



Supplementary paper to JIU/REP/2014/8

Use of non-staff personnel and related contractual modalities in the United Nations system organizations

Country case studies: Ethiopia, Thailand and Viet Nam

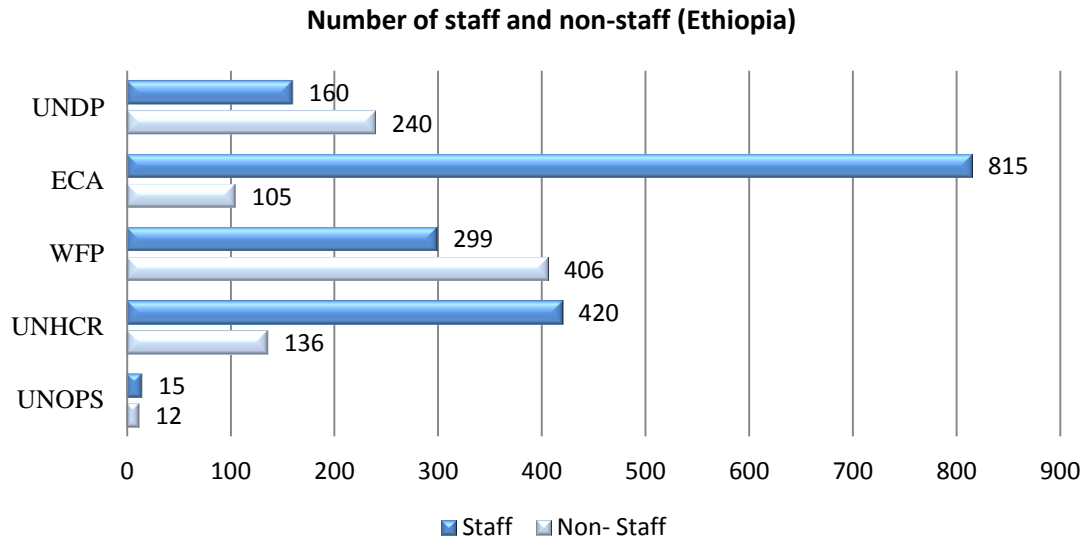
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Case Study 1: Ethiopia

Level of use of non-staff personnel

1. The table below shows the number of staff and non-staff individuals working for the organizations interviewed in Ethiopia.

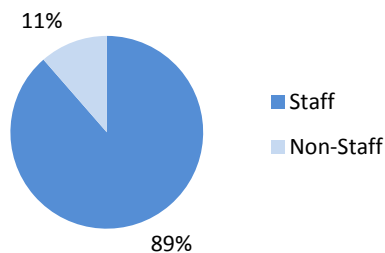


Source: JIU questionnaire / interview notes

2. In terms of absolute figures, WFP is the organization employing the highest number of non-staff (406). However, UNDP has the highest percentage of non-staff personnel (60 per cent), followed by WFP (58 per cent), UNOPS (44 per cent), and UNHCR (24 per cent). ECA has the lowest percentage of non-staff personnel (11 per cent) as part of the total workforce. Figures for each entity are provided in the charts below.

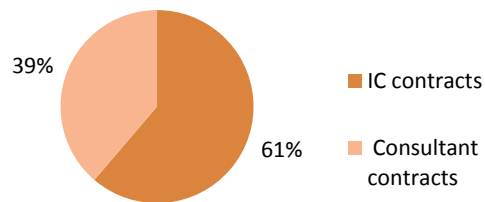
ECA

Staff and non-staff



Source: JIU questionnaire

Types of non-staff contracts

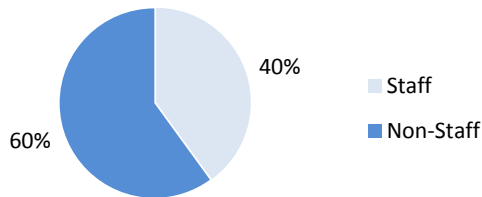


3. Managers explained that ECA is going through a restructuring exercise and, along with this initiative, the use of non-staff personnel is on the rise, particularly due to shrinking funding. ECA has 815 staff members (285 of them international) and employed 105 non-staff individuals as at the end of March 2012. Most of the non-staff contracts issued in 2012 were individual contractor (IC) contracts (61 per cent) and the rest were consultancy contracts (39 per cent).

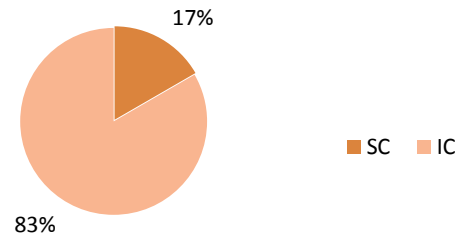
4. In substantive programmes, managers confirmed the use of consultants for very short periods to deliver specific outputs. Individual contractors were very rarely used in substantive programmes. Some managers indicated that they had difficulty in finding qualified consultants. In programme support departments/sections, consultants and particularly individual contractors were used for relatively long-term periods. According to information available, 21 individual contract holders and nine consultants had worked for more than six years in ECA.

UNDP

Staff and non-staff



Types of non-staff contracts

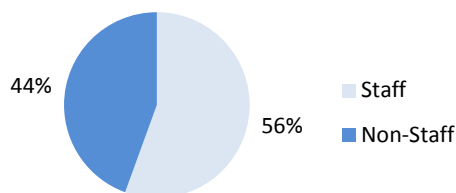


Source: Interview notes

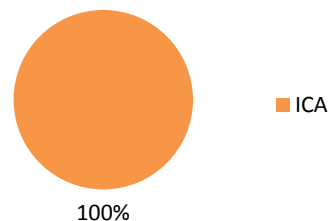
5. UNDP has 160 staff (20 international and 140 national staff) representing 40 per cent of the workforce. Out of national staff, 25 are Professionals and the rest are General Service staff. Regarding non-staff, there are 40 service contractors (SCs) and 200 individual contractors (ICs) (80 of them are international individual contractors). Non-staff personnel represent 60 per cent of the total workforce; this percentage is slightly lower than in other UNDP country offices visited. All service contractor contracts are national and they work mostly on projects. The duration of service contractor contracts is limited by the duration of projects, the average duration being two to three years. However, there is no limit for renewals and extensions and no break in service is required. The UNDP country office has full authority on non-staff and staff appointments including internationals up to the P-5 level.

UNOPS

Staff and non-staff



Types of non-staff contracts



Source: Interview notes

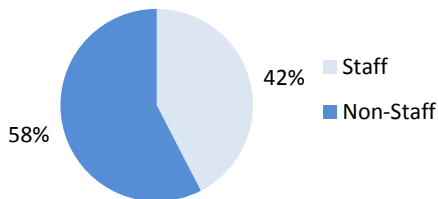
6. UNOPS has 15 staff: six international, seven national professionals and two General Service staff. In terms of non-staff there are two international professional individual contractor agreement holders (ICAs) and 10 local ICAs.

7. UNOPS has outsourced IT and security services. Managers interviewed indicated that during the contracting of security services, they negotiated with the selected vendor to ensure that its personnel receive reasonable employment conditions.

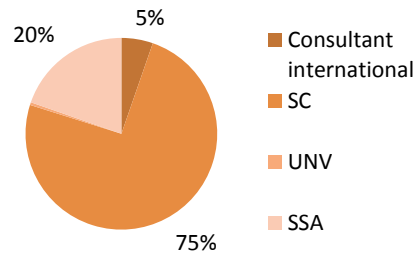
WFP

8. Non-staff personnel make up 58 per cent of the total workforce. WFP indicates that regarding the non-staff contracts used in 2012 these are composed mainly of service contracts (SCs) (322 contracts), some special service agreement (SSA) holders (85 contracts) and a small number of consultants (23 contracts) and United Nations Volunteers (UNVs) (2 contracts).

Staff and non-staff



Types of non-staff contracts



Source: JIU questionnaire

9. Out of these, the 322 service contracts are of a relatively long duration, representing about 75 per cent of the total; SSA contracts represent 20 per cent. WFP had 61 international and 271 national staff and 421 non-staff personnel (as of end March 2013).

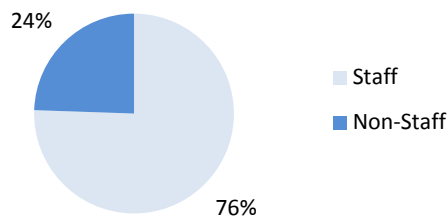
10. Service contractors are generally used in projects but are not limited to them. They are used in all kinds of functions and places in varying degrees, including support functions, programmes and projects.

11. Managers explained that WFP fully relies on voluntary funding, therefore it requires the flexibility to be able to expand and shrink the workforce rapidly so it can react effectively to emergencies or adapt to funding decreases. Even if donors pledge money, often they do not pay in time, or the full amount pledged. No WFP project in Ethiopia so far is fully funded. This situation creates uncertainty and leads management to use service contractors.

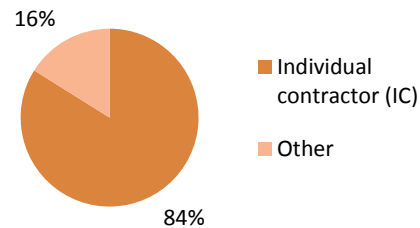
12. WFP managers related that some years ago, the Organization made a considerable financial effort so that any service contractor working over five years could have a staff post. Now, there is another attempt by headquarters to review the non-staff issue and find a reasonable solution. Officers interviewed indicated that during the last six months they converted 48 service contractors to fixed-term contracts. Managers argued that staff have higher cost implications in comparison to non-staff. Apart from the difference in remuneration levels, the Organization has to pay indemnities to staff when they are separated, but not for non-staff separation. Having more staff translates to a costlier exit during downsizing.

UNHCR

Staff and non-staff



Types of non-staff contracts



Source: Interview notes

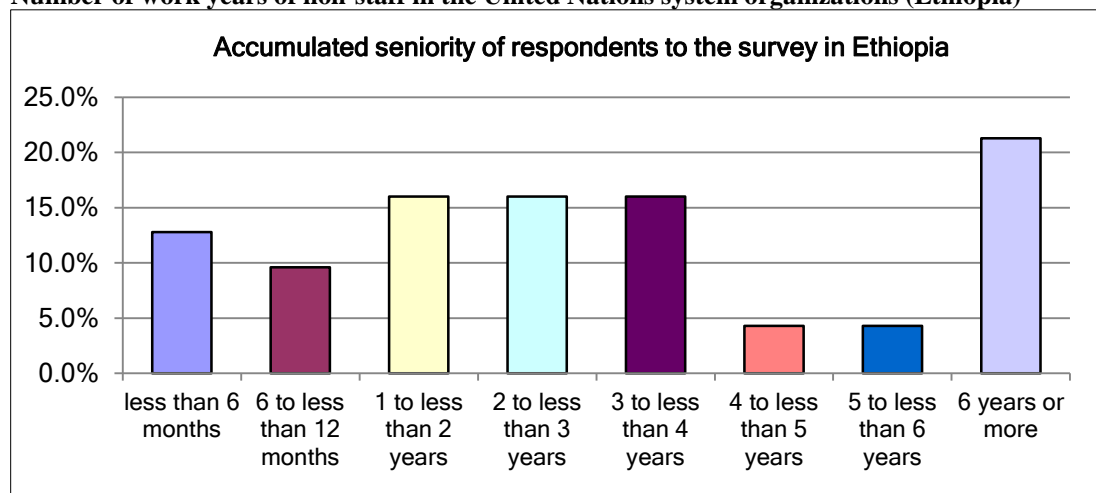
13. The majority of non-staff contracts are mainly individual contractors (ICs) (99 contracts in 2012), and within these there is a significant number of interpreters (25) who work part-time and their salary is calculated based on hourly rates. These interpreters work in camps facilitating the communication between refugees and staff. Many non-staff individuals deal with refugee interviews and registration issues. **Managers say that there is a high turnover in non-staff personnel.** Staff positions are approved by headquarters but individual contractor recruitment is delegated to country offices. UNHCR has 88 international staff, 27 national professionals and 265 General Service staff. Non-staff numbered 118; this represents 24 per cent of the total workforce as of end March 2013.

Main findings

14. Likewise in other duty stations visited, the benefits associated to each non-staff contract vary significantly in terms of annual leave, maternity leave, sick leave and medical insurance. Among similar types of contract frequently used by organizations, individual contractor (IC) contracts have the lowest benefits without any annual leave or medical insurance, while UNOPS (individual contractor agreements (ICA)), UNDP and WFP's service contractors (SC) have better benefits, including medical insurance and annual leave. In terms of pension fund benefits, none of the organizations provide any pension scheme to non-staff; however, some include a lump-sum compensation into their remuneration instead. For example, WFP does provide pension compensation included in the salary (8.33 per cent). UNOPS recently started a provident fund as a savings scheme. WFP officials interviewed indicated that they use lower salary scales in comparison to others, therefore its staff and non-staff turnover is higher.

15. The Inspectors met many non-staff individuals who have been working for many years, including some who had worked for 15 and 23 years. **21 per cent of survey respondents indicated that they have worked for more than six years for their respective organizations, while more than 60 per cent had worked for more than two years.**

Number of work years of non-staff in the United Nations system organizations (Ethiopia)



Source: JIU non-staff survey

16. According to the survey, 14 per cent of non-staff respondents work in administrative areas, including finance and human resources. 35 per cent of respondents are in information and telecommunications. 44 per cent indicated “other areas” as the most relevant within this category: programme/project management and administration, in refugees, health and development related areas.

17. **81 per cent of respondents stated they work regular hours and have been assigned a desk, phone, and/or email account by their respective organizations. 84 per cent of respondents from Ethiopia believe that their work is of the same, or a similar, nature to the work of regular staff.** 52 per cent indicated that their work is project-related. 26 per cent of respondents have frequently, and 28 per cent sometimes, had managerial responsibilities.

18. United Nations entities do not even meet the minimum labour standards established in national law, which requires, if employment goes beyond three months, the employer to provide an employment contract with a full package of benefits.

Other survey findings

19. The highest participation was from UNDP (28 per cent), followed by UNHCR (25.5 per cent), ECA (20 per cent), UNOPS (15 per cent) and other organizations with minor representation.

20. The most represented types of contract are the United Nations individual contractor (IC) and UNOPS individual contractor agreement (ICA) National, 25 per cent each, followed by UNDP service contractor (SC) (16 per cent), UNDP individual contractor (IC) (12 per cent) and UNVs (5 per cent). Some other survey findings include:

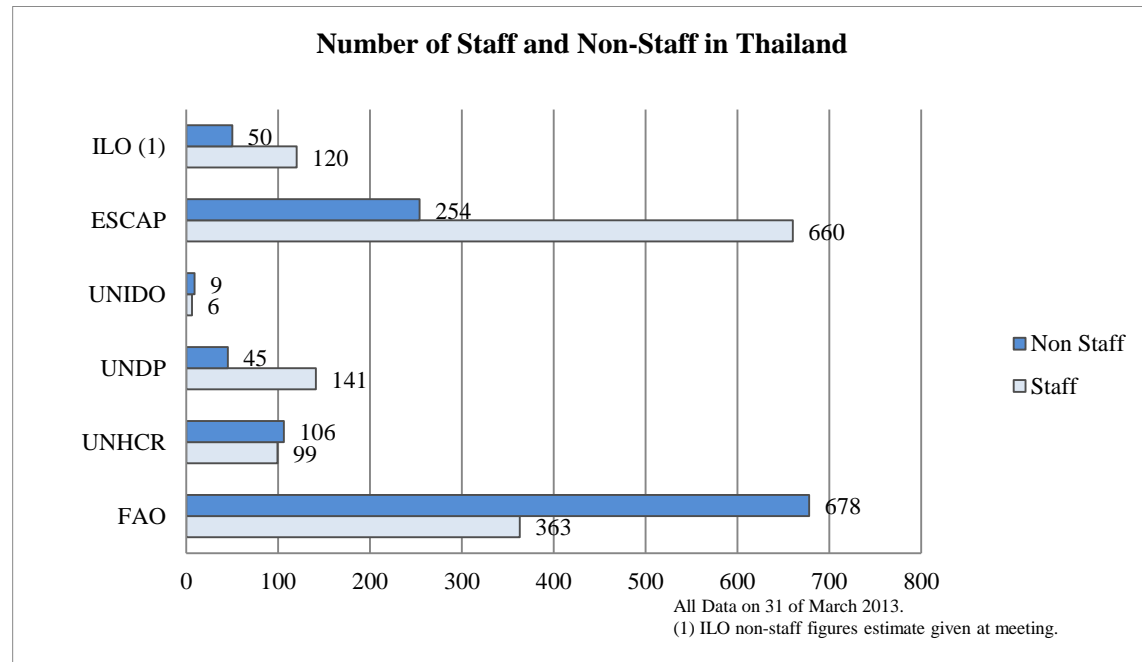
- Gender representation: 66 per cent male
- Most representative age-range: 30 to 39 years old (54 per cent);
- 30 per cent of respondents believed that their contractual conditions did not comply with local labour law; 22 per cent have “no opinion” in this regard; and 48 per cent were dissatisfied with the entitlements associated with their contracts
- 52 per cent of respondents indicated that their work is project-related
- Only 39 per cent have medical insurance provided by their respective organizations

- About 5 per cent indicated they have a pension scheme provided by the respective organization, while **91 per cent declared that they did not have any retirement pension scheme**
- 57 per cent of respondents would accept a reduction in their salaries in exchange for additional social benefits (health insurance/retirement scheme)
- Overall, almost 56 per cent of respondents considered their contracts unfair, only 37 per cent considered them fair
- 87 per cent of respondents indicated that they feel committed to their respective organizations
- 68 per cent of respondents indicated that they had been informed about a code of conduct
- 58 per cent indicated that their work performance assessments are shared with them at the end of their assignments
- About 43 per cent of respondents indicated that they had received training provided by their respective organizations.

Case Study 2: Thailand

Level of use of non-staff personnel

21. The table below shows the number of staff and non-staff individuals working for organizations interviewed in Thailand. In terms of absolute figures, FAO has the highest number of non-staff individuals (678) as well as the highest percentage of non-staff contracts (65 per cent) as part of the total workforce. The percentage of non-staff in the workforce of other entities ranges from 60 per cent (UNIDO) to 24 per cent (UNDP). Figures for each entity are provided in the chart below.

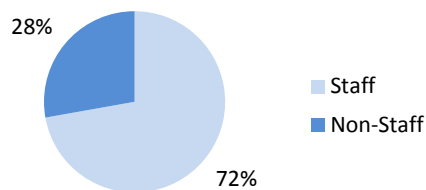


Source: JIU questionnaire

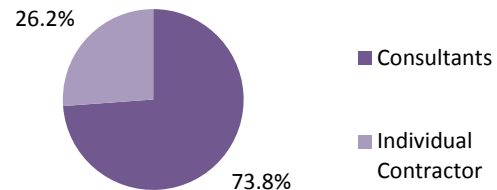
ESCAP

22. The number of non-staff personnel has increased from 195 individuals (March 2012) to 254 (March 2013). Non-staff categories represent 28 per cent of the ESCAP workforce as of the end of March 2013; the recourse to non-staff personnel was lower the previous year (22 per cent as at end March 2012). The non-staff contract predominantly used by ESCAP is the consultancy contract which represents about 74 per cent of the total non-staff contracts issued in 2012. Individual contractors (ICs) represent about 26 per cent. The use of consultants is relatively higher in the HR and IT sections (INSPIRA development and helpdesk functions).

Staff and non-staff



Types of non-staff contracts

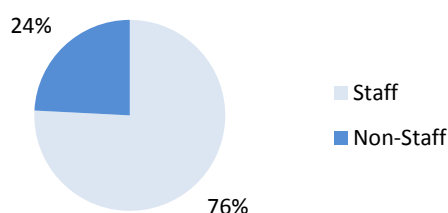


Source: JIU questionnaire

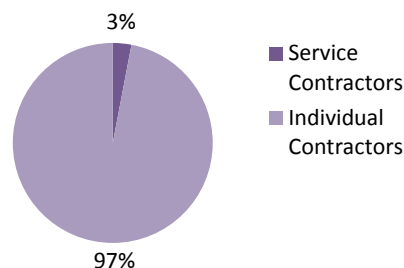
UNDP

23. The percentage of non-staff personnel as of the end of March 2013 was about 24 per cent. This is a lower share compared with other reviewed countries. However, this is due to the fact that Thailand is a middle-income country; consequently UNDP is not generally executing projects. In addition, it should be noted that the Bangkok office is regional and does not follow the normal staffing needs expected of a country with many development projects. Regarding contract types, individual contractors (ICs) represent 97 per cent of the total non-staff workforce, while service contractors (SCs) represent only 3 per cent, as detailed in the charts below.

Staff and non-staff



Types of non-staff contracts

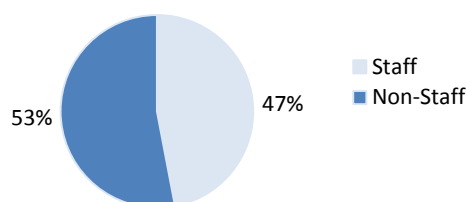


Source: JIU questionnaire

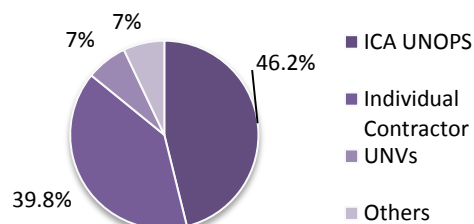
UNHCR

24. The percentage of UNHCR non-staff is about 53 per cent for 2012. It uses individual contractors, mainly interpreters (40 per cent) and UNVs (7 per cent), and also recruits through the UNOPS individual contractor agreement (ICA) contract which is used mainly for protection and community services (46 per cent). A small number of non-staff contracts have been included under the “others” category (i.e. stand-by arrangements and deployment scheme deployees and interns).

Staff and non-staff



Types of non-staff contracts

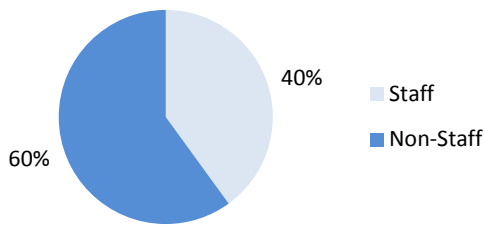


Source: JIU questionnaire

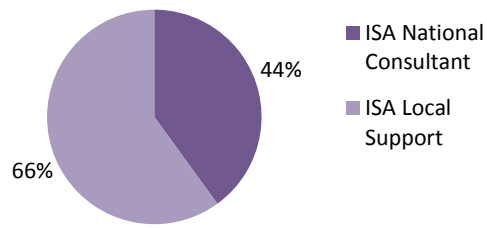
UNIDO

25. The UNIDO Regional Office in Bangkok is responsible for five countries (i.e. Thailand, Laos, Cambodia, Myanmar and Viet Nam). Non-staff personnel represent 60 per cent of the small workforce of UNIDO in Thailand (as of the end of March 2013, six staff members and nine non-staff personnel). UNIDO uses the individual service agreement (ISA) local contract for local support (66 per cent) and national consultants (44 per cent). Non-staff are mainly used in project-related work.

Staff and non-staff



Types of non-staff contracts

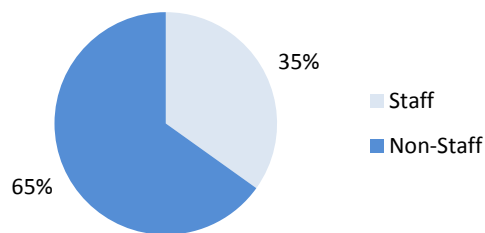


Source: JIU questionnaire

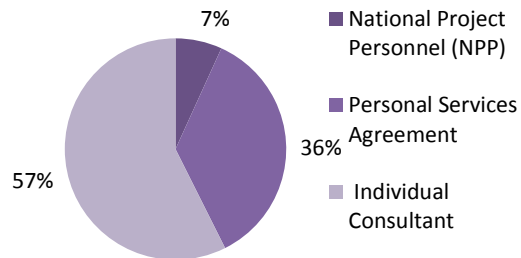
FAO

26. FAO relies heavily on non-staff personnel (65 per cent) when compared with other United Nations entities present in Thailand. The non-staff contracts used are: national project personnel (NPP) (7 per cent), individual consultant (57 per cent) and personal services agreement (PSA) (36 per cent). At FAO there are consultant and personal services agreement (PSA) contracts for less than 30 days, while casual labour is a specific contract governed by the FAO Manual, Section 374 Appendix D, with a duration of up to six months in any 12 month period.

Staff and non-staff



Types of non-staff contracts

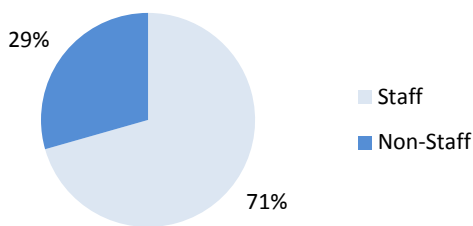


Source: JIU questionnaire

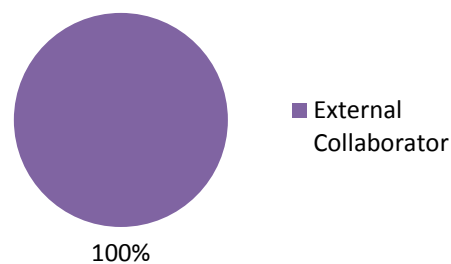
ILO

27. ILO had 120 staff members as at end March 2013, which included the Regional Office for Asia and the Pacific given that there are country, liaison or project offices in more than 17 countries in the region. During the interviews it was mentioned that roughly 50 non-staff individuals were hired by the organization. All non-staff contracts are external collaboration contracts.

Staff and non-staff



Types of non-staff contracts



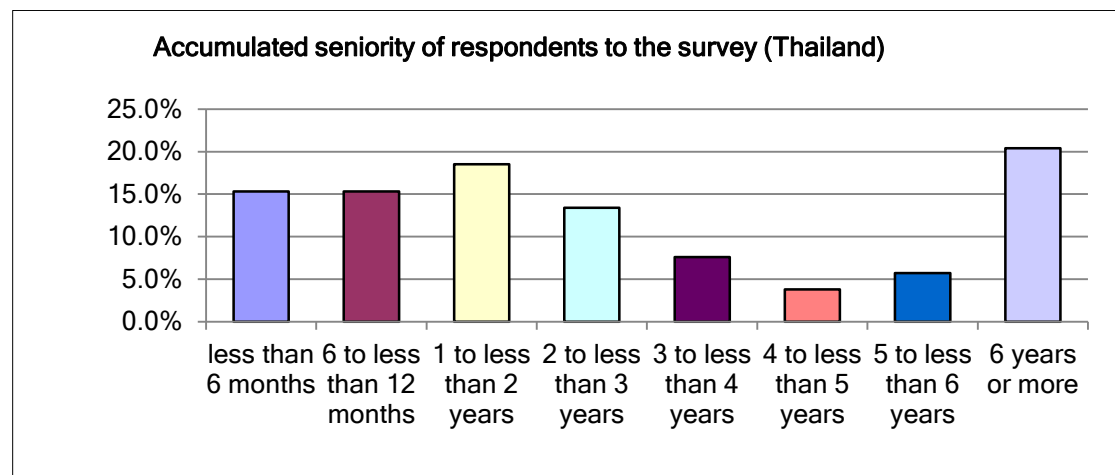
Source: JIU questionnaire

Main findings

28. **Similarly to other countries, organizations use non-staff with short-term contracts for prolonged periods under a de facto employment relationship.** It is not unusual to see non-staff running programmes and projects, representing organizations and interacting with Governments and participating in regional meetings.

29. During non-staff focus group meetings, one of many other issues raised was the language training allowance. Some organizations provide language training while others do not. Furthermore, non-staff complained that in many organizations they have difficulty in accessing training and finance modules within their respective organizations because they are not staff.

30. Regarding the number of years that respondents have worked for their respective organizations, 20 per cent of respondents indicated more than six years. 37 per cent of respondents have worked for their organizations for more than three years.



Source: JIU Survey

31. About 20 per cent of respondents work in administrative areas, including finance and human resources; 15 per cent in information technology; and 63 per cent indicated “other areas” being the most relevant within this category: project management and administration, substantive areas like refugee protection, interpreters, research and development, etc. **66.4 per cent of respondents declared that they work regular hours and have been assigned a desk, phone, and/or email account by their respective organizations. 70 per cent of respondents believe that their work is of the same, or a similar, nature to the work of regular staff.**

32. During non-staff focus group meetings it was not rare to find cases of individuals having worked for many years for a United Nations organization. **In one case, there was a non-staff individual who has been working for 13 years.** In another organization, a non-staff member was regional coordinator of a project and has been working for four years under short-term contracts. She travels in the region, represents her organization and also recruits personnel for the project. Not being a staff member, she experienced additional difficulties in carrying out her tasks starting from precarious short-term contracts with few social benefits to problems with travel arrangements, DSA payments and access to ERP systems. Although the majority of non-staff are working for project-related assignments, it is not rare to find non-staff

working in core administrative areas, e.g., a non-staff member working for five years as an administrative assistant.

33. The online survey indicated that 34 per cent of respondents have frequently, and 29 per cent have sometimes, had managerial responsibilities. 19 per cent of respondents indicated that they have, either frequently or sometimes, supervised regular staff members. 68 per cent of respondents indicated that their work is project related.

Other survey findings

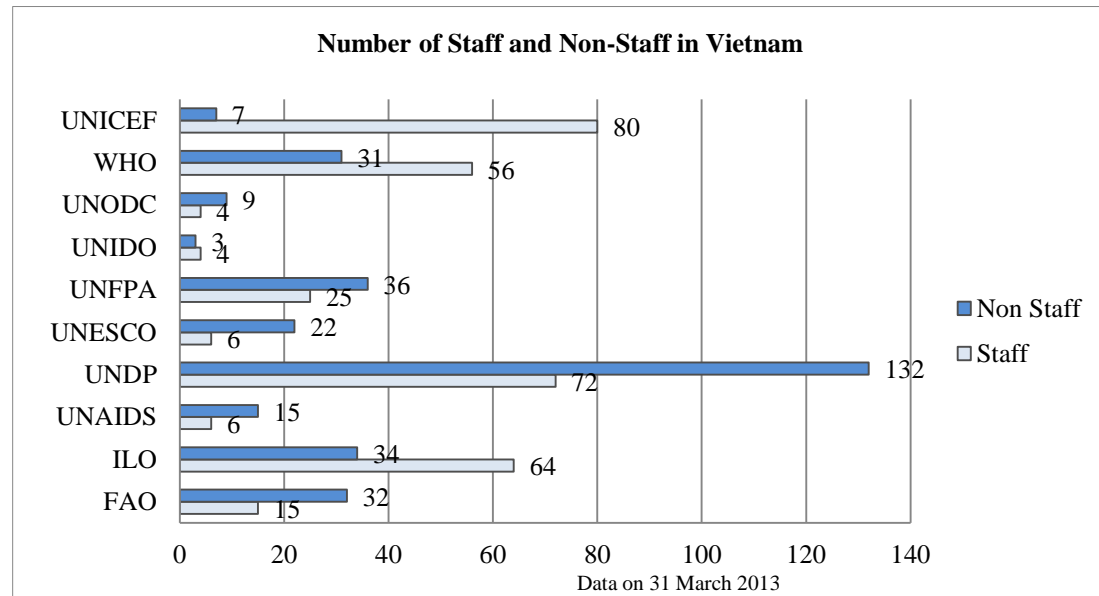
34. 157 individuals responded to the survey in Thailand. The highest participation share came from ESCAP (53 per cent), followed by UNICEF (10.8 per cent), UNEP (7.6 per cent), UNDP (6 per cent), UN-Women (6 per cent) and UNODC (4 per cent). The most represented type of contract is the United Nations Consultant used by ESCAP (35 per cent) and the second is the individual contractor (IC) contract.

- Gender representation: 49 per cent male
- Most representative age-range: 30 to 39 years old (41 per cent)
- Almost 70 per cent of respondents indicated that the work performed in practice has been the same, or similar, to what was stated in their respective contracts. 27 per cent indicated their work has been different to what was stated in the initial contract
- 34 per cent stated they had received training from their organizations
- 24 per cent stated they had medical insurance provided by their respective organizations and 39.6 per cent declared not to have any medical insurance
- About 7 per cent indicated they had a pension scheme provided by the respective organization, while **75 per cent declared they did not have any retirement pension scheme**
- 56 per cent of respondents would accept a reduced salary in exchange for additional social benefits (pension and health insurance schemes)
- Overall, 51 per cent of respondents considered their contracts fair, and 35 per cent considered them unfair
- **80 per cent of respondents indicated that they feel committed to their respective organizations**
- 78 per cent of respondents declared they had been informed of the code of conduct and/or ethical standards applicable within their respective organizations
- Only 48 per cent of respondents indicated that their work performance assessments are shared with them at the end of their assignments
- 52 per cent of respondents declared they were aware of formal and/or informal mechanisms through which to channel complaints within their respective organizations.

Case Study 3: Viet Nam

Level of use of non-staff personnel

35. The table below shows the number of staff and non-staff individuals working for the organizations interviewed in Viet Nam. The absolute figures are relatively small given that Viet Nam is considered a middle-income country and the United Nations operations and presence have been downsizing. Organizations are increasingly moving towards using implementing partners, including the Government, and providing advice and assistance for the proper execution of programmes and projects.

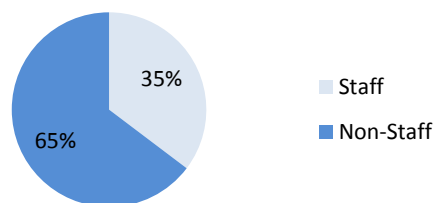


Source: JIU questionnaire

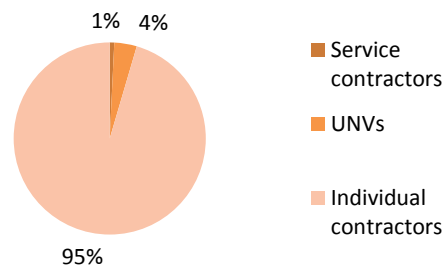
36. In terms of absolute figures, UNDP has the highest number of non-staff individuals (132), while UNESCO has the highest percentage of non-staff contracts (79 per cent) as part of the total workforce. In other entities, the percentage of non-staff in the workforce ranges from 71.4 per cent (UNAIDS) and 68 per cent (FAO) to 8 per cent (UNICEF). Figures for each entity are provided in the charts below.

UNDP

Staff and non-staff



Types of non-staff contracts



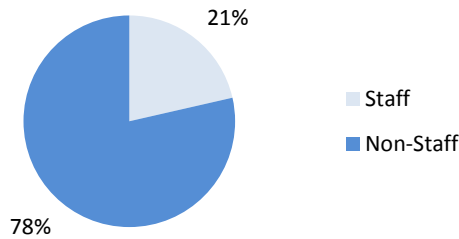
Source: JIU country questionnaire

37. The percentage of non-staff personnel as at the end of March 2013 was about 65 per cent, mostly comprising individual contractors (ICs) (126) and a small number of UNVs (five). The

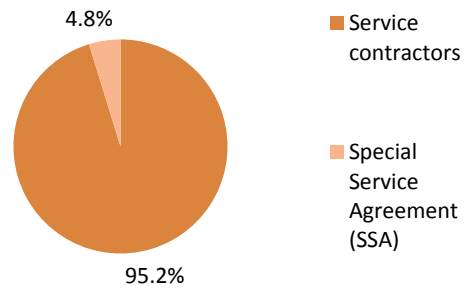
service contractor (SC) modality was phased out as it was previously used for supporting core functions in the office. Individual contractors (ICs) are used for projects and technical advisory services. The UNVs main areas of activity are monitoring and evaluation, coordination, environment and human rights.

UNESCO

Staff and non-staff



Types of non-staff contracts



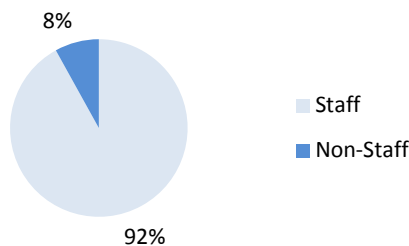
Source: JIU questionnaire

38. UNESCO is working in two major areas: education and culture. They had six staff (two international and four national) and 22 non-staff as of the end of March 2013. Most non-staff contracts are the service contractor (SC) modality (95 per cent). In addition, there are a small number of special service agreement holders (SSAs), and the tasks performed by locally-recruited individuals on special service agreements (SSAs) are temporary. Service contracts (SCs) are usually awarded because of budget restrictions, cost concerns and the limited number of regular posts; all of these are funded by extrabudgetary funds.

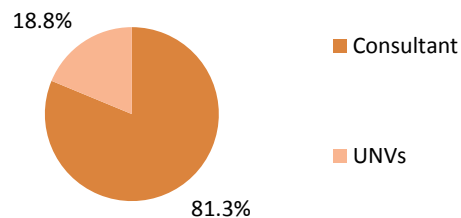
UNICEF

39. The percentage of UNICEF non-staff personnel is very small, with only 8 per cent in 2013. It mainly uses the consultant contract, which represented, in 2012, 81 per cent of the non-staff contracts in Viet Nam. In addition, there are a small number of UNVs (three). The small number of non-staff is due, inter alia, to the fact that the Government hires personnel directly for national implementation. Additionally, UNICEF management indicated that the number of non-staff personnel is low because they were strict in the use of non-staff contractual arrangements. UNICEF has a centralized roster for the hiring of consultants.

Staff and non-staff



Types of non-staff contracts

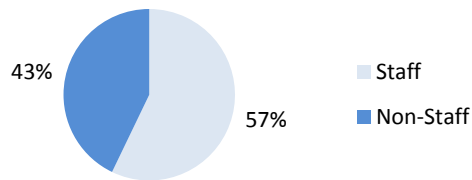


Source: JIU questionnaire

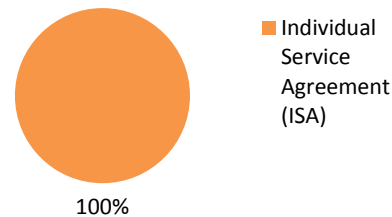
UNIDO

40. Non-staff personnel represent 43 per cent of the small workforce of UNIDO (as of the end of March 2013), which comprises four staff and three non-staff personnel. UNIDO uses its individual service agreement (ISA) contract for local administrative/financial support (one) and for project services (two national consultants). Non-staff personnel have been used for the duration of projects spanning many years.

Staff and non-staff



Types of non-staff contracts



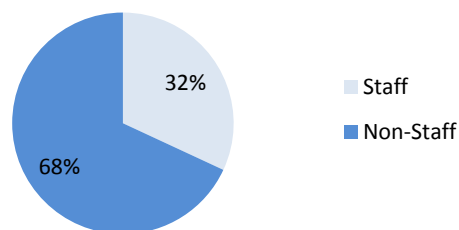
Source: JIU questionnaire

41. UNIDO does not use implementing partners. Projects are managed by project managers located in headquarters and coordinated by local non-staff personnel at the country level.

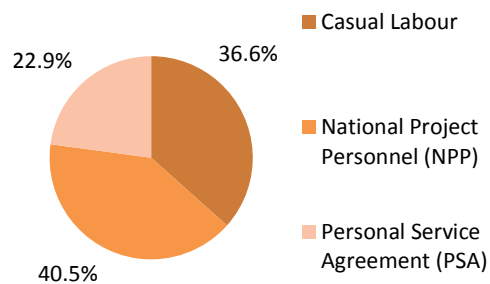
FAO

42. FAO relies heavily on non-staff personnel (68 per cent) when compared with other United Nations entities present in Viet Nam. It uses three different types of contract for non-staff individuals: national project personnel (NPPs) (40 per cent), casual labour (37 per cent) and personal services agreements (PSAs) (23 per cent). At FAO there are consultant and personal services agreement (PSA) contracts for less than 30 days. Casual labour is a specific contract governed by the FAO Manual, Section 374 Appendix D, with a duration of up to six months in a 12 month period.

Staff and non-staff



Types of non-staff contracts



Source: JIU country questionnaire

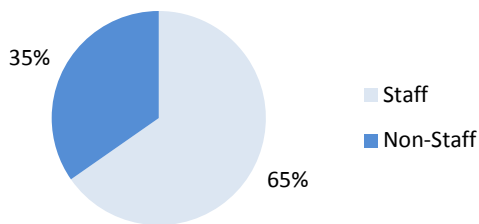
43. The FAO country office does not have the authority to establish staff positions. Headquarters provides staff posts. Most non-staff are funded by projects; FAO implements its projects itself and has projects in different areas including fisheries, forestry and food services, providing technical assistance to governments. Projects are mostly executed by non-staff personnel (national project personnel (NPPs)). The project structure includes a national project director assigned by the local Government and a national project coordinator assigned by FAO. Local management indicated that headquarters encourages country offices to use

national project personnel (NPPs). Under current rules, national project personnel (NPPs) are used on projects and cannot be used under regular programmes. Personal services agreements (PSAs) may be used under both extrabudgetary and regular programme funds.

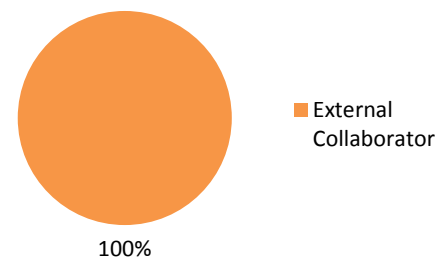
ILO

44. ILO only uses the external collaborator contractual modality to hire non-staff individuals. It had 64 staff as at the end of March 2013, and 34 non-staff. The percentage of non-staff personnel is about 35 per cent.

Staff and non-staff



Types of non-staff contracts



Source: JIU country questionnaire

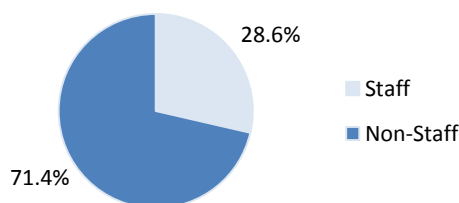
45. Only eight of 64 staff posts are funded by the regular budget (seven national staff and one international staff). It is interesting to see that, like some other organizations, ILO funds most of its staff through extrabudgetary resources, but unlike other organizations, it mainly uses staff rather than non-staff, in line with labour principles. Project-based national staff contracts include clauses regarding project and funding related limitations, thus contracts can be terminated without major legal problems.

46. ILO has three types of staff contracts, including short-term staff contracts. In the view of local management, these staff contracts, supplemented by the external collaborator contracts, are sufficient to cover organizational needs for flexibility without contradicting labour principles. ILO projects are managed by either international or national staff. Its major projects are related to labour regulations, sustainable employment, and social protection.

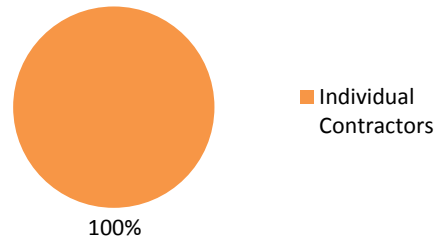
UNAIDS

47. Non-staff personnel represent about 71 per cent of the small workforce of UNAIDS total personnel: six staff members and 15 non-staff personnel (as at end March 2013).

Staff and non-staff



Types of non-staff contracts



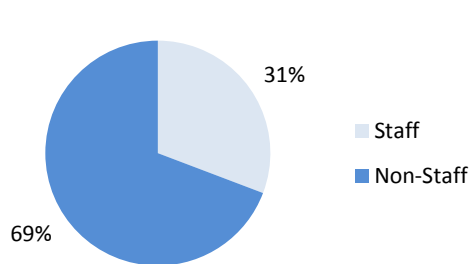
Source: JIU country questionnaire

48. UNAIDS is in an ERP system transition period, changing from the UNDP Atlas system to the WHO global system. This implies the need to convert contracts from UNDP to WHO contract types. WHO does not have the service contractor (SC) modality of UNDP, thus UNAIDS has to decide how this modality will be discontinued.¹ It was mentioned that in some other country offices, service contractor contracts were converted to consultancy contracts, which was not correct because service contractor contracts are used for “staff” work and relatively longer periods. Furthermore, service contractor contracts include a number of social benefits, while consultancy contracts do not include any. Managers claim that a temporary fixed-term position costs substantially more than a service contract, thus non-staff are used in core and non-core functions alike.

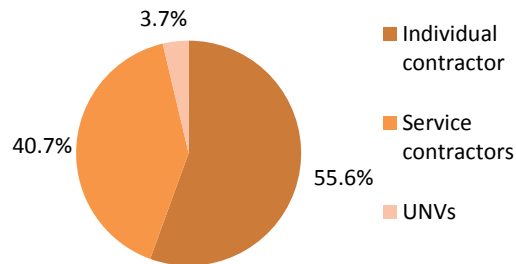
UNODC

49. Non-staff personnel represent 69 per cent of the small workforce of UNODC (as of the end of March 2013, there were four staff members and nine non-staff personnel).

Staff and non-staff



Types of non-staff contracts



Source: JIU country questionnaire

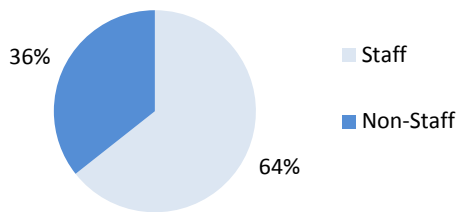
50. UNODC follows UNDP rules. Service contractor (SC) contracts are managed by UNDP using UNDP contract templates. 55 per cent of non-staff contracts are for individual contractors (IC) (consultants), about 41 per cent are for service contractors and 4 per cent are for UNVs. Projects are mostly managed by service contract holders. There are 10 projects in Viet Nam. Nine projects are managed by national service contract holders and one project is managed by international staff.

WHO

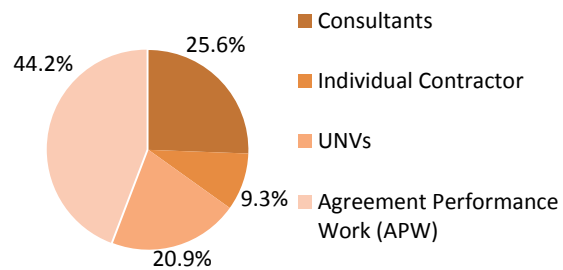
51. Non-staff personnel represent 36 per cent of the workforce of WHO (as of the end of March 2013), comprising 56 staff members (eight international) and 31 non-staff individuals.

¹ UNAIDS staff contracts were extended to all those performing staff functions. It was also decided that service contracts would not be used for staff functions. (Information from UNAIDS.)

Staff and non-staff



Types of non-staff contracts



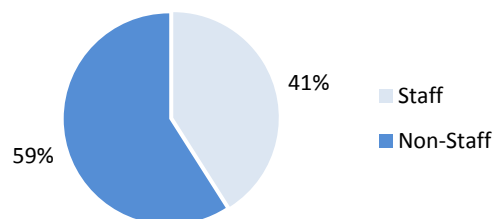
Source: JIU country questionnaire

52. The agreement for performance of work (APW) is the main modality used (44 per cent) followed by consultants (26 per cent), UNVs and interns (21 per cent), and a small percentage of individual contractors (9 per cent). WHO executes its programmes and projects using a majority of national staff. It considers that the finance, HR, ICT, emergency, security and health care sectors are core functions for the organization, and these functions are funded from the regular budget.

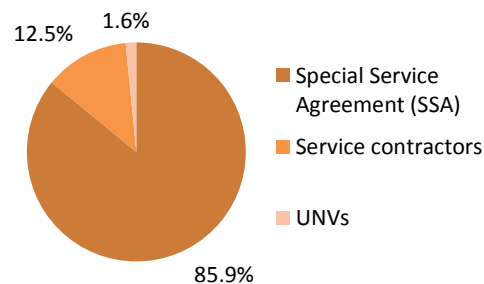
UNFPA

53. Non-staff personnel represent 59 per cent of the workforce of UNFPA. As at the end of March 2013, there were 25 staff members (two international) and 36 non-staff individuals.

Staff and non-staff



Types of non-staff contracts



Source: JIU questionnaire

54. The special service agreement (SSA) is the predominant non-staff contractual modality (86 per cent), followed by service contractors (SCs) (12 per cent) and a small percentage of UNVs (1.6 per cent). UNFPA indicates that the choice of using special service agreement contracts is for short-term and non-office based technical advice/assistance/support to programme implementation. The service contractor contract is used, particularly for UNFPA Viet Nam, mostly due to the lack of regular posts for continuous/core functions. Local management indicated that they try to gradually regularize non-staff positions. Budgetary/cost implications are the primary reasons for the use of non-staff instead of staff posts. UNFPA uses implementation partners but also does direct execution of projects in Viet Nam.

Main findings

55. The Inspectors found that despite being a Delivering as One country, Viet Nam could not provide a good or best practice to highlight as an example. The Inspectors observed that harmonization, despite being on the agenda, is still an issue. The use and entitlements of non-staff is not part of country team meetings and harmonization efforts. However, organizations managed to have common guidelines for remuneration levels of non-staff personnel working on projects.

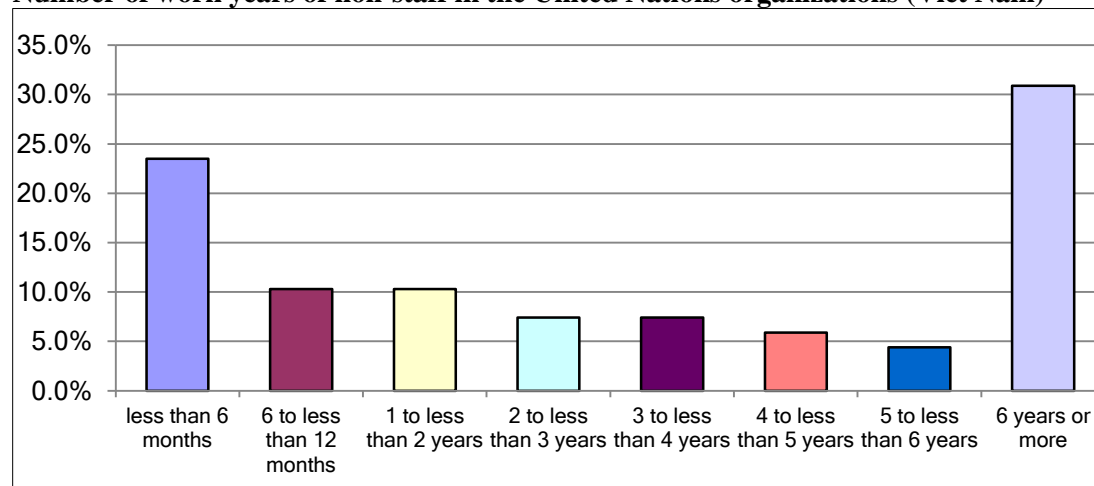
56. In the case of ILO, although it has a significant presence in Viet Nam and does direct execution, contrary to other organizations, interviews and questionnaire responses indicated that ILO does not use non-staff contracts for long-term activities.

57. The non-staff survey results show that almost **70 per cent of respondents from Viet Nam believed that their work is of the same, or a similar, nature to the work of regular staff. 86 per cent indicated that their work is project related. In addition, 46 per cent of respondents stated they worked regular hours and had been assigned a desk, phone, and/or email account by their respective organizations.**

58. The results of the survey indicated that 30.8 per cent of respondents have frequently, and 26 per cent have sometimes, had managerial responsibilities. 15 per cent of respondents indicated that they have either frequently or occasionally supervised regular staff members.

59. Non-staff personnel are often used for extended periods. Some examples of the long-term use of non-staff personnel could be observed at FAO, UNAIDS, UNESCO, UNFPA, UNIDO and UNODC. This was confirmed at the different group meetings held by the Inspectors with hiring managers. It was not rare to find cases of individuals having worked for periods of three to six years under short-term non-staff contracts.

Number of work years of non-staff in the United Nations organizations (Viet Nam)



Source: JIU Survey

60. Regarding the number of years that respondents have worked for their respective organizations, 31 per cent indicated more than six years. It should be noted that 49 per cent of respondents have worked for their organizations for more than 3 years under non-staff contracts. Only 34 per cent indicated that they have worked for their respective organizations for less than one year.

61. About 26 per cent of respondents work in administrative areas, including finance and human resources; 3 per cent in information technology; and 68 per cent indicated “other areas” being the most relevant within this category: programme/project management and administration, as well as substantive areas like environment, health and development, etc. 86 per cent of respondents indicated that their work is project-related.

62. United Nations entities do not even meet the minimum labour standards established in national law; Viet Nam labour laws require that any contract over three months needs to include social security coverage.

63. The Government of Viet Nam, the European Union and the United Nations jointly introduced in 2009 common guidelines for the financing of local costs in development cooperation, and these guidelines were updated in 2012. According to local management, this initiative has been beneficial to harmonize the remuneration levels of project personnel working in the United Nations system organizations.

Other survey findings

64. The highest participation share came from UNDP (28 per cent), followed by FAO (26 per cent), UN-Women (7 per cent), UNIDO and UNODC (4 per cent each).

65. The contractual modality most represented in the survey was UNDP individual contractor (IC) (29 per cent) followed by FAO national project personnel (NPP) (22 per cent), UNDP service contractor (SC) (7 per cent) and UN Consultant and UN-Women SC, both with 6 per cent. Other contractual modalities were also represented, however with percentages under 5 per cent. Some other survey findings include:

- Gender representation: male 52 per cent
- Most representative age-range: 30 to 39 years old (37 per cent)
- 61 per cent of respondents indicated that the work they performed in practice was the same as what was stated in their respective contracts. 32 per cent indicated their work was sometimes different to what was stated in the initial contract
- 41 per cent stated they had received training from their organizations
- 32 per cent had medical insurance provided by their respective organizations, and 18 per cent stated they did not have any medical insurance
- About 14 per cent indicated they had a pension scheme provided by the respective organization, while 41 per cent declared they did not have any retirement pension scheme
- 40 per cent of respondents would accept a reduction in their salaries in exchange for additional social benefits (pension and health insurance scheme)
- Overall, 69 per cent of respondents considered their contracts fair, 20 per cent considered them unfair
- **86 per cent of the respondents to the survey indicated that they feel committed to their respective organizations**
- 50 per cent of respondents indicated that their work performance assessments are shared with them at the end of their assignments
- 87 per cent of respondents declared they had been informed of the code of conduct and/or ethical standards applicable within their respective organizations
- 61 per cent of respondents declared they were aware of formal and/or informal mechanisms through which to channel complaints within their respective organizations.

Attachment 1: Policies relevant to non-staff in the United Nations system organizations

Organization	Policy or other relevant document	Reference	Date
<i>United Nations, funds and programmes</i>			
UN Secretariat	Policies for obtaining the services of individuals on behalf of the Organization	ST/SGB/177	
	Consultants and individual contractors	ST/AI/2013/4	Issued on 19 December 2013
	Consultants and participants in advisory meetings	ST/AI/2013/4	Issued on 19 December 2013
	Regulations Governing the Status, Basic Rights and Duties of Officials other than Secretariat Officials, and Experts on Mission	ST/SGB/2002/9	
	General Conditions of Contracts for the services of Consultants or Individual Contractors	N/A	
	Institutional or Corporate Contractors	ST/AI/327	
	Conditions of Service for international UNV volunteers	UNVs are governed by the UNV programme in Bonn which establishes their conditions of service.	
UNAIDS	WHO eManual	N/A	
UNDP	Individual Contractor (IC) Policy		July 2012
	UNDP Human Resource User Guide, Service Contract User Guide		January 2008
UNFPA	Policies and Procedures Manual: Human Resources Personnel Policies and Procedures Personnel of UNFPA: (a) Consultants at UNFPA Headquarters; (b) International consultants at UNFPA field duty stations; (c) Local consultants at UNFPA field duty stations		(a) January 2007 (b) June 2010 (c) January 2007
UNHCR	Affiliate Workforce Arrangements in UNHCR	IOM/030-FOM/031/2011	29 April 2011
	Policy on Individual Consultants	IOM-FOM/009/2013/Corr.1	20 June 2013
	Policy on Individual Contractors	IOM-FOM/011/2013	31 January 2013
	Guidelines for the recruitment, training, supervision and conditions of service for interpreters in a refugee context	IOM-FOM/005/2009	19 January 2009
UNICEF	UNICEF Administrative Instruction on Consultants and Individual Contractors	CF/AI/2013-001 Amend 1	March 2013
UNIDO	Director-General Administrative Instruction, Framework for the Recruitment and Administration of Personnel under Individual Service Agreement (ISA)	UNIDO/AI/2012/03/Amend. 2	December 2012
UNOPS	Organizational Directive No. 21, Revision 6 on Instruction: Individual Contractor Agreements Policy	OD21/Rev.6	June 2014
UN-Women	UN-WOMEN Human Resources Management, Policies and procedures for the delegation of authorities and Special Service Agreement (SSA) Guidelines. UNDP Human Resources User Guide, Service Contract User Guide		
UNWTO	No information available		
WFP	FAO HR Manual Section 706 (Author's Contract Holders and Temporary Conference Employees)		May 1990
	WFP Guidelines for Special Service Agreement (SSA) and WFP User guide for Service Contract		March 2009 (SSA)
	WFP HR Manual Section III.2 (Consultancy contracts), Section III.3 Special Service		

	Agreement (SSA), Section III.4 (Internships) and Section III.5 (Volunteer Assistants)		
<i>Specialized Agencies and IAEA</i>			
FAO	FAO Manual, Section 317 on Consultants	FAO MS.III.317	February 2011
	FAO Manual, Section 319 on Personal Service Agreement	FAO MS.III.319	February 2011
	FAO Manual, Section 375 on National Project Personnel	FAO MS.III.375	February 2011
IAEA	IAEA Administrative Manual, "Personnel Other Than Staff Members", Part II, Section 11 and Annexes 1,2,3,4,6	IAEA AM.II Section 11, Annexes 1,2,3,4,6 III	Revised: November 2013
ICAO	<i>"Administrative Instructions on Contracts of Individual Consultants/Contractors"</i>		Revised: October 2013
ILO	Office Directive on External Collaboration Contracts	IGDS 224	May 2011
IMO	Policy and guidelines for temporary employees	N/A	September 2012
ITU	Internal memorandum on the Recruitment of Consultants and Experts under SSA including language assignments consultants and translators	N/A	February 2010
UNESCO	UNESCO Human Resources Manual. Contracts for Individual Consultants and other Individual Specialists contracts and Appendix 13 F-1 on Individual Consultants Contracts Guidelines	HRM 13.10 and HR Appendix 13 F-1	
WHO	WHO Manual (section VI.2.4 Procurement of Goods and Services, Consultants and section III, 16 Non-staff contracts)	N/A	N/A
	Consultants Policy and Procedures	N/A	July 2008
WMO	Standing Instructions, Chapter 4, Changes to Special Service Agreements (SSA)	Service Note (SN) #15/2011	November 2011

Attachment 2: Definition of contract modalities by organization

Organization	Contract	Definition as given by organization
FAO	For all contracts	Refer to the “Guidelines on the employment of International Consultants under MS 317 and Subscribers to Personal Services Agreements under 319”, issued in November 2013, as well as the “Guidelines for the employment and servicing of National PSA (PSA.NAT) and National Project Personnel (NPP), issued in March 2014” (documents attached in main Report). The relevant Manual Sections have also been revised and updated.
	Consultant	Persons who are recognized authorities or specialists in a specific field and whose services are utilized in an advisory, consultative or demonstrative capacity. They are considered officials of the Organization.
	Subscriber to a Personal Services Agreement (PSA)	Individuals required to perform, without direct supervision, specific tasks or services of an intermittent or discontinuous nature and of limited duration, different from those performed by staff members on a continuing basis, and which do not require them to travel regularly on behalf of FAO, to work regularly on FAO premises, or to represent the Organization. (This contractual instrument was introduced in 2002 and replaces the former Special Services Agreement, Reimbursable Loan Agreement and Contracts for Editorial Services).
	National Project Personnel (NPP)	This contract is restricted to national independent contractors recruited locally to an FAO field project. Tasks to be performed are clearly defined and the terms of reference identify the elements requiring national expertise or knowledge.
IAEA	Consultant	Consultants are engaged in their individual capacity to supplement the staffing of the Secretariat for a limited period of time, normally providing expertise, skills or knowledge for the performance of a specific task or piece of work of a professional nature which is a one-off activity. Consultants shall not be engaged to replace staff members. They shall also not be engaged for managerial, supervisory, representative or decision-making functions. Consultants are engaged under a Special Service Agreement (SSA).
	Cost-free Expert – Types B and C	Cost-free Experts (CFEs) are provided by donor States or institutions at no or only partial cost to the Agency to perform specific tasks for which no resources are available within the Secretariat. CFEs/Types B and C are engaged under a SSA;
	Technical Cooperation Expert	Technical Cooperation (TC) Experts provide specialized advice to, or assist in the implementation of, TC projects in the field. TC Experts include TC Training Course Lecturers providing lectures, exercises etc. during IAEA training course activities. TC Experts may be employed under a SSA, , or under an agreement with an institution or other corporate body.
ICAO ²	Individual consultant	An individual consultant is a person who is a recognized authority or specialist in a specific field engaged by ICAO in an advisory or consultative capacity for a finite period of time and linked to clearly defined deliverables. An individual consultant must have special skills or knowledge <i>not readily available</i> within ICAO or not normally possessed by the regular staff of ICAO and for which there is <i>no continuing need in ICAO</i> . Notwithstanding the foregoing, the functions of an individual consultant shall not include any representative, certifying, supervisory or approving responsibilities;
	Individual contractor	An individual contractor may be engaged by ICAO from time to time to provide expertise, skills or knowledge in the performance of a specific task or piece of work. The work assignment may involve full-time or part-time functions <i>similar to those of staff members</i> ; for example, provision of translation, editing, language training, public information, secretarial/clerical/information technology and part-time maintenance services, or such other functions as are regularly performed by staff members. Notwithstanding the foregoing, the functions of an individual contractor shall not include any certifying supervisory or approving responsibilities. They may, however, be required to undertake representative responsibilities.

² See ICAO “Administrative Instructions on Contracts of Individual Consultants/Contractors”.

ILO ³	External collaboration contracts	An external collaboration contract is a contract concluded with persons acting in their individual capacity to perform a specific task or set of tasks. These contracts are not employment contracts and remain outside the scope of the Staff Regulations. An external collaboration contract may only be used where there is a specific well defined task or set of tasks to be performed and the output can be considered as a specific end product (e.g. a study, research assignment or a translation) or where the task assigned is of an advisory or technical nature. Tasks should be performed within a limited and specified period of time.
IMO	Consultant	Specialized functions; with specific and short duration in time; location where tasks are performed is flexible (e.g.; working from home). No supervisory role anticipated.
	Service contractor	Companies performing a range of support and non-core functions. Selected through bidding process.
	Temporary employee	Jobs performed in situ at IMO HQ; Duration of employment not normally exceeding 12 months; usually hired to replace staff members on leave or vacant posts while those are being advertised or during peak work periods.
ITU	Consultant	Experts under Special Services Agreement (SSA) contracts are used for high technological expertise, for temporary emergency needs, for humanitarian activities, projects on development, peak workload, during conferences, for new initiatives such as Child Protection, Climate Change , cybersecurity, e-health etc.
UN Secretariat	Consultant ⁴ / Participant in Advisory Meetings	An individual who is a recognized authority or specialist in a specific field, engaged by the United Nations under individual contract in an advisory or consultative capacity to the Secretariat. A Consultant must have special skills or knowledge not normally possessed by the regular staff of the Organization and for which there is no continuing need in the Secretariat.
	Individual ⁵ contractor	An individual engaged by the Organization from time to time under a temporary contract to provide expertise, skills or knowledge for the performance of a specific task or piece of work, which would be short-term by nature, against the payment of an all-inclusive fee.
	Service contractors	Persons performing work in conjunction with the supply of goods or services extending beyond their own personal service or pursuant to a contract entered into with a supplier, contractor or consulting firm including individuals who are employed by suppliers and contractors that have been engaged by the Organization to provide goods or services in connection with the fulfilment of its objectives (i.e., “employees of suppliers and contractors”)
	United Nations Volunteer	United Nations Volunteers (UNVs) are qualified individuals engaged on a short-term and voluntary basis. They are recruited under the United Nations Volunteer programme (UNV), which is represented worldwide through the United Nations Development Programme (UNDP). UNVs are engaged pursuant to the Conditions of Service for International UNVs. They may not be used for core posts involving significant administrative and financial functions requiring delegation of authority and approving/certifying functions or the supervision of staff members.
	Institutional or Corporate Contractors	The temporary services of individuals required by the Organization from time to time may be obtained by their engagement as contractors under a contract entered into directly with an institution or a corporation.
UNAIDS	Consultant	An individual who is a recognized authority or specialist in a specific field, engaged under a temporary contract in a technical advisory or consultative capacity. A consultant must have special skills or knowledge not normally possessed by the staff of the Organization and performs functions for which there is no continuing need in UNAIDS. The consultant is engaged for the purpose of performing a specific time-limited piece of work for UNAIDS in a technical advisory capacity or consultative capacity, and, normally: i. the nature of the work requires the presence of the individual on UNAIDS premises for more than an occasional visit; and/or ii. the work to be performed requires close UNAIDS technical guidance; and/or iii. the work requires the individual to undertake travel for UNAIDS, including to areas affected by disease outbreak or areas

³ See ILO Office Directive AGDS Number 224 (Version 1).

⁴ ST/AI/2013/4.

⁵ Ibid.

		where a public health problem is prevalent.
	Agreement for Performance of Work (APW)	The individual engaged under an APW is expected to deliver a results-oriented piece of work (specialized or non-specialized) in a time-bound manner; and in all cases, the individual engaged under an APW is paid a fixed-sum or maximum amount; does not normally work on UNAIDS premises, except for an occasional visit; does not perform work that requires close UNAIDS technical guidance; and does not undertake travel for UNAIDS (i.e. other than commuting and/or traveling for an occasional visit to UNAIDS premises to present or discuss aspects of the work with UNAIDS staff).
	Volunteers	Volunteers: It is not WHO policy to engage people to carry out work without compensation. There may, however, be occasions when individuals, whose experience and professional background would allow them to make a contribution to the work of a technical programme, could be authorized to carry out specific activities on a voluntary basis on WHO premises under the supervision of a staff member. Volunteers could be on sabbatical leave from either their government or their employing institution and be available for a clearly defined period.
UNDP	Individual contractors ⁶	As a general policy, the Individual Contract modality is used for the procurement of services of an individual to perform time-bound and non-staff tasks aimed at delivering clear and quantifiable outputs which must be clearly identified in the contract and directly linked to payment.
	Service Contractor	The Service Contract modality is intended to contract nationals of the country and other individuals who are legally permitted to work in the country. It is used for work that is not part of UNDP's central core work or part of UNDP's integrated team effort; work that is within the development project context (NIM agency, direct execution, etc.) or in UNDP office that could be outsourced, but for which outsourcing is not feasible or desirable under special circumstances. The objectives and targets must be clearly described in the terms of reference, including the duration of service.
UNESCO	Supernumerary ⁷ - HQ only (locally recruited P or GS personnel)	Tasks or services are temporary in nature, corresponding to workloads during peak periods, emergencies or additional short-term work. This would include work resulting from prolonged absence of staff members on eg sick leave, maternity leave, or from delays in recruitment into established posts.
	Special Service Agreement - Field only (locally recruited P or GS personnel)	As above
	Service contract - Field only (locally recruited P or GS personnel)	Tasks or services correspond to activity or longer-term work-loads which cannot be covered in the normal course of duty by regular staff members.
	Consultants - all locations (locally or internationally recruited)	Recognized specialists working either in an advisory or consultative capacity, or providing the expertise, knowledge and skills needed for the delivery of a specific service or product. They should possess specialist skills and knowledge which are not readily available, and for which there is a temporary, short-term need, rather than a continuing need.

⁶ See UNDP Individual Contractor (IC) Policy <https://info.undp.org/global/popp/cap/Pages/general-principles.aspx>.

⁷ Supernumerary contract has been discontinued as of 1 January 2014.

UNFPA	Consultants	Provide professional or support skills. Individuals are retained as consultants for a range of short-duration activities that are strictly temporary in nature to provide expertise. Contract not to exceed 11 months (or 239 working days).
	Service Contractors	Usually not located in UNFPA office but with an implementing partner. Contracts issued in increments from 6 months up to one year, with maximum total duration of employment of 5 years. Must be nationals of, or hold a work permit in, the country of employment.
UNHCR	Individual Consultants	An individual who is a recognized authority or specialist in a specific field engaged by UNHCR under a temporary contract in an advisory or consultative capacity. Consultants must possess special skills or knowledge not readily available in the organization and for which there is no continuing need.
	Individual contractors	An individual engaged by the organization under a temporary contract to provide expertise, skills, or knowledge for the performance of a specific task or piece of work against payment of an hourly, daily, monthly or all inclusive fee.
	United Nations Volunteers (UNV)	The UN Volunteers (UNV) programme aims to promote volunteerism for peace and development.
	Interpreters	They are hired under the direction of a collective agreement between the organizations of the UN Common System and the International Conference Interpreters Association (AII).
UNICEF	Consultant	A consultant is an individual who is a recognized authority or specialist in a specific field engaged by UNICEF under an individual contract, within a specific period of time, in an advisory or consultative capacity. A consultant must have specialized skills or knowledge, that is not readily available within UNICEF, and for which there is no continuing need in UNICEF.
	Individual contractors	An individual contractor is an individual engaged by UNICEF under an individual contract to provide expertise, skills or knowledge for the performance of a specific task.
UNIDO	ISA holder – International Consultant	A qualified professional who is not a national or permanent resident of the recipient country and who provides specialized professional inputs to the UNIDO regular and technical cooperation programmes and related activities and thus brings knowledge and expertise to the recipient country.
	ISA holder – National Consultant	A qualified professional who is a national or permanent resident of the recipient country and who provides specialized professional inputs to the UNIDO regular and technical cooperation programmes and related activities in/for the recipient country. National Consultants may be considered as International Consultants if they are required to: <ul style="list-style-type: none"> i. travel outside the recipient country or their country of residence if not the same as the recipient country for more than 50% of the service period; or ii. provide services under a Regional or Global Programme and demonstrate that they possess external knowledge and expertise which are to be applied to the regional and global context.
	ISA holder – Local Support Personnel	A qualified individual who is a national or permanent resident of the country of the duty station and who provides general programme support and clerical services to the UNIDO offices, programmes and projects at the duty station.
	ISA Holder – Ad-hoc worker	An individual who is a national or permanent resident of the country of the duty station and who provides unskilled and semi-skilled work for UNIDO on an ad hoc basis as and when needed.
UNOPS	Individual contractors ⁸	2.1.1. The ICA is particularly appropriate to engage an individual in one or more of the following circumstances: (for example) <ul style="list-style-type: none"> (a) When undertaking the performance of specific task(s) or delivery of piece(s) of work for the implementation of project(s) or other operational activities of a business unit which is required for a defined period of time; (b) When undertaking the performance of specific task(s) that is/are needed because of the variable business volume; (c) When the services require specialized technical, peculiar or unique skills that are not readily available amongst staff members or needed long-term by UNOPS; (d) When the services required is output-oriented and can be completed outside the office; (e) As temporary replacement

⁸ See UNOPS Organizational Directive No. 21 (rev. 6) Individual Contractor Agreement Policy.

		of staff member; (f) When temporary or seasonal increases in workload warrant additional assistance Incorrect Use of ICA for UNOPS-managed personnel: 2.1.3. The ICA should not be used:(a) To re-instate a staff member whose previous post/function of similar nature has been abolished; (b) As a means of applying a probationary period to candidates prior to offering them a staff appointment; and/or (c) Where the responsibilities include “inherently UN activities”, as described in sections 2.1.4 – 2.1.6.
UN-Women	Special Service agreement / Individual contractors (SSA/IC)	It is a legal instrument used for the procurement of services provided by a person engaged by UN-Women, in his/her individual capacity, to provide expert services, advisory services, technical skills or knowledge for the performance of a specific task or piece of work.
	Service contractors (SC)	Contract between UN-Women and an individual person as an independent contractor, SC holders are hired in field duty stations and are therefore nationals of the country of duty station or hold a work permit in the country of employment.
	UN Volunteers	This type of contract is managed by UNV and it is used only at field level
UNWTO	Consultant	Consultants – consultancy contract normally to carry out a mission in the field.
	External Collaborator	External Collaborator – consultancy contract normally not requiring any field mission.
	In-house Collaborator	In-house Collaborator – service contract at Headquarters.
WFP	Authors Contract ⁹ Holders (including Temporary Conference Employees)	Author’s contracts are issued for writers, editors, illustrators, revisers, typists, proof readers, publishers, etc., for the development of material intended for issue by WFP regardless of source of funds. Special Services Agreements (SSAs) should not be used for these types of services when the fee is determined on a piece work or lump sum basis. Author’s contracts do not confer staff member status or any staff privileges.
	Consultant	Persons who are recognized authorities or specialists in a specific field and whose services are utilized in an advisory, consultative, or demonstrative capacity are normally engaged as consultants. Consultants are appointed for short or intermittent periods of less than one year. Their appointment may be: for the duration of a specific assignment; for a series of specific assignments within a given period of time (WAE- when actually employed basis); on a WOC (without compensation) basis.
	Service Contracts	The SC is a modality for hiring individuals not covered by the UN Staff Rules and Regulations. Individuals contracted under the SC are WFP personnel and not UN staff members. Therefore, they are not covered by UN Staff Rules and Regulations. The SC is a non-staff contract. It is a legal document between WFP and an individual contracted on the basis of the Service Contract Form. The SC is governed strictly by the terms of this User Guide and terms of the contract itself. The SC is intended for engaging individuals under the following conditions: a) national personnel or others legally authorized to work in the country; b) for temporary functions determined to be limited and for specific periods such as emergencies, special operations and programme activities with limited period of time. Appropriate contractual tools should be applied for longer term engagements. c) for support services that would normally be outsourced to a company but such companies are not available or it is not advisable to do so due to prevailing circumstances, i.e. custodial, security and IT services.
	WFP SSAs (Field)	The SSA is a WFP contractual instrument not subject to any national legislation in countries where WFP operates. The SSA is a non-staff contract. Individuals engaged under SSA will serve in their personal capacity as independent contractors. They are governed by the explicit terms of the contract signed. The SSA is a flexible contractual tool and hiring mechanism to recruit locally consultants, temporary professionals and support personnel to perform duties over a relatively short period of time. The contract holder must be a national/citizen from the country of assignment or a resident with a working permit obtained prior to engagement on SSA contract. The SSA is suitable for activities that are less than six (6) months duration or activities which will not be extended beyond eleven

⁹ Discontinued as of 1 January 2014.

		(11) months, either during emergency or relief operations, peak workload periods, workshops/conferences, leave periods of regular staff members (e.g. absence from office on annual, sick, paternity or maternity leave, mission or TDY status) or for initial activities prior to funding/post definition, etc.
	FAO SSAs (HQ & Liaison Offices)	A special services agreement (SSA) is to be used only with respect to individuals when it is not possible or advisable to obtain the services of an individual on a regular employment basis, as a consultant, or through the use of another form of contract (such as an author's or publisher's contract), or on a non-staff travel basis.
	UNVs	Not a WFP contract. Please refer to the applicable UNDP UNV framework.
WHO	Consultants	Individual who is specialist in a specific field, engaged under a temporary contract in a technical advisory or consultative capacity.
	Special services agreements (SSAs)	Contract between the Organization and a national or resident of a host country for use of his/her services for either long or short assignments on a specific national project or activity.
	Agreement for Performance of Work (APW) - Contractors	The Agreement for Performance of Work (APW) is intended for use in arrangements whereby a specific product is prepared and delivered by an individual or an entity, without direct supervision by an officer of the Organization: Normally, the work does not require the individual or firm to be present on WHO premises.
WMO	Individual contractors	Chapter 4 of WMO Standing Instruction states: "4.39.9 Individual contractors employed under SSAs are considered as independent contractors and not as staff members."