



OPERATIONS MANUAL: VOLUME IV - FIELD OPERATIONS

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1. INTRODUCTION TO VOLUME IV: FIELD OPERATIONS MANUAL

1.1 OBJECTIVES

- To outline the standard operating procedure (SOP) in setting up and running of field office.
- To guide person in charge in the tasks for field office in making operational decisions for the field office.

1.2 FOR WHOM

- **Person in charge of Field Office**
The manual is written for the person that is entrusted to set up and run MERCY Malaysia's field office. This person that has to ensure that the processes and policies set forth by this manual is respected and fulfilled.
- **Personnel of Field Office**
Other personnel that are involved with the field office have to also go through the manual to familiarize with the processes and policies in the manual.
- **Staff of Programme Development and Operations (PDO)**
All staff members of PDO have to also be familiar with the manual before deployment or secondment to field office. It is recommended the manual is read and referred to continuously starting from induction period in PDO.

A programme officer of PDO has to understand the concept of field office as they usually are leading, managing or liaising between field office and MERCY Malaysia Headquarters (MMHQ). By reading this manual, a programme officer can understand the roles and responsibilities of a field office as well as the roles and responsibilities of personnel in a field office. Therefore, a programme officer can make informed judgments and give productive inputs for field office.

1.3 HOW TO USE THE MANUAL?

The manual is written and designed to be the standard operating procedure in setting up and running of field office. It is recommended for anyone using the manual to read through the whole document and understand the overall setup of the field operations. Once the concept of field operations is familiarized, the manual can be used in sections as applicable to the operation. It should be the reference point throughout the operations of the field office.

Different locations have different rules and regulations which will affect MERCY Malaysia's operation. Although, this manual is written by capturing the general policies and procedures

that can be replicated across locations, it still has to be adapted according to the rules and regulations of the area of operations. The manual should be kept as the minimal requirement for the field operations. However, if there are additional requirements for a specific location, the requirements have to be included into the field operations as attachments.

Forms and reporting templates are attached to the manual and will be referenced to throughout the manual. These forms and templates can and should be adapted to the local context of the operations. All of the forms, templates and manuals listed in this manual are available in a USB key accompanying this manual.

There are **EIGHT** critical topics that are not covered in this manual as they are detailed in other manuals. Refer to them accordingly. All of these manuals are attached in this manual.

TOPIC	APPENDICES	MANUAL
1. Safety and Security	Appendix 1	Safety and Security Manual
2. Finance	Appendix 2	Finance Manual
3. Project Management	Appendix 3	Operations Manual – Volume I: Project Cycle Management
4. Human Resource		
5. Communication	Appendix 4	Corporate Identity Manual
	Appendix 5	Communication Manual
6. Asset Management	Appendix 6	Fixed Asset Management Policy and Procedure
7. Warehouse Management	Appendix 7	Warehouse Management Manual
8. Procurement	Appendix 8	Procurement Manual

This manual is one out of the four volumes in the Operations Manual. This volume will refer to the other volumes in Operations Manual accordingly. There are also other MERCY Malaysia's manuals that can be used as reference point. The following are the manuals that can be referred to (list is not exhaustive):

- Operations Manual
 - Volume II : Needs Assessment
 - Volume III : Emergency Response
- Manuals from Human Resource and Administration Department

Note that this manual deals with the **administrative part of field operations only**. For project/programme management, please refer to Operations Manual – Volume I: Project Cycle Management.

The Field Operations Manual is also only for **set up of field office in the recovery phase** (or in long term emergency phase – protracted emergency). For set up of base camp, please refer to Operations Manual – Volume III: Emergency Response.

Each chapter in the manual addresses specific topic in relation to field operations. The following is the summary by chapter:

Chapter 1 provides the introduction to the manual and how the manual can be used.

Chapter 2 introduces the concept of field office and provides a complete definition of field office according to MERCY Malaysia and should be read in its entirety before attempting to read the subsequent chapters of the manual.

Chapter 3 explains the governance of a field office which sets the basis in line of reporting and management of the field office.

Chapter 4 explains about the registration process. The chapter should be read if MERCY Malaysia decides to register in the country.

Chapter 5 provides the guideline in choosing the location of MERCY Malaysia's office space, accommodation and warehouse as well as setting up the spaces.

2. INTRODUCTION TO FIELD OFFICE

2.1 DEFINITION

MERCY Malaysia Field Office is an onsite physical office of MERCY Malaysia. The office must have at least 2 local personnel where at least one staff takes on the administrative role and at least one staff takes on the operations role. The field office is established for a medium to long term country operations. The minimum operation is six months.

2.2 REQUIREMENTS TO ESTABLISH A FIELD OFFICE

The establishment of a field office can be initiated due to (1) an operational needs or (2) an operational strategy established by MERCY Malaysia.

MERCY Malaysia's response to emergency humanitarian crises usually extends into recovery and subsequent phases. At the end of emergency phase, a planning team will do an overall needs assessment and prepare the planning for MERCY Malaysia's operation in the recovery phase. If the recovery phase plans include an operation that goes beyond six months and needs direct implementation by MERCY Malaysia, a field office will have to be established.

Establishment of field office is often included in the proposal for recovery phase programme and will become a part of the project activities. The office is financed by the project funding.

A country strategy is drafted with the outlook of having a humanitarian operation in a specific country for a period of time with or without initial presence of MERCY Malaysia in that location. This strategy outlines the presence of MERCY Malaysia in a country for a minimum period of a year. Opening a field office can be part of the country strategy if MERCY Malaysia is implementing the projects in the country directly. The country strategy is usually drafted by the planning team in PDO under the direction of Director of Strategic Planning and Director of Programme Planning and Development.

2.3 WHO ESTABLISHES A FIELD OFFICE

A person who is appointed by the management will set up the field office and assume the role of a Country Coordinator / Manager. The person is usually but not necessarily a Programme Officer from PDO. Any appointed person is responsible in upholding the standard operating procedure set forth by this manual and has to follow what is outlined in this manual to ensure smooth operation of the field office.

A Desk Manager is a Programme Officer of PDO who plays the role of the **focal point** from MMHQ to the field office. The Desk Manager and the Head of PDO have to continuously monitor the progress of the field office and will be responsible in updating MMHQ on the status of the field office.

2.4 WHEN TO ESTABLISH A FIELD OFFICE

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The field office has to be established immediately upon approval of management. Hiring of staff and renting an office can be time consuming and may sometimes be done concurrently with the project implementation.

Transition of operations set up from base camp to field office can be challenging. Administration for a base camp is a simplified version of the field office and may require less bureaucracy and paperwork. It is important for the person in charge of the Field Office to ensure that all procedures in this manual are respected once the transition is done.

2.5 ROLES AND RESPONSIBILITIES OF A FIELD OFFICE

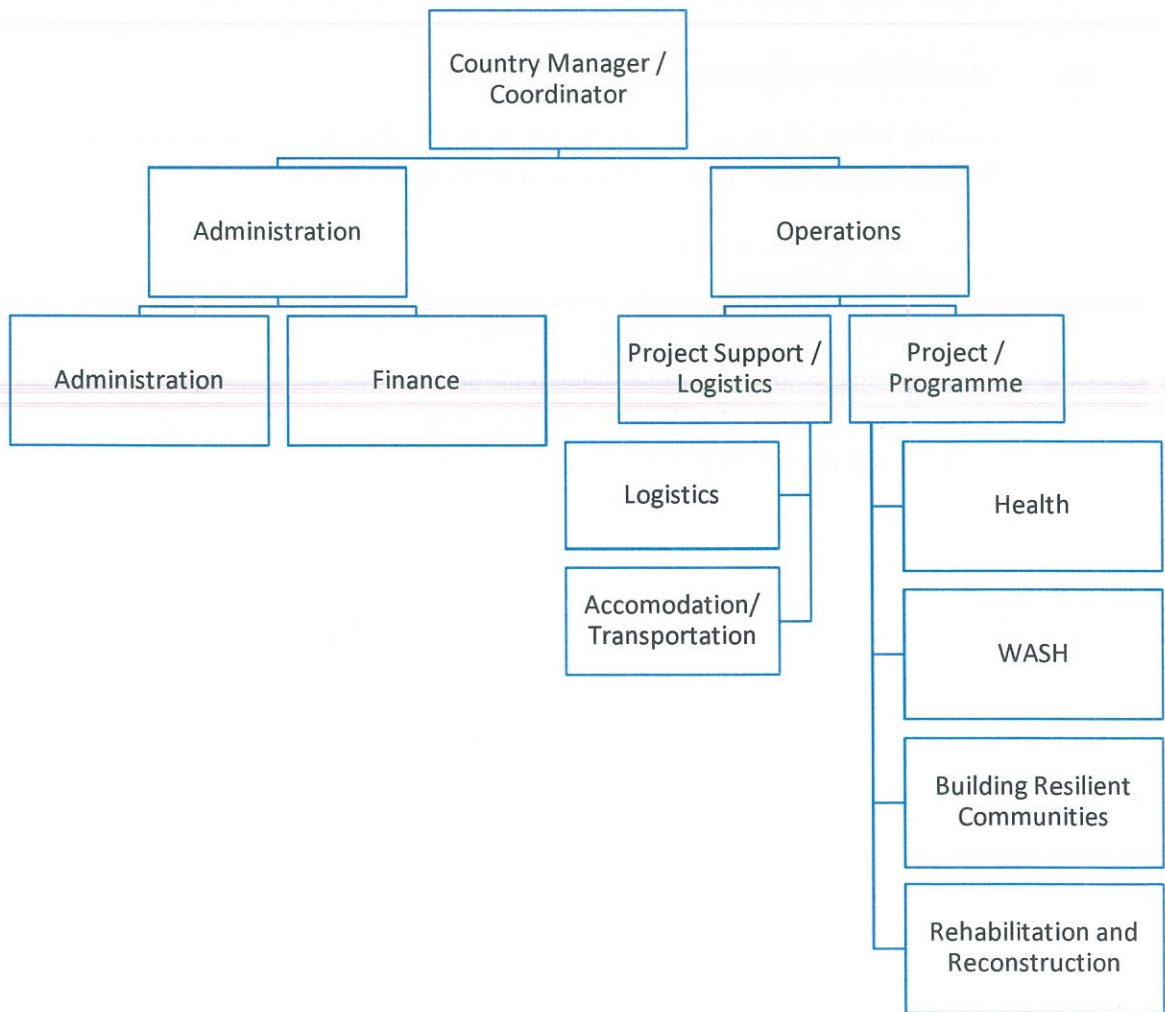
The field office will serve as the administration centre for the operations in the specific area. The following are the roles and responsibilities for the office:

- Administrative tasks
- Financial management
- Implementation of country strategies
- Project and programme management
- Official address for local mailing concerns
- Focal point in reporting to headquarters

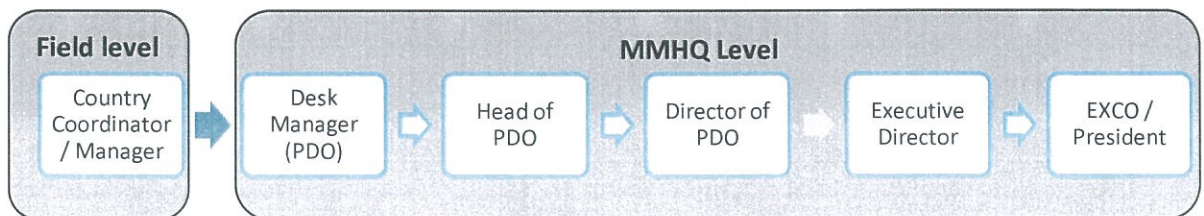
3. GOVERNANCE

3.1 ORGANIZATION CHART

The following is a standard organization chart for a field office that can act as a basis to the organigram of a field office in a particular country. There might be slight variations in organigrams by country. Refer to **Appendix 9** for the Job Description of each position.



The reporting line from field office to MMHQ is as follows:



3.2 COUNTRY STRATEGY

Every Field Office has to have the country strategy planning prior to the establishment of the office. The country planning process sets the goals and strategies for the office and ensures its sustainability. The planning process involves both staff on field and staff in HQ.

The field office is the implementing team for the country strategies. The field office has to ensure that all country strategies are met within its time frame.

3.3 OPENING AND RUNNING A FIELD OFFICE

The following two chapters delve directly into the tasks involved in opening and running a field office. They lay down the procedures for each group of tasks and the fitting guidelines for the person in charge in his or her decision making.

4. REGISTRATION

Registration of field office is required in all countries with field office. The following is the process of registration:

1. Country plan
2. Internal approval from EXCO for opening of office
3. Preparation of documents as per country's requirement
4. Approval from EXCO on documents in Step 3
5. Submission of documentation and follow up
6. Once registration is completed, disseminate registration information to HQ

5. LOCATION

This chapter describes the procedures in renting and setting up spaces for field operations. There are three types of spaces that are linked to the field operations and they are as follows:

1. Office space
2. Warehouse
3. Staff accommodation

Each space has similar rental procedure. In this chapter, the following topics are discussed:

1. Selecting space
2. Renting space
3. Setting up space
4. Maintaining space

5.1 OFFICE SPACE

1. Selecting an office space

- a. If available, use an established property agent to assist in the task of renting a suitable office/accommodation as this can save time and will be less hassle.
- b. Visit at least three locations for the office space.
- c. Consider the following criteria when selecting an office and prioritize according to the situation (e.g. in a high risk area, security will be prioritized over all other considerations). Evaluate each location in comparison to each other in terms of the criteria.

i. **Location:** proximity to government offices, other organizations, staff residences and warehouses. If possible, locate the office in an established international compound or area. Ensure the area is not a disaster prone area and the building has strong structure.

ii. **Suitability:** appropriate total floor space, number of separate rooms. Space requirements is based on staffing plan plus requirements for meeting rooms, radio/ telecommunications facilities, storage and parking space.

Furnished offices are ideal as they save time and money. The office shall contain a room that is large enough to accommodate meetings with at least a dozen people and a reception area to greet, screen and control visitors. If no warehouse is expected to be rented, consider getting an office that has some storage space.

iii. **Utilities:** reliable sanitary facilities, water and electricity supplies, pre-installed telephone line and parking facilities.

Consider the need for a water tank and a generator with fuel storage. In situations where it is difficult to obtain generators or fuel, consider the use of solar panels, batteries and voltage inverters. At minimum, there should be electric supply for laptops, communication devices and essential office equipment. If radios are a primary means of communication, there should be adequate space to install antennae.

- iv. **Condition:** sound or repairable roof, walls, doors, etc., and the local availability of materials and skilled labour for repair work;
 - v. **Cost:** suitable rental, repairs and maintenance cost.
 - vi. **Safety and Security:** controlled access to the office and/or compound, all weather road access
- d. In high risk areas, security is prioritized over all other considerations. The following additional criteria shall be followed:
- i. **Proximity:** Choose an office as close as possible to an international assembly point (for e.g. UN, INGO or Malaysian embassy) or an airport in case of evacuation.
 - ii. **Location:** Avoid locations that are close to strategic installations or potential targets (e.g. opposition party offices, military barracks, key ministries etc.).
- e. Send a memo approval to MMHQ detailing the chosen space in comparison to other spaces in terms of the listed criteria. If possible, include pictures and rental quotation as attachment to the memo. See *Memo Approval Template* in Appendix 11.
- f. Once memo is approved, proceed to the renting of space process.

2. Renting an office space

- a. Ensure that the lessor is the owner or landlord. Ask for proof of ownership. If in doubt, get someone to vouch for his/her identity.
- b. Request a draft copy of rental agreement and email a copy to MMHQ for consultation on legality and validity of the rental contract. If the owner does not have a set rental contract, use MERCY Malaysia's *Rental Contract* template instead. Refer to Appendix 11.
- c. For length of lease, in normal circumstances, set the period to be a year (unless field operation is less than a year). In high security risk areas, where there is a strong possibility of evacuation, keep the period of rental to be quarterly.
- d. It is preferable if the lease is automatically renewable and contains a specific time frame for cancellation.
- e. If a deposit is required, ensure that the amount requested is according to the going rates in the area. The full amount, terms and conditions of the deposit must be clearly defined in the contract. The return of the deposit shall coincide with the date of handing back the property.

- f. Any alterations or renovations to the building must be done with the prior consent of the lessor, and where possible, specified in the contract (this includes installing antennas/satellite dishes, wall dividers etc.).
- g. Once the contract is signed, ensure all the administration for billings of utilities (water, electricity, phone, internet, etc) is arranged accordingly.
- h. Inform MMHQ of the office address and email a scanned copy of the rental agreement to MMHQ. The original rental agreement shall be kept in a designated folder in field office.

3. Setting up field office

a. Moving in

Prior to moving into the premise:

- i. Walk through the premises with the lessor and list all fixtures and non-expendable assets such as furniture. Note their conditions and have the lessor check and sign the inventory.
- ii. Photograph the premises before moving in, particularly any damages to the building. The photographs should be dated and witnessed by the lessor.
- iii. Spare keys should be cut for each door and a full set of spare keys should be kept under lock by the administration staff of the office.

b. Procurement of office furniture

- i. The following is the minimum standard list for furniture and equipment for field office. Whether or not these should be purchased locally will depend on whether the quality of the items is good, if the prices are reasonable and if it is logistically practical. In some cases, it may be advisable to bring in the items from Malaysia. Procurement must follow the procurement process. Refer to Procurement Manual on detailed explanation of the process.

Items	Remarks
1. Work desk with lockable drawers	According to number of proposed staff
2. Office chair	Same number as work desk
3. Shelving unit (for non-confidential files)	
4. Lockable file cabinet	2 tier, metal
5. Desktop computer table and chair	
6. Meeting table and chairs	For minimum of 6 people
7. Whiteboard	
8. Stackable plastic chairs	
9. Desktop computer	Install original Microsoft Office
10. Laptop	According to number of project officer
11. Multi – function (scan, copy, print) color printer	If possible, WiFi connectable
12. Projector	

13. Telephone	Landline
14. Modem and router / portable WiFi modem	Find the most cost effective
15. Safety deposit box	
16. Fan / Aircond / Heater	According to climate
17. Generator	If constant electric supply is a problem
18. First Aid Kit	
19. Pantry items	water boiler, water dispenser, mugs

- ii. The management of assets must be according to the procedures set forth in the **Fixed Asset Management Policy and Procedure**. All field office assets are considered as program related asset and field office has to ensure that Logistics, Safety, Security Management Department (LSSMD) in HQ are updated with the information from field office through the desk manager in PDO. Refer to the policy and procedure on detailed information regarding management of asset.

c. Setting up space

- i. Office layout – the office shall have the following spaces at the very least:
- Workspace
 - Meeting space
 - Storage space
 - Pantry
- ii. Display of information – It is essential to share and make visible of MERCY Malaysia information in the field office to show the public of MERCY Malaysia’s commitments and relevant information of the organization. It is required for any field office to put up the charts listed below.
- MERCY Malaysia signage
 - ✓ Refer to Corporate Identity Manual on the explanation and requirements needed for signage
 - Organization Chart
 - Information Chart
 - ✓ MERCY Malaysia Vision and Mission Statement
 - ✓ MERCY Malaysia Affiliations
 - ✓ The Principles of Code of Conduct for The International Red Cross and Red Crescent Movement and NGOs in Disaster Relief
 - ✓ Core Humanitarian Standards
 - MERCY Malaysia Country Strategy Chart
 - MERCY Malaysia’s Contextualized Humanitarian Accountability Framework (HAF) in English and local language – refer to Operations Manual – Volume I: Project Cycle Management

- Progress Charts – Bar or pie charts can be used display the progress of MERCY Malaysia’s programme. These charts will show the progress of a response or project in simple graphic details. This is useful for briefings and reports.
 - Calendar of Activities – Can be printed by month or drawn on whiteboard
 - Supplies and Logistics Chart – It is important for the field office to keep track of the status of the logistics in each area. The following supplies and logistics charts can be displayed:
 - ✓ Allocation of equipment and supplies for each project
 - ✓ Daily allocation of transport for each project
 - ✓ Tracking of relief supplies from headquarters (if any) to field office to relief site
 - Maps
 - ✓ Large scale map of the country and bordering countries showing major cities/towns, main transportation routes (airports, highways, railways and shipping ports), national and district boundaries.
 - ✓ Smaller scale maps of MERCY Malaysia’s area of operation showing settlements, water sources, main routes and health facilities. Use color-coded pins or markers to show. Details on demography, climate, economy etc. will be useful.
 - ✓ Consider security. Mark mined areas and 'no go' zones on the map.
 - ✓ Maps can be obtained from government departments, the national survey office, UN agencies (UNOCHA) or the military. Tourist maps from hotels and service stations shall be used sparingly.
 - ✓ Laminate the maps and mount them on the wall in a coordinated pattern.
 - Field Office Do’s and Don’ts – translated into local language
 - Contact details – contact details of staff as well as emergency contacts shall be listed in a visible location.
- iii. Mailbox, complaint/feedback box – prepare a mailbox and a complaint/feedback box in a clearly visible location near the entrance of the office. Refer to Complaint Response Mechanism Manual for more details on Complaint Response Mechanism (CRM).

4. Office maintenance

- a. One Administration personnel shall be appointed as the point person for the overall office maintenance. Furniture and equipment shall be well maintained at all times.

- b. Basic cleanliness of the office space shall be managed by all staff. Based on needs, a helper to clean the toilets and tend the compound can be hired weekly. If not, personnel will have to be appointed for the cleaning tasks accordingly.

5.2 WAREHOUSE

They are not usually permanent in nature. They may be housed in a building which was not designed to be used as a warehouse or in a temporary building/structure. The initial staff may be a casual workforce that has never worked in a warehouse before and the inventory system is more likely to be paper based. The management style must therefore be practical and action oriented with a focus on making the humanitarian goods available as quickly and efficiently as possible, but yet at the same time accountable.

1. Selecting warehouse space

- c. If the field operation requires a large storage space for its relief items then a suitable warehouse should be acquired. Before deciding to rent a warehouse, consider sharing a warehouse with another international organization or borrowing suitable premises from local government, companies or organizations.
- d. Visit at least three locations for the warehouse space
- e. Consider the following criteria and prioritize according to the situation (e.g. in a high risk area, security will be prioritized over all other considerations). Evaluate each location in comparison to each other in terms of the criteria.
 - i. **Location:** proximity to the transportation commonly being used (roads, ports, airports. However, ensure that the space is not liable to pollution or infestation from nearby industries or other food warehouses. Easy road access is a must.
 - ii. **Suitability:** ensure the space is suitable for nature and characteristics of goods to be stored, duration of storage needed (short term or long term), the need for other activities (e.g: repackaging, labeling, kitting), availability of suitable handling equipment, have floors that are level, strong and watertight, have platforms or ramps for ease of loading and unloading, be dry and well ventilated, be of sound, non-combustible construction and free from rodents, termites and other pest. Space requirement is based on country strategy plan. To ensure easy manual handling of items, storage space should be in ground floor, preferably with expandable doors (using sliding doors).
 - iii. **Utilities:** have an adequate electric power supply and lighting (preferably available 24 hours-a-day), availability of a secure parking area for trucks (attached to the warehouse or close to it)
 - iv. **Condition:** sound structure, no infestation of rodents, and not located in a high risk area.
 - v. **Cost:** suitable rental, repairs and maintenance cost.

- vi. **Safety and Security:** evaluate the volatility of the security situation (refer to Safety and Security manual) in the locality, controlled access to the warehouse and/or compound, all weather road access, secure at doors, windows and the perimeter fence/gates
- f. If renting a warehouse or a suitable premise is also not possible, then the following can also be considered:
- i. Use empty shipping containers.
 - ii. Construct new warehouses using locally available cement and corrugated iron sheets.
 - iii. Import prefabricated structures if materials are not available locally or costs are high or delays are excessively long.

2. Renting a warehouse

- g. Ensure that the lessor is actually the owner or landlord. Ask for proof of ownership. If in doubt, get someone to vouch for his/her identity.
- h. Request a draft copy of rental agreement and email a copy to MMHQ for consultation on legality and validity of the rental contract. If the owner does not have a set rental contract, use MERCY Malaysia's *Rental Contract* template instead. Refer to Appendix 11.
- i. Length of lease should follow the project duration. If project duration is more than a year, the lease should be signed annually. In high security risk areas, where there is a strong possibility of evacuation, keep the period of rental to be quarterly.
- j. It is preferable if the lease is automatically renewable and contains a specific time frame for cancellation.
- k. If a deposit is required, ensure that the amount requested is according to the going rates in the area. The full amount, terms and conditions of the deposit must be clearly defined in the contract. The return of the deposit shall coincide with the date of handing back the property.
- l. Any alterations or renovations to the building must be done with the prior consent of the lessor, and where possible, specified in the contract (this includes installing antennas/satellite dishes, wall dividers etc.).
- m. Once the contract is signed, ensure all the administration for billings of utilities (water, electricity, phone, internet, etc) is arranged accordingly.
- n. Inform MMHQ of the office address and email a scanned copy of the rental agreement to MMHQ. The original rental agreement shall be kept in a designated folder in field office.

3. Setting up warehouse

a. Moving in

Prior to moving into the premise:

- i. Walk through the premises with the lessor and list all fixtures and non-expendable assets such as furniture. Note their conditions and have the lessor check and sign the inventory.
- ii. Photograph the premises before moving in, particularly any damages to the building. The photographs should be dated and witnessed by the lessor.
- iii. Spare keys should be cut for each door and a full set of spare keys should be kept under lock by the administration staff of the office.

b. Procurement of furniture, fixtures and appliances

- i. The following is the standard list of items:
 - sufficient quantities of standard forms, calculators and stationery to keep proper storage records
 - small tools for opening cases, such as hammers, pliers, crowbars, steel cutters
 - tools and materials for warehouse repair and simple maintenance;
 - supplies for repacking or reconditioning packaging, such as bags, twine, strings, rope, tape and small containers or cartons
 - scales for weighing goods
 - standard wooden pallets in sufficient numbers – ideally international
 - four-wheel hand trolleys for moving supplies within the warehouse
 - brooms, dust pans, brushes, shovels, sieves, refuse bins for cleaning and disposing of collected waste
 - first aid kits, flashlights, fire extinguishers and other fire-fighting equipment both inside and outside the warehouse
 - weighing scales
 - ladders
- ii. Procurement must follow the procurement process. Refer to Procurement Manual on detailed explanation of the process.
- iii. List of furniture and equipment procured must be prepared and verified. A copy of the document shall be kept in a physical folder. Please refer to Fixed Asset Management Policy and Procedure on Fixed Asset Management.
- iv. All warranties, copy of receipts, installation CDs and manuals shall be kept in a designated folder.
- v. The management of assets must be according to the procedures set forth in the Fixed Asset Management Policy and Procedure. All field office assets are considered as program related asset and field office has to ensure that Logistics, Safety, Security Management Department (LSSMD) in HQ are updated with the information from field office through the desk manager in PDO. Refer to the policy and procedure on detailed information regarding management of asset.

c. Setting up warehouse

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Refer to Warehouse Management Manual for explanation on setting up warehouse such as the warehouse layout and inventory management and control.

d. Warehouse maintenance

Ensure warehouse workflow is enforced properly. It is recommended to at least hire a logistic assistant that will be in charge of the maintenance of the warehouse under the supervision of Program Coordinator. Refer to Warehouse Management Manual for explanation on maintaining the warehouse.

5.3 ACCOMODATION

1. Selecting staff accommodation space

- a. Accommodation is prepared for out – of – town staff and volunteers that work in the field office. Basic facilities should be prepared to ensure comfort for the staff / volunteer.
- b. In an ideal situation, accommodation shall be separated from office space. The following criteria shall be considered.

- i. **Location:** If the office and the accommodation are separated, consider that staff may work late and thus these two locations should be close to ensure security and convenience.
- ii. **Suitability:** appropriate total floor space, number of separate rooms. Space requirement is based on out – of – town staffing plan.

Furnished housing unit is ideal to save cost. However, if this option is not possible, minimum standard of furniture/equipment shall be procured to ensure comfort for staff. Housing unit must be able to separate the sections between women and men.

- iii. **Utilities:** kitchen, reliable sanitary facilities, water and electricity supplies

There should be enough bathrooms and toilets to separate facilities for men and women. Consider the need for a water tank and a generator with fuel storage. If radios are a primary means of communication, there should be adequate space to install antennae. Try not to accommodate more than 2 staff per room.

- iv. **Condition:** sound or repairable roof, walls, doors, etc., and the local availability of materials and skilled labour for repair work;
 - v. **Cost:** suitable rental, repairs and maintenance cost.
 - vi. **Safety and Security:** controlled access to the office and/or compound, all weather road access
- c. In high risk areas, security is prioritized over all other considerations. The following additional criteria shall be followed:

- i. **Proximity:** Choose an office as close as possible to an international assembly point (for e.g. UN, INGO or Malaysian embassy) or an airport in case of evacuation.
- ii. **Location:** Avoid locations that are close to strategic installations or potential targets (e.g. opposition party offices, military barracks, key ministries etc.).
- d. Send a memo approval to MMHQ detailing the chosen space in comparison to other spaces in terms of the listed criteria. If possible, include pictures and rental quotation as attachment to the memo. See *Memo Approval Template* in Appendix 11.
- e. Once memo is approved, proceed to the renting of space process.

2. Renting an accommodation space

- a. Ensure that the lessor is actually the owner or landlord. Ask for proof of ownership. If in doubt, get someone to vouch for his/her identity.
- b. Request a draft copy of rental agreement and email a copy to MMHQ for consultation on legality and validity of the rental contract. If the owner does not have a set rental contract, use MERCY Malaysia's *Rental Contract* template instead. Refer to Appendix 11.
- c. For length of lease, in normal circumstances, international / out – of – town staff stays for only the initial set up phase for the country office (maximum of 6 months). Therefore, set the period to be a dependant on the staff contract. In high security risk areas, where there is a strong possibility of evacuation, keep the period of rental to be short. Accommodation rates should be renegotiated every few months as the market rate is also dependent on the number of INGOs in the area. As other INGOs begin to leave, the market rate will drop.
- d. It is preferable if the lease is automatically renewable and contains a specific time frame for cancellation.
- e. If a deposit is required, ensure that the amount requested is according to the going rates in the area. The full amount, terms and conditions of the deposit must be clearly defined in the contract. The return of the deposit shall coincide with the date of handing back the property.
- f. Any alterations or renovations to the building must be done with the prior consent of the lessor, and where possible, specified in the contract (this includes installing antennas/satellite dishes, wall dividers etc.).
- g. Once the contract is signed, ensure all the administration for billings of utilities (water, electricity, phone, internet, etc) is arranged accordingly.
- h. Inform MMHQ of the office address and email a scanned copy of the rental agreement to MMHQ. The original rental agreement shall be kept in a designated folder in field office.

3. Setting up accommodation space

a. Moving in

Prior to moving into the premise:

- i. Walk through the premises with the lessor and list all fixtures and non-expendable assets such as furniture. Note their conditions and have the lessor check and sign the inventory.
- ii. Photograph the premises before moving in, particularly any damages to the building. The photographs should be dated and witnessed by the lessor.
- iii. Spare keys should be cut for each door and a full set of spare keys should be kept under lock by the administration staff at the office.

b. Procurement of furniture

- i. The management of assets must be according to the procedures set forth in the Fixed Asset Management Policy and Procedure. All field office assets are considered as program related asset and field office has to ensure that Logistics, Safety, Security Management Department (LSSMD) in HQ are updated with the information from field office through the desk manager in PDO. Refer to the policy and procedure on detailed information regarding management of asset.
- ii. The following is the minimum standard list of furniture and equipment for staff accommodation. Refer to local culture and practice for any points to look out for (climate variations, animal control such as snakes and pests). Procurement must follow the procurement process. Refer to Procurement Manual on detailed explanation of the process.

Items	Remarks
1. Single bed	According to number of staff
2. Cabinet for clothes	One for each room
3. Dining table and chair	Sits 6
4. Shower facility	One for each toilet
5. Living room furniture	
6. Kitchen cabinet	
7. Stove	2 burner
8. Refrigerator	
9. Washing machine	If easily available and water supply is not an issue
10. Kitchen utensils	Sensitive to dietary requirements (Halal, vegan, etc)
11. Plates, glasses, pots, pans	
12. Rice cooker, kettle	
13. Bedding, blanket, pillow	
14. Linoleum	If necessary to cover the floor
15. Fans/air conditioning and/or heaters	According to climate
16. Satellite TV	Have access to international news channels
17. First Aid Kit	

6. APPENDICES

Appendix 1	Safety and Security Manual
Appendix 2	Finance Manual
Appendix 3	Operations Manual – Volume I: Project Cycle Management
Appendix 4	Corporate Identity Manual
Appendix 5	Communication Manual
Appendix 6	Fixed Asset Management Policy and Procedure
Appendix 7	Warehouse Management Manual
Appendix 8	Procurement Manual
Appendix 9	Job Description
Appendix 10	Memo Approval Template
Appendix 11	Rental Contract Template