>No. of posts</u>                              | <u>Level</u>          | <u>Functional title</u>                         |
|--|-----------------------|---|
| I. EXECUTIVE DIRECTION AND MANAGEMENT            |                       |   |
| <u>Executive Office of the High Commissioner</u> |                       |   |
| 1  | USG                   | High Commissioner                               |
| 1  | ASG                   | Deputy High Commissioner                        |
| 1  | D-2                   | Senior Co-ordinator for<br>South-East Asia      |
| 1  | D-1                   | Executive Assistant to the High<br>Commissioner |
| 1  | D-1                   | Co-ordinator for the Horn of<br>Africa          |
| 1  | P-2                   | Personal Assistant to the High<br>Commissioner  |
| 5  | General Service staff |   |
| <u>Policy, Planning and Research Unit</u>        |                       |   |
| 1  | D-1                   | Chief of Unit                                   |
| 1  | P-5                   | Deputy Chief of Unit                            |
| 1  | P-3                   | Planning and Research Officer                   |
| 1  | GS                    | Principal level                                 |
| 3  | General Service staff |   |

| <u>No. of posts</u> | <u>Level</u> | <u>Functional title</u> |
|---------------------|--------------|-------------------------|
|---------------------|--------------|-------------------------|

II. DIRECTION AND CO-ORDINATION OF PROTECTION

Office of the Director, International Protection Division

|   |                       |                           |
|---|-----------------------|---------------------------|
| 1 | D-2                   | Director                  |
| 2 | D-1                   | Deputy Directors          |
| 1 | P-3                   | Legal Officer             |
| 1 | P-4                   | Assistant to the Director |
| 6 | General Service staff |                           |

General Legal Section

|   |                       |                         |
|---|-----------------------|-------------------------|
| 1 | P-5                   | Chief of Section        |
| 2 | P-4                   | Legal Officers          |
| 1 | P-2                   | Associate Legal Officer |
| 4 | General Service staff |                         |

Conference and Treaties Section

|   |                       |                         |
|---|-----------------------|-------------------------|
| 1 | P-5                   | Chief of Section        |
| 2 | P-3                   | Legal Officers          |
| 1 | P-2                   | Associate Legal Officer |
| 1 | GS                    | Principal level         |
| 3 | General Service staff |                         |

Legal Research Unit

|   |                       |               |
|---|-----------------------|---------------|
| 1 | P-5                   | Chief of Unit |
| 1 | General Service staff |               |

| <u>No. of posts</u> | <u>Level</u> | <u>Functional title</u> |
|---------------------|--------------|-------------------------|
|---------------------|--------------|-------------------------|

### III. REGIONAL CO-ORDINATION AT HEADQUARTERS

|    |                       |                     |
|----|-----------------------|---------------------|
| 4  | D-1                   | Heads of Bureaux    |
| 10 | P-5                   | Chiefs of Sections  |
| 4  | P-4                   | Protection Officers |
| 9  | P-3                   | Protection Officers |
| 1  | P-2                   | Protection Officer  |
| 1  | G-5                   | Principal level     |
| 17 | General Service staff |                     |

### IV. ADMINISTRATION, MANAGEMENT AND GENERAL SERVICES

#### Office of the Director, Administration and Management Division

|   |                       |                             |
|---|-----------------------|-----------------------------|
| 1 | D-2                   | Director                    |
| 1 | P-5                   | Management Services Officer |
| 1 | P-4                   | Assistant to the Director   |
| 3 | General Service staff |                             |

#### Personnel Services

##### (a) Office of the Chief

|   |                       |                           |
|---|-----------------------|---------------------------|
| 1 | D-1                   | Chief, Personnel Services |
| 1 | GS                    | Principal level           |
| 2 | General Service staff |                           |

##### (b) Personnel Administration Unit

|   |                       |                   |
|---|-----------------------|-------------------|
| 1 | P-4                   | Head of Unit      |
| 1 | P-3                   | Personnel Officer |
| 5 | General Service staff |                   |

/...

| <u>No. of posts</u>                             | <u>Level</u>          | <u>Functional title</u>          |
|---|-----------------------|----------------------------------|
| (c) <u>Recruitment Unit</u>                     |                       |                                  |
| 1   | P-4                   | Head of Unit                     |
| 1   | GS                    | Principal level                  |
| 1   | General Service staff |                                  |
| (d) <u>Career Development and Training Unit</u> |                       |                                  |
| 1   | P-4                   | Head of Unit                     |
| 1   | General Service staff |                                  |
| <u>Financial Services</u>                       |                       |                                  |
| (a) <u>Office of the Chief</u>                  |                       |                                  |
| 1   | D-1                   | Chief of Service                 |
| 1   | General Service staff |                                  |
| (b) <u>Budget and Management Section</u>        |                       |                                  |
| 1   | P-5                   | Chief of Section                 |
| 1   | P-3                   | Administrative Officer           |
| 1   | P-2                   | Associate Administrative Officer |
| 3   | GS                    | Principal level                  |
| 1   | General Service staff |                                  |
| (c) <u>Finance and Control Section</u>          |                       |                                  |
| 1   | P-5                   | Chief of Section                 |
| 1   | P-4                   | Finance Officer                  |
| 1   | P-3                   | Finance Officer                  |
| 2   | GS                    | Principal level                  |
| 2   | General Service staff |                                  |

/...

| <u>No. of posts</u> | <u>Level</u> | <u>Functional title</u> |
|---------------------|--------------|-------------------------|
|---------------------|--------------|-------------------------|

Communications Archives and Reproduction Services

|   |                       |                  |
|---|-----------------------|------------------|
| 1 | P-3                   | Chief of Service |
| 5 | General Service staff |                  |

V. EXTERNAL RELATIONS, INFORMATION AND FUND-RAISING

Office of the Director, External Affairs Division

|   |                       |                           |
|---|-----------------------|---------------------------|
| 1 | D-2                   | Director                  |
| 1 | D-1                   | Deputy Director           |
| 1 | P-4                   | Assistant to the Director |
| 3 | General Service staff |                           |

Inter-Agency Co-ordination Unit

|   |                       |                                    |
|---|-----------------------|------------------------------------|
| 1 | D-1                   | Head, Inter-Agency Co-ordination   |
| 1 | P-4                   | Inter-Agency Co-ordination Officer |
| 1 | General Service staff |                                    |

Secretariat Services Section

|   |                       |                          |
|---|-----------------------|--------------------------|
| 1 | P-4                   | Chief of Section         |
| 1 | P-4                   | External Affairs Officer |
| 1 | P-3                   | External Affairs Officer |
| 1 | P-2                   | External Affairs Officer |
| 4 | General Service staff |                          |

/...

| <u>No. of posts</u>                                    | <u>Level</u>          | <u>Functional title</u>    |
|--|-----------------------|----------------------------|
| <u>Liaison Unit for Non-Governmental Organizations</u> |                       |                            |
| 1  | P-5                   | Liaison Officer            |
| 1  | P-4                   | Deputy Liaison Officer     |
| 1  | P-2                   | Assistant Liaison Officer  |
| 1  | GS                    | Principal level            |
| 3  | General Service staff |                            |
| <u>Liaison Unit for European Institutions</u>          |                       |                            |
| 1  | P-5                   | Liaison Officer            |
| 1  | P-3                   | Liaison Officer            |
| 2  | General Service staff |                            |
| <u>Public Information Section</u>                      |                       |                            |
| 1  | P-5                   | Chief of Section           |
| 1  | P-4                   | Public Information Officer |
| 1  | P-3                   | Public Information Officer |
| 1  | P-2                   | Editor                     |
| 5  | General Service staff |                            |

#### VI. REGULAR FIELD OPERATIONS

##### Angola

|   |                       |                    |
|---|-----------------------|--------------------|
| 1 | P-5                   | Representative     |
| 1 | P-4                   | Protection Officer |
| 1 | General Service staff |                    |

/...

| <u>No. of posts</u> | <u>Level</u>          | <u>Functional title</u> |
|---------------------|-----------------------|-------------------------|
| <u>Argentina</u>    |                       |                         |
| 1                   | D-1                   | Reg. Representative     |
| 1                   | P-4                   | Reg. Legal Officer      |
| 1                   | General Service staff |                         |
| <u>Australia</u>    |                       |                         |
| 1                   | P-3                   | Protection Officer      |
| 1                   | General Service staff |                         |
| <u>Austria</u>      |                       |                         |
| 1                   | P-5                   | Representative          |
| 1                   | General Service staff |                         |
| <u>Belgium</u>      |                       |                         |
| 1                   | P-5                   | Representative          |
| 1                   | P-3                   | Eligibility Officer     |
| 1                   | General Service staff |                         |
| <u>Botswana</u>     |                       |                         |
| 1                   | P-5                   | Representative          |
| 1                   | General Service staff |                         |
| <u>Brazil</u>       |                       |                         |
| 1                   | P-3                   | Chargé de Mission       |
| 1                   | General Service staff |                         |
| <u>Burundi</u>      |                       |                         |
| 1                   | P-3                   | Representative          |
| 1                   | General Service staff |                         |

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| <u>No. of posts</u> | <u>Level</u>          | <u>Functional title</u> |
|---------------------|-----------------------|-------------------------|
| <u>Cameroon</u>     |                       |                         |
| 1                   | P-4                   | Representative          |
| 1                   | General Service staff |                         |
| <u>Canada</u>       |                       |                         |
| 1                   | P-5                   | Representative          |
| 1                   | P-3                   | Protection Officer      |
| 1                   | General Service staff |                         |
| <u>Chile</u>        |                       |                         |
| 1                   | P-2                   | Head, Sub-Office        |
| 1                   | General Service staff |                         |
| <u>China</u>        |                       |                         |
| 1                   | P-5                   | Chargé de Mission       |
| 1                   | General Service staff |                         |
| <u>Costa Rica</u>   |                       |                         |
| 1                   | D-1                   | Reg. Representative     |
| 1                   | P-3                   | Protection Officer      |
| 1                   | General Service staff |                         |
| <u>Djibouti</u>     |                       |                         |
| 1                   | P-5                   | Representative          |
| 1                   | P-3                   | Protection Officer      |
| 1                   | General Service staff |                         |
| <u>Egypt</u>        |                       |                         |
| <u>1</u>            | P-4                   | Representative          |
|                     | General Service staff |                         |

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| <u>No. of posts</u>                       | <u>Level</u>          | <u>Functional title</u> |
|---|-----------------------|-------------------------|
| <u>Ethiopia</u>                           |                       |                         |
| 1   | D-1                   | Reg. Liaison Rep.       |
| 1   | General Service staff |                         |
| <u>Federal Republic of<br/>of Germany</u> |                       |                         |
| 1   | P-5                   | Representative          |
| 1   | P-2                   | Legal Officer           |
| 1   | General Service staff |                         |
| <u>France</u>                             |                       |                         |
| 1   | P-5                   | Representative          |
| 1   | P-3                   | Legal Adviser           |
| 1   | General Service staff |                         |
| <u>Greece</u>                             |                       |                         |
| 1   | P-5                   | Representative          |
| 1   | General Service staff |                         |
| <u>Honduras</u>                           |                       |                         |
| 1   | P-4                   | Chargé de Mission       |
| 1   | General Service staff |                         |
| <u>Hong Kong</u>                          |                       |                         |
| 1   | P-5                   | Chargé de Mission       |
| 1   | P-2                   | Protection Officer      |
| 1   | P-5                   | Legal Adviser in Asia   |
| 1   | P-3                   | Asst. Legal Adviser     |
| 2   | General Service staff |                         |

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| <u>No. of posts</u>                     | <u>Level</u>          | <u>Functional title</u> |
|---|-----------------------|-------------------------|
| <u>India</u>                            |                       |                         |
| 1                                       | P-5                   | Chargé de Mission       |
| 1                                       | P-3                   | Legal Officer           |
| 1                                       | General Service staff |                         |
| <u>Indonesia</u>                        |                       |                         |
| 1                                       | P-5                   | Representative          |
| 1                                       | General Service staff |                         |
| <u>Italy</u>                            |                       |                         |
| 1                                       | P-5                   | Representative          |
| 1                                       | P-3                   | Eligibility Officer     |
| 1                                       | General Service staff |                         |
| <u>Japan</u>                            |                       |                         |
| 1                                       | D-1                   | Representative          |
| 1                                       | General Service staff |                         |
| <u>Kenya</u>                            |                       |                         |
| 1                                       | P-4                   | Representative          |
| 1                                       | General Service staff |                         |
| <u>Lao People's Democratic Republic</u> |                       |                         |
| 1                                       | P-4                   | Representative          |
| 1                                       | General Service staff |                         |
| <u>Lebanon</u>                          |                       |                         |
| 1                                       | D-1                   | Reg. Representative     |
| 1                                       | P-3                   | Protection Officer      |
| 1                                       | General Service staff |                         |

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| <u>No. of posts</u> | <u>Level</u>          | <u>Functional title</u> |
|---------------------|-----------------------|-------------------------|
| <u>Lesotho</u>      |                       |                         |
| 1                   | P-4                   | Representative          |
| 1                   | General Service staff |                         |
| <u>Malaysia</u>     |                       |                         |
| 1                   | D-1                   | Reg. Representative     |
| 1                   | General Service staff |                         |
| <u>Mexico</u>       |                       |                         |
| 1                   | P-4                   | Chargé de Mission       |
| 1                   | General Service staff |                         |
| <u>Mozambique</u>   |                       |                         |
| 1                   | P-4                   | Representative          |
| 1                   | General Service staff |                         |
| <u>Netherlands</u>  |                       |                         |
| 1                   | P-5                   | Representative          |
| 1                   | General Service staff |                         |
| <u>Nicaragua</u>    |                       |                         |
| 1                   | P-3                   | Chargé de Mission       |
| 1                   | General Service staff |                         |
| <u>Nigeria</u>      |                       |                         |
| 1                   | P-5                   | Chargé de Mission       |
| 1                   | P-4                   | Protection Officer      |
| 1                   | General Service staff |                         |

| <u>No. of posts</u> | <u>Level</u>          | <u>Functional title</u>               |
|---------------------|-----------------------|---------------------------------------|
| <u>Pakistan</u>     |                       |                                       |
| 1                   | D-1                   | Chief of Mission                      |
| 1                   | P-3                   | Assistant Chief of Mission<br>(Legal) |
| 1                   | General Service staff |                                       |
| <u>Peru</u>         |                       |                                       |
| 1                   | P-5                   | Reg. Representative                   |
| 1                   | P-3                   | Protection Officer                    |
| 1                   | General Service staff |                                       |
| <u>Philippines</u>  |                       |                                       |
| 1                   | P-5                   | Representative                        |
| 1                   | General Service staff |                                       |
| <u>Portugal</u>     |                       |                                       |
| 1                   | P-4                   | Representative                        |
| 1                   | P-3                   | Protection Officer                    |
| 1                   | General Service staff |                                       |
| <u>Rwanda</u>       |                       |                                       |
| 1                   | P-3                   | Representative                        |
| 1                   | General Service staff |                                       |
| <u>Senegal</u>      |                       |                                       |
| 1                   | D-1                   | Reg. Representative                   |
| 1                   | P-3                   | Protection Officer                    |
| 1                   | General Service staff |                                       |

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| <u>No. of posts</u> | <u>Level</u>          | <u>Functional title</u> |
|---------------------|-----------------------|-------------------------|
| <u>Singapore</u>    |                       |                         |
| 1                   | P-3                   | Head, Sub-Office        |
| 1                   | General Service staff |                         |
| <u>Somalia</u>      |                       |                         |
| 1                   | D-1                   | Representative          |
| 1                   | P-4                   | Legal Officer           |
| 1                   | General Service staff |                         |
| <u>Spain</u>        |                       |                         |
| 1                   | P-4                   | Representative          |
| 1                   | P-2                   | Protection Officer      |
| 1                   | General Service staff |                         |
| <u>Sudan</u>        |                       |                         |
| 1                   | D-1                   | Representative          |
| 1                   | P-4                   | Protection Officer      |
| 1                   | General Service staff |                         |
| <u>Swaziland</u>    |                       |                         |
| 1                   | P-4                   | Representative          |
| 1                   | P-2                   | Legal Officer           |
| 1                   | General Service staff |                         |
| <u>Tanzania</u>     |                       |                         |
| 1                   | P-5                   | Representative          |
| 1                   | General Service staff |                         |
| <u>Thailand</u>     |                       |                         |
| 1                   | D-1                   | Reg. Representative     |
| 1                   | General Service staff |                         |

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| <u>No. of posts</u>   | <u>Level</u>          | <u>Functional title</u> |
|-----------------------|-----------------------|-------------------------|
| <u>Turkey</u>         |                       |                         |
| 1                     | P-4                   | Representative          |
| 1                     | General Service staff |                         |
| <u>Uganda</u>         |                       |                         |
| 1                     | P-5                   | Representative          |
| 1                     | P-3                   | Protection Officer      |
| 1                     | General Service staff |                         |
| <u>United Kingdom</u> |                       |                         |
| 1                     | P-5                   | Representative          |
| 1                     | General Service staff |                         |
| <u>United States</u>  |                       |                         |
| 1                     | D-1                   | Representative          |
| 1                     | P-4                   | Protection Officer      |
| 1                     | General Service staff |                         |
| <u>Viet Nam</u>       |                       |                         |
| 1                     | P-5                   | Representative          |
| 1                     | General Service staff |                         |
| <u>Zaire</u>          |                       |                         |
| 1                     | D-1                   | Representative          |
| 1                     | P-4                   | Protection Officer      |
| 1                     | P-2                   | Protection Officer      |
| 1                     | P-3                   | Protection Officer      |
| 1                     | General Service staff |                         |

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| <u>No. of posts</u>   | <u>Level</u>          | <u>Functional title</u> |
|---|-----------------------|-------------------------|
| <u>Zambia</u>   |                       |                         |
| 1   | P-5                   | Representative          |
| 1   | General Service staff |                         |
| <u>Zimbabwe</u>   |                       |                         |
| 1   | P-4                   | Representative          |
| 1   | General Service staff |                         |
| <u>Regional Office at<br/>United Nations<br/>Headquarters</u> |                       |                         |
| 1   | D-2                   | Reg. Representative     |
| 1   | General Service staff |                         |

|                       |            |
|-----------------------|------------|
| <u>Summary</u>        |            |
| Professional posts    | 170        |
| General Service posts | <u>147</u> |
| Total                 | <u>317</u> |

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Annex III

LIST OF POSTS TO BE FINANCED UNDER VOLUNTARY FUNDS  
AS A RESULT OF THE OUTCOME OF THE JOINT SURVEY

| <u>No. of posts</u>                           | <u>Level</u>          | <u>Functional title</u>                            |
|---|-----------------------|--|
| I. EXECUTIVE DIRECTION AND MANAGEMENT         |                       |  |
| <u>Emergency Unit</u>                         |                       |  |
| 1   | P-5                   | Chief of Unit                                      |
| 1   | P-4                   | Deputy Chief of Unit                               |
| 1   | GS                    | Principal level                                    |
| 2   | General Service staff |  |
| II. DIRECTION AND CO-ORDINATION OF ASSISTANCE |                       |  |
| <u>Office of the Director of Assistance</u>   |                       |  |
| 1   | D-2                   | Director   |
| 1   | D-1                   | Deputy Director                                    |
| 1   | P-4                   | Assistant to the Director                          |
| 1   | P-4                   | Assistant to the Co-ordinator,<br>Arusha follow-up |
| 3   | General Service staff |  |
| <u>Programme Management Bureau</u>            |                       |  |
| 1   | D-1                   | Head of Bureau                                     |
| 1   | General Service staff |  |

| <u>No. of posts</u>                                  | <u>Level</u>          | <u>Functional title</u>     |
|--|-----------------------|-----------------------------|
| (a) <u>Programming, co-ordination and evaluation</u> |                       |                             |
| 1  | P-5                   | Chief of Section            |
| 1  | P-4                   | Deputy Chief of Section     |
| 3  | P-3                   | Programme Officers          |
| 2  | P-2                   | Programme Officers          |
| 2  | GS                    | Principal level             |
| 7  | General Service staff |                             |
| (b) <u>Specialist Support Unit</u>                   |                       |                             |
| 1  | P-4                   | Rural Settlement Specialist |
| 1  | General Service staff |                             |
| (c) <u>Procurement Unit</u>                          |                       |                             |
| 1  | P-5                   | Chief of Unit               |
| 3  | P-3                   | Procurement Officers        |
| 1  | P-2                   | Procurement Officer         |
| 3  | General Service staff |                             |
| <u>Social Service Section</u>                        |                       |                             |
| 1  | P-5                   | Chief of Section            |
| 2  | P-4                   | Social Services Officers    |
| 1  | P-3                   | Counselling Officer         |
| 1  | P-3                   | Education Officer           |
| 2  | GS                    | Principal level             |
| 7  | General Service staff |                             |

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| <u>No. of posts</u> | <u>Level</u> | <u>Functional title</u> |
|---------------------|--------------|-------------------------|
|---------------------|--------------|-------------------------|

Resettlement Section

|   |                       |                       |
|---|-----------------------|-----------------------|
| 1 | P-5                   | Chief of Section      |
| 1 | P-4                   | Resettlement Officer  |
| 2 | P-3                   | Resettlement Officers |
| 1 | P-2                   | Resettlement Officer  |
| 1 | GS                    | Principal level       |
| 9 | General Service staff |                       |

III. REGIONAL CO-ORDINATION AT HEADQUARTERS

|    |                       |                               |
|----|-----------------------|-------------------------------|
| 4  | P-4                   | Programme Management Officers |
| 9  | P-4                   | Programme Officers            |
| 13 | P-3                   | Programme Officers            |
| 6  | P-2                   | Programme Officers            |
| 31 | General Service staff |                               |

IV. EXTERNAL RELATIONS, INFORMATION AND FUND-RAISING

Fund-Raising Section

|    |                       |                       |
|----|-----------------------|-----------------------|
| 1  | P-5                   | Chief of Section      |
| 2  | P-4                   | Fund-raising Officers |
| 4  | P-3                   | Fund-raising Officers |
| 1  | P-2                   | Fund-raising Officer  |
| 13 | General Service staff |                       |

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| <u>No. of posts</u>               | <u>Level</u>          | <u>Functional title</u>     |
|-----------------------------------|-----------------------|-----------------------------|
| <u>Public Information Section</u> |                       |                             |
| 2                                 | P-4                   | Public Information Officers |
| 2                                 | P-3                   | Public Information Officers |
| 2                                 | P-2                   | Public Information Officers |
| 7                                 | General Service staff |                             |

V. ADMINISTRATION, MANAGEMENT AND GENERAL SERVICES

Personnel Services

(a) Officer of the Chief

|   |                       |              |
|---|-----------------------|--------------|
| 1 | P-5                   | Deputy Chief |
| 4 | General Service staff |              |

(b) Personnel Administration Unit

|   |                       |                    |
|---|-----------------------|--------------------|
| 2 | P-3                   | Personnel Officers |
| 7 | General Service staff |                    |

(c) Recruitment Unit

|   |                       |                     |
|---|-----------------------|---------------------|
| 1 | P-3                   | Recruitment Officer |
| 5 | General Service staff |                     |

(d) Career Development and Training Unit

|   |                       |                            |
|---|-----------------------|----------------------------|
| 1 | P-3                   | Career Development Officer |
| 1 | P-2                   | Training Officer           |
| 3 | General Service staff |                            |

Shorthand and Typing Pool

|   |                       |  |
|---|-----------------------|--|
| 6 | General Service staff |  |
|---|-----------------------|--|

| <u>No. of posts</u> | <u>Level</u> | <u>Functional title</u> |
|---------------------|--------------|-------------------------|
|---------------------|--------------|-------------------------|

Financial Services

(a) Budget and Management Section

|   |                       |                |
|---|-----------------------|----------------|
| 1 | P-4                   | Deputy Chief   |
| 2 | P-2                   | Budget Officer |
| 9 | General Service staff |                |

(b) Finance and Control Section

|    |                       |                  |
|----|-----------------------|------------------|
| 2  | P-4                   | Finance Officers |
| 1  | P-3                   | Finance Officer  |
| 10 | General Service staff |                  |

Communication, Archives and Reproduction Service

|    |                       |                          |
|----|-----------------------|--------------------------|
| 1  | P-2                   | Deputy Chief of Services |
| 11 | General Service staff |                          |

Electronic Data Processing Unit

|   |                       |               |
|---|-----------------------|---------------|
| 1 | P-5                   | Chief of Unit |
| 1 | P-3                   | EDP Officer   |
| 1 | P-2                   | EDP Officer   |
| 2 | General Service staff |               |

| <u>No. of posts</u>         | <u>Level</u>          | <u>Functional title</u>   |
|-----------------------------|-----------------------|---|
| VI. REGULAR FIELD PROGRAMME |                       |   |
| 7                           | P-5                   | Deputy Representative   |
| 22                          | P-4                   | Deputy/Assistant<br>Representatives heads of<br>Sub-Offices                       |
| 59                          | P-3                   | Programme Officers/Resettlement<br>Officers/Education and<br>Counselling Officers |
| 22                          | P-2                   | Programme Officers/Resettlement<br>Officers/Education and<br>Counselling Officers |
| 388                         | General Service staff |   |

Summary

|                       |                   |
|-----------------------|-------------------|
| Professional posts    | 202               |
| General Service posts | <u>534</u>        |
| Total                 | <u><u>736</u></u> |

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